
ADOPTED BUDGET 2017 / 2018



JEFFCO PUBLIC SCHOOLS
2020 Vision



www.jeffcopublicschools.org



Building Bright Futures



Building Bright Futures

Jefferson County School District, No. R-1

1829 Denver West Drive, Bldg. 27

Golden, Colorado 80401

www.jeffcopublicschools.org

2017/2018 Adopted Budget

Presented to the Board of Education

June 1, 2017

Ron Mitchell President
Ali Lasell First Vice President
Susan Harmon Second Vice President
Amanda Stevens Secretary
Brad Rupert Treasurer

Dr. Jason Glass Superintendent

Prepared by the Office of Budget Management and Development
Kathleen Askelson, Chief Financial Officer



Building Bright Futures



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Jefferson County School District, No. R-1
Colorado**

For the Fiscal Year Beginning

July 1, 2016

Executive Director



Building Bright Futures



Financial Services

1829 Denver West Drive, Building #27

Golden, Colorado 80401-3120

phone: 303-982-6843

fax: 303-982-6826

website: www.jeffcopublicschools.org

June 30, 2017

Members of the Board of Education
Jefferson County Public School District, No. R-1
Golden, CO 80401

Transmittal of the 2017/2018 Budget

We are pleased to present the 2017/2018 Adopted Budget for Jeffco Public Schools. This budget is presented in compliance with applicable Colorado state statutes and Colorado Department of Education (CDE) regulations. It incorporates final information related to state funding and the most current direction given by the Board of Education. The School Finance bill was finalized on the last day of legislation, May 10, 2017, and resulted in higher funding than originally anticipated in the Proposed Budget. The Board of Education strategically allocated these newly available additional funds for district needs while resulting in a balanced budget for 2017/2018. The outlook at the state has improved with changes to the hospital provider fee but remains challenged to keep pace with ongoing funding requirements for programs and statutory reserve compliance. Concerns remain for the district due to federal grant funding changes and the impact from decreased grant awards. District staff will continue to monitor state and federal funding for 2018/2019. District leadership will continue to be diligent in using limited resources for the best benefit of our students while maintaining the long-term financial health of the district.

The Process & Timeline

The process to produce the 2017/2018 budget began early in the fall with economic updates to the Board of Education, funding estimates and plans for community engagement. Budget staff closely monitors factors and legislation at the state to interpret the impact to the district. Changes in enrollment, assessed values, inflation and potential new bills can effect funding.

Community engagement continued to be a critical component for the Board of Education in the budget process. Each individual school accountability committee reported out on budget issues to the district accountability committee who presented a summary to the Board in March. This valuable information gives insight to the needs at site levels and tradeoffs being made with limited budgets. In addition, an online interactive budget tool was used to gather input from over 5,300 individuals on their priorities and recommendations for using district resources. Four telephone town halls with over 3,900 listeners were conducted by the Board and district leadership that incorporated two questions for all to respond and opportunities for individuals to ask questions or share perspectives with Board members. The information gathered from the community engagement was the driving guidance for the budget decisions incorporated in the Adopted Budget.

Further information on the budget development process can be found on page 25.

Jeffco 2020 Vision

The Jeffco 2020 Vision defines the characteristics of a successful graduate and the corresponding strategic plan sets priorities for the district to provide all students – from Pre-K through 12th grade – the educational experiences necessary to achieve the Jeffco 2020 Vision. The 2020 Vision

Our Mission: To provide a quality education that prepares all children for a successful future.

states, “In order for students to pursue their life goals by 2020 all Jeffco graduates will be able to successfully apply the following competencies: content mastery, civic & global engagement, communication, critical thinking & creativity and self-direction & personal responsibility.” Jeffco 2020 Vision provides an action roadmap that incorporates three key strategies to measure progress towards successful implementation. A key driver for the success of the strategic plan is syncing financial resources to the strategic plan roadmap. As schools implement Jeffco 2020 Vision, school accountability committees set budget priorities for 2017/2018 to align with their goals. Central departments using the new budgeting for outcomes (BFO) model specifically link work to the strategic plan. For details on Jeffco 2020 Vision, see page 19.

Student Based Budgeting

The 2017/2018 budget is in year three of student based budgeting (SBB). The budget model was implemented to all neighborhood and some option schools in 2015/2016. The SBB model empowers schools and communities to look at their specific needs and prioritize the budget to make the most impact in achieving the goals of the Jeffco 2020 Vision. District staff continually monitors and refines the SBB process to ensure equity across all schools and all students. For year three, the Board of Education approved a one-time, additional \$50 per student allocation. In addition, an ongoing \$50,000 was approved for 12 high schools that are not currently receiving the IB Factor to support existing and/or expanding programming. Year-over-year funding was increased in total for schools; however, individual schools could be experiencing a decline in enrollment that could decrease funding. For details on SBB factors and individual school budgets, see pages 27 to 29.

Budgeting for Outcomes

Budgeting for Outcomes was launched district wide for the 2017/2018 budget, following the success of a pilot program in 2016/2017. While schools are using SBB to better align resources with outcomes, it is also important for departments to have a similar process. With BFO, departments identify the different activities they perform, how the activities link to the strategic plan and measurable goals for each activity. Funding requests for increases or new activities must specify how the new initiative will improve or be more efficient, how it supports the strategic plan, and suggestions for how to fund the new proposal. For more about BFO, see page 30.

Negotiations with Employee Associations

Negotiations concluded in April, and agreements for compensation packages with the two employee associations were approved by the Board of Education on May 4, 2017. The Jefferson County Education Association (JCEA) and district recognize that hiring and retaining qualified, experienced educators is critical. The JCEA compensation package includes steps, lane advancement for qualified educators, 2 percent cost of living and 0.5 percent PERA contribution. The Jeffco Education Support Professionals Association (JESPA) and district also recognize the critical role of support staff in student outcomes. The JESPA agreement, similar to JCEA, includes steps, 2 percent cost of living and 0.5 percent PERA contribution.

School Finance

In November, the governor released the 2017/2018 budget request for the state of Colorado. Quarterly forecasts are also released by the Colorado Office of State Budget and Planning and Legislative Council that give indicators on the economy and outlooks for school finance funding. The governor’s early estimate for K-12 education was for a 2.7 percent increase for inflation, an increase for growth in student population, and a decrease to overall funding by increasing the

state's negative factor to schools. Even though economic conditions remained favorable for the state, there were concerns that Colorado's statutes and state constitutional provisions were causing constraints in balancing the state budget, especially the requirement to refund revenues over the TABOR limits. Increasing the negative factor was part of the proposal to balance the state's budget.

During the 2017 legislative session, the state addressed a few budgetary structural dilemmas, increasing K-12 funding from the governor's proposal in November. Reclassification of the state's hospital provider fee at the end of 2016/2017 changed the potential for TABOR refunds significantly; thus, state revenue subject to TABOR is expected to decrease by \$584.9 million in 2017/2018 and \$844.1 million in 2018/2019. TABOR requires revenue collected beyond the Referendum C Cap to be refunded to taxpayers. Revenue is forecasted to fall short of the C Cap by \$281.4 million in 2016/2017 and \$430.1 million in 2017/2018; therefore, no anticipated TABOR refunds are expected through the 2019 tax year.

The final School Finance bill funded inflation at 2.8 percent, funded the estimated state-wide growth in students, changed the name of the negative factor to the budget stabilization factor and kept the amount of reduction from that factor flat for 2017/2018. The budget stabilization factor for 2017/2018 reduces funding to K-12 education by \$828 million state-wide with Jeffco's portion reduced by \$76 million.

Jeffco Funding

The adopted budget incorporates the final revenue amounts determined by the School Finance Act per the Colorado State Legislature and the Colorado Department of Education less the revenue reduction due to the budget stabilization factor. The new funding from the state amounted to \$16.5 million for the district (excluding charter schools). Repurposing and reductions of central budgets were also incorporated into the assumptions to balance the budget. With these adjustments, the district was able to provide salary increases for staff and additional funding to schools in support of the identified Board goals for recruiting and retaining staff and improving student achievement and responsive to community values. However, the overall increase is 2 percent over the prior year, still lower than the amount being withheld through the state budget stabilization factor. The ongoing, cumulative effect of the reduction due to the budget stabilization factor manifests in the ability to address student needs and improve outcomes.

The state as a whole falls well behind other states when funding K-12 education, which has a direct effect on students. A misconception in the community persists that the legalization of marijuana provided material funding for school districts. This is simply not true. The state retains a large portion for education and enforcement related to marijuana, and the remainder is distributed to school districts via the Building Excellent Schools Today (BEST) Fund that is distributed among multiple districts through grant requests that require matching funds. There have been no funds to augment the ongoing needs for operations within school districts.

Reserves

The district remains financially-sound and strategic with regard to financial planning and management. General Fund reserves are estimated to decrease \$6.5 million for 2016/2017. This planned spend down of reserves for one-time expenditures is a result of the Board allocating funds for construction at two middle schools, Dunstan and Drake, to provide much needed additional capacity. The district target for unassigned reserves is based on the Government Finance Officers Association best practice of 8 to 15 percent. Estimates for 2016/2017, including

the one-time spend down for construction, would yield an unassigned reserve of 14.8 percent. The unassigned reserves for 2017/2018 are planned to be at 14 percent.

Summary

The district continues to focus on supporting our students and moving toward the identified goals in the Jeffco 2020 Vision. It is critical that the budget aligns financial resources to move in tandem with the efforts of the strategic plan. Budgetary investment decisions included in the proposed budget were made with the strategic plan in mind. We are very grateful for the many individuals who provided ideas, opinions, passions and beliefs to this process and the time and effort put forth that resulted in this budget.

Respectfully submitted,



Kathleen Askelson
Chief Financial Officer



Nicole Stewart
Director of Budget and Treasury

Table of Contents

Introductory Section

| | |
|-----------------------|---|
| Introduction..... | 1 |
| Economic Outlook..... | 2 |

Organizational Section

| | |
|--|----|
| Organizational Chart..... | 11 |
| Board of Education and Superintendent Biographies..... | 12 |
| Organizational Structure and Information | 15 |
| Long Term Strategic Planning | 17 |
| Jeffco 2020 Vision | 19 |
| Budget Objectives | 24 |
| Budget Development Process..... | 25 |
| Budgeting for SBB Schools..... | 27 |
| Budgeting For Outcomes (BFO)..... | 30 |
| Budget Development Cycle and Calendar | 31 |
| Fund Types and Basis of Budgeting and Accounting | 32 |
| Financial Policies | 33 |

Financial Section

| | |
|--|------------|
| Description of Funds | 51 |
| Two Year Comparison of Funds | 53 |
| Consolidated Summary of Fund Balances Sources and Uses | 54 |
| Consolidated Fund Summary | 56 |
| General Fund | 61 |
| General Fund Revenue Sources and Classifications..... | 70 |
| General Fund Expenditures Uses and Classifications..... | 74 |
| General Fund Summary | 78 |
| School Summary Report | 83 |
| Athletics and Activities | 93 |
| Board of Education | 99 |
| Custodial Services | 105 |
| District Leadership and Communications | 109 |
| Districtwide | 125 |
| Educational Research and Design..... | 129 |
| Field Services | 159 |
| Financial Services | 175 |
| Human Resources | 193 |
| Innovation and Effectiveness | 213 |
| Security and Emergency Management | 225 |
| Student Success | 231 |
| Telecommunications, Network and Utilities..... | 279 |
| Capital Project Funds | 285 |
| District-Wide Facilities Plan..... | 287 |
| Capital Project Funds..... | 299 |
| Building Fund | 303 |
| Special Education Services..... | 306 |

| | |
|--|------------|
| Student Enrollment Trends and Forecast | 307 |
| Capital Reserve Fund Budget..... | 310 |
| Building Fund Budget | 312 |
| Debt Service Fund | 315 |
| Debt Service Fund Budget..... | 318 |
| Special Revenue Funds..... | 321 |
| Campus Activity Fund Budget | 326 |
| Food Service Fund Budget | 328 |
| Grants Fund Budget..... | 330 |
| Transportation Fund Budget | 332 |
| Enterprise Funds..... | 335 |
| Child Care Fund Budget..... | 336 |
| Property Management Fund Budget | 338 |
| Internal Service Funds | 341 |
| Employee Benefits Fund Budget..... | 350 |
| Central Services Fund Budget..... | 352 |
| Information Technology Fund Budget..... | 354 |
| Insurance Reserve Fund Budget | 356 |

Informational Section

| | |
|--|-----|
| Jefferson County General Information | 359 |
| Enrollment..... | 365 |
| General Fund Per Pupil Revenues and Expenditures | 367 |
| School Statistics by Level..... | 369 |
| School Budget Allocations by Level | 374 |
| Budget Allocations by Division | 378 |
| Full Time Equivalents (FTE)..... | 379 |
| Staffing by Category..... | 380 |
| Accountability Systems | 388 |
| Colorado CMAS Test..... | 389 |
| Jeffco Statistics | 394 |
| Student Fees | 395 |
| Glossary | 397 |

Appendix A

| | |
|--|----|
| 5-yr Capital Investment by Location..... | A1 |
|--|----|

Appendix B

| | |
|--------------------------------------|----|
| Board of Education Resolutions | B1 |
|--------------------------------------|----|

Introduction

This budget document provides a comprehensive summary of the Jefferson County School District. It includes:

- ↘ Organizational overview
- ↘ District mission, objectives, and values
- ↘ Financial status summary
- ↘ Current budget assumptions
- ↘ Long term budget outlook
- ↘ Criteria for short and long term financial planning
- ↘ Staffing and enrollment summaries
- ↘ Performance data
- ↘ Statistical data

Demographics

Jefferson County School District, No. R-1 (Jeffco) is the second largest K-12 school district in the state of Colorado serving over 85,000 students annually and is the 37th largest district in the nation¹. The district is located approximately 10 miles west of downtown Denver and extends into the surrounding foothills. The district encompasses over 773 square miles and includes the cities of Arvada, Edgewater, Golden, Lakewood, Wheat Ridge, and parts of Broomfield, Littleton and Westminster. It also includes the towns of Bow Mar, Morrison and the unincorporated areas of Evergreen and Conifer. The population of Jefferson County is approximately 577,000.

Jeffco operates a wide variety of facilities including 155 schools plus 2 outdoor education laboratories, bus terminals, stadiums, district offices, and operational and training facilities. The district is also the largest employer in Jefferson County with over 14,000 full and part-time employees including substitute workers, athletic game workers, and temporary employees. Of that 14,000 total, there are over 5,000 licensed staff. Additional detailed staffing information can be found later in this document.



¹ *American School and University 2014 AS & U 100*

Economic Outlook

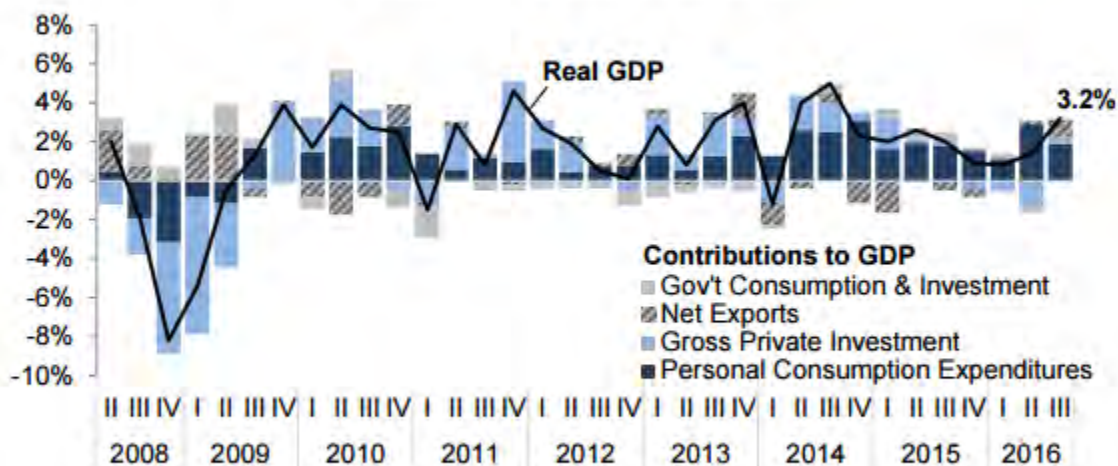
National Economy

Growth in the national economy is expected to continue to grow in 2017. The oil and gas industry has improved over the last couple of months that, coupled with continued robust consumer spending, have contributed to this growth. The national gross domestic product (GDP) grew 1.6 percent in 2016, trending at a slightly slower pace than in 2015. Growth was primarily due to consumer activity related to higher priced items that include cars, household appliances, and residential structures/remodeling. The slower rate of growth has contributed to the lower business investment and a strong U.S. dollar which constrained U.S. exports. Business investment and consumer activity is expected to drive growth, showing a GDP of 2.4 percent in 2017 and a forecast of 2.4 percent in 2018.

The national unemployment rate continues to near historical lows, coming in at 4.7 percent in February 2017. It is expected that employment will continue to increase, but at a slower rate through the end of 2017 and into 2018. Indicators suggest that the nation is nearing full employment. Health services, education, and business services continue to add to the workforce at a healthy pace. Unlike last year, job loss in the oil and gas industry continues to decelerate, as the industry continues to recover, contributing to the overall low unemployment rates.

The Federal Reserve continues to reinvest proceeds from maturing treasury securities and principal payments in hopes to keep the balance sheet elevated while maintaining pressure on long-term interest rates and lower borrowing costs for consumers and business owners. The Federal Open Market Committee (FOMC) increased the target federal funds rate from .75 to 1.0 percent, marking the third modest rate increase since the Great Recession eight years ago. FOMC estimates the deferral funds rate to be at 1.4 percent by the end of 2017 due to inflationary expectations and tightening labor market conditions.

Figure 8
Contribution to Real U.S. Gross Domestic Product
Seasonally Adjusted Annual Rates



Source: U.S. Bureau of Economic Analysis. "Real" GDP is inflation-adjusted. Contributions to percent change and percent change in GDP reflect annualized quarter-over-quarter growth rates.

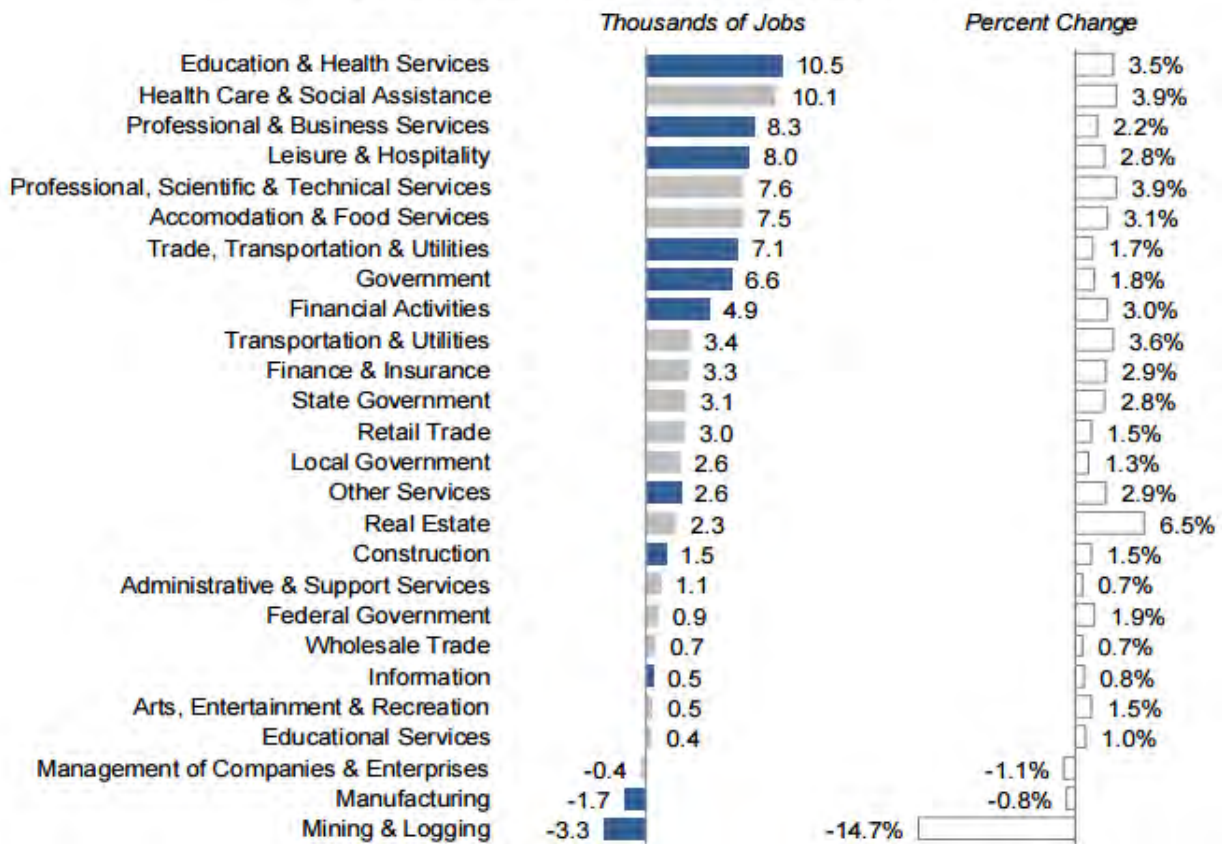
Colorado Economy

Although Colorado’s economy has been trending above the national average, it continues to grow at a slowed pace and is aligning closer to the national pace for the remainder of 2017. The recovery of the oil and gas industry has positively impacted the nation; while Colorado’s housing and labor markets continue to grow at a slowed pace. Despite the economic growth of the state slowing, signs are strong that Colorado’s economy will continue to expand in 2017 and going into 2018.

As the oil and gas industry begins to pick up, Colorado’s consumer price index is expected to increase. In 2016, CPI grew by 2.8 percent and is expected to increase by another 2.8 percent in 2017 as gas prices increase and housing costs continue to rise. Job growth continues for the fifth consecutive year, adding 53,000 jobs in 2016; however, growth has moderated to 2.3 percent. A growing and aging population has continued to add demand in education and health service industries and increased housing has also shown an uptick in construction jobs by 1.5 percent. Trending with the nation, energy and manufacturing industries have experienced a loss in Colorado.

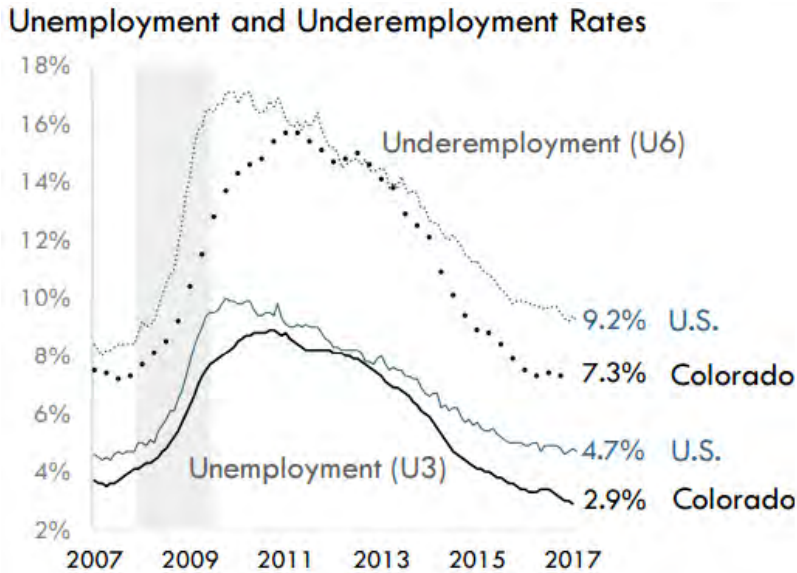
Colorado Nonfarm Employment

Year-over-Year Change in February 2017



Source: Bureau of Labor Statistics. Seasonally adjusted.

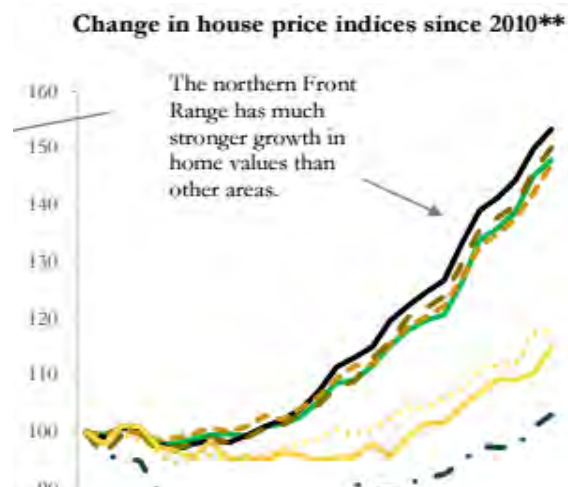
Employment in Colorado still remains strong in 2017; however, it has started to moderate, growing at a rate of 2.3 percent in 2017, still significantly lower than the national average. Although job growth did slow, demand remains as mentioned above. It is anticipated that Colorado’s unemployment rate will drop with the employment rate increasing 2.0 percent in 2017 and 1.8 percent in 2018.



Source: Bureau of Labor Statistics. Seasonally adjusted. Colorado U6 rates shown as four-month moving averages.

Immigration into Colorado has been increasing at a rapid pace. Population growth has increased 1.7 percent, nearly double the national rate, and this trend is expected to continue through 2017, with an additional 64,000 projected to come in to Colorado through migration alone. By 2019, it is expected Colorado’s population will reach 5.82 million people, a 1.6 percent increase.

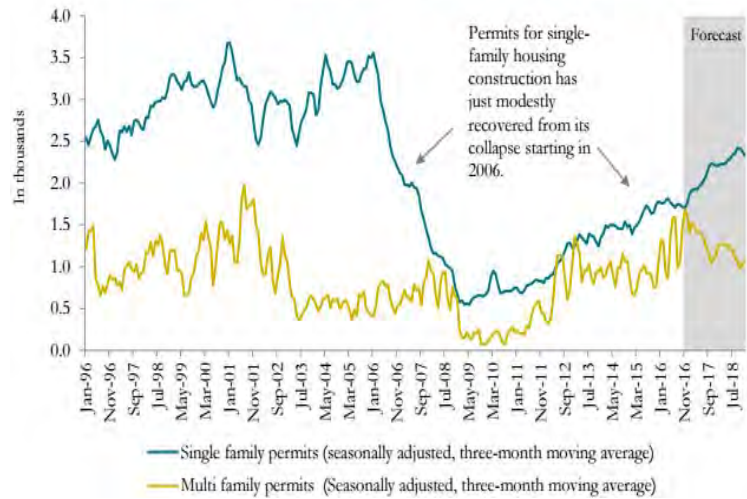
Colorado’s housing market, although still one of the strongest in the nation, has begun to moderate. Increased immigration and a robust population in conjunction with a low supply has led to increased housing costs across the state, and, as a result, first time home buyers are being priced out of the market. Interest rates continue to remain at historical lows although the low supply and increasing housing costs are contributing to the slowed growth in the industry. New housing construction has modestly rebounded from the fall over a decade ago. The rise in housing permits is expected to continue through 2017; this is driven by the increase in population and the state’s strong economic growth. Despite the increased demand, single family permits are growing at a much slower pace, 6.8 percent, while multi-family permits grew at 53.8 percent. The industry continues to struggle



with labor shortages, increasing building costs, tighter financing for housing developments, and restricted land usage in some areas.

Along with home costs, rental rates within the area have also continued to increase metrowide, with the exception of the Denver metro area, where rental rates have begun to slow. This slowing is contributed to the increase in new apartment construction in the area. Despite this slowing, it is expected that rental rates will continue to increase at a moderate rate.

Figure 16. Monthly Single-Family and Multi-Family Housing Permits in Colorado

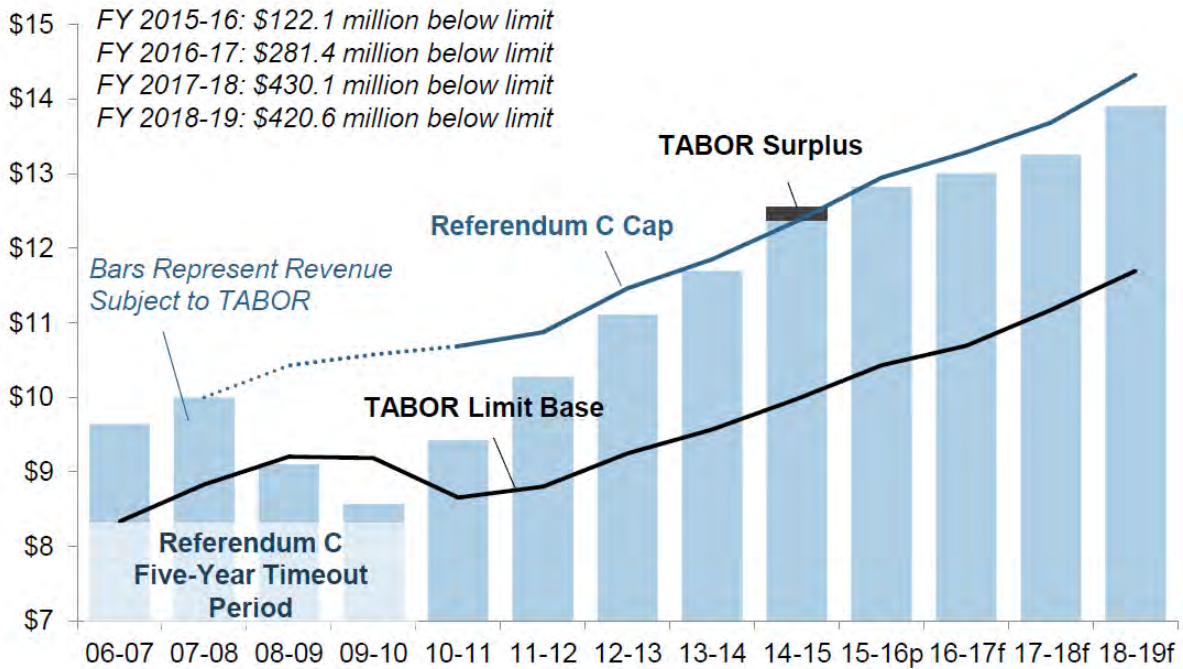


Colorado State Revenue and Budget

Colorado State revenue continues to grow at a moderate pace. During legislative session, the state addressed a few budgetary structural dilemmas; however ongoing issues continue to plague the state. The Residential Assessment Rate (RAR) is decreasing from 7.96 to 7.20 percent for the first time since 2003 due to the limitations of the Gallagher Amendment. While Colorado is in a healthy residential market, the assessed values will decrease, while nonresidential values increase, a net projected loss for the state. The restructure of the Hospital Provider Fee has provided some relief. The state was able to balance the 2017/2018 budget with no change to the budget stabilization (negative) factor, good news for K-12 Education.

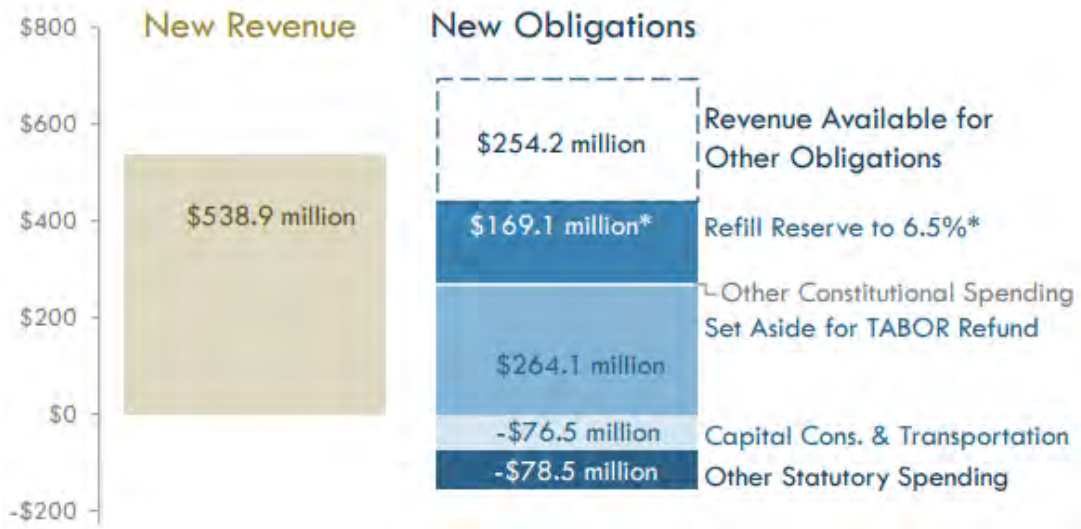
Article X, Section 29, of the Colorado Constitution, the Taxpayer’s Bill of Rights (TABOR), limits the amount of revenue the state may retain and either spend or save. The limit is equal to the previous year’s limit or revenue, whichever is lower, adjusted for inflation and population growth, plus any revenue changes approved by voters. Referendum C allowed the state to spend all revenue collected above the limit during a five-year timeout period from 2005/2006 to 2009/2010. Starting in 2010/2011 Referendum C provided a revenue cap amount above the TABOR limit that could also be kept. The cap is adjusted annually for inflation, population growth, and other TABOR adjustments. The TABOR outlook has significantly changed, with the repeal of the state’s existing hospital provider fee at the end of 2016/2017. State revenue subject to TABOR is expected to decrease by \$584.9M in 2017/2018 and \$844.1M in 2018/2019. TABOR requires revenue collected beyond the Referendum C Cap to be refunded to taxpayers. Revenue is forecasted to fall short of the C Cap by \$281.4M in 2016/2017 and \$430.1M in 2017/2018; therefore, no anticipated TABOR refunds are expected through the 2019 tax year.

TABOR Revenue, the TABOR Limit Base, and the Referendum C Cap
Dollars in Billions



Source: Colorado State Controller's Office and Legislative Council Staff

**Change in Revenue and Obligations
FY 2016-17 to FY2017-18**



Source: Colorado State Controller's Office and Legislative Council Staff

*Assumes \$169.2 million FY 2016-17 shortfall is addressed by reducing the reserve and no change in operating appropriations between FY 2016-17 and FY 2017-18.

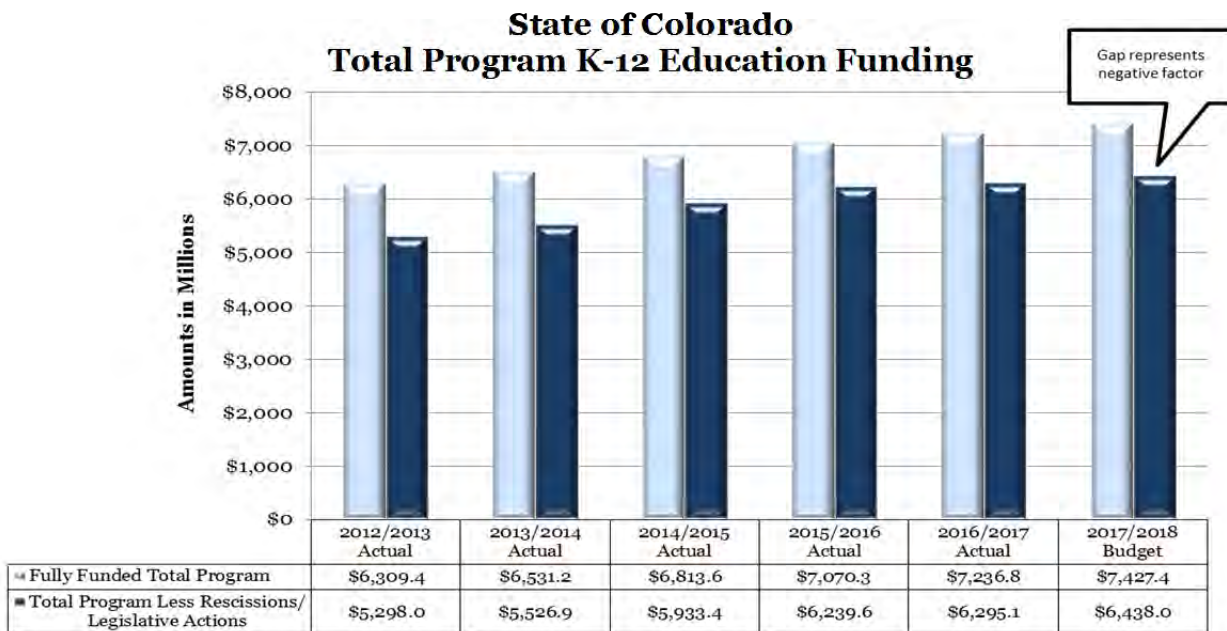
Competing priorities for programs at the state level cause pressure on the state’s budget. Along with K-12 Education and the State Education Fund, the state also funds Health Care Policy and Financing (includes Medicaid), Human Services, Higher Education, Corrections and other programs. Medicaid caseload growth has outpaced all other growth in programs in the state. In addition, there are statutory funding requirements for transportation and construction that strain the budget.

Colorado School Finance Act and State Legislation

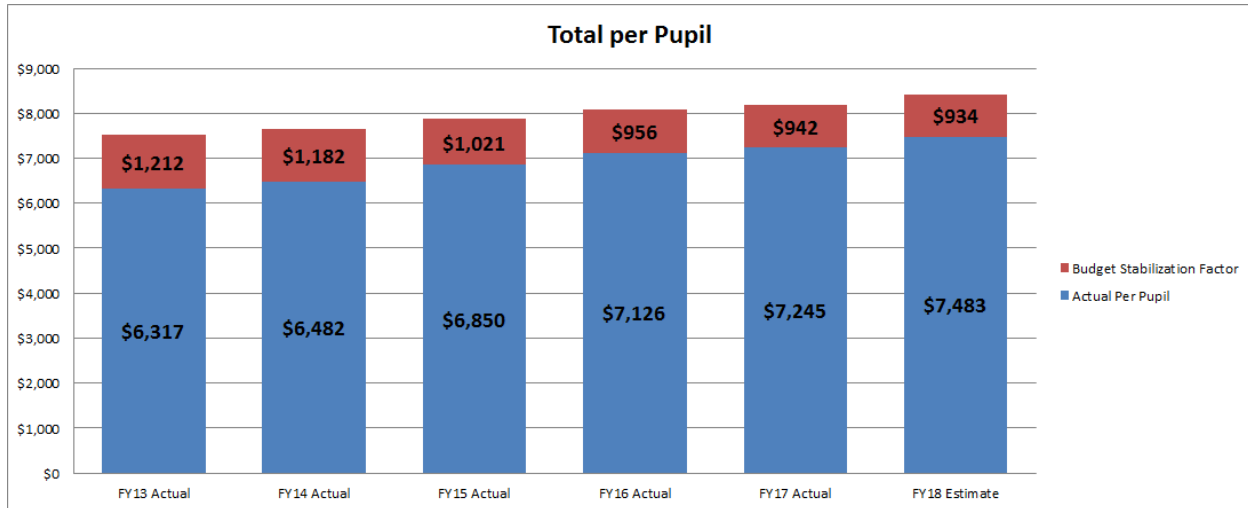
School funding in Colorado is determined by legislation and referred to as the School Finance Act. The Act prescribes total program funding using a per-pupil funding formula. To accommodate state revenue challenges, the state has incorporated what has been titled the budget stabilization factor into the school finance funding formula. The budget stabilization factor is a formulaic factor introduced by the state to help balance their budget that proportionately reduces otherwise prescribed funding levels for each school district. This budget stabilization factor is the mechanism the state implemented in 2010/2011 to reduce the level of K-12 funding to be used for other state funding needs while remaining within legal limits of the funding formula. This means that school districts across the state were receiving \$831M less in 2016/2017 than they should be receiving under a fully funded school finance formula.

The deficit gap created by the budget stabilization factor grew for four years since its creation and then peaked at 16 percent (\$1B) in 2012/2013. Since that peak, the gap has decreased with the 2014/2015 Student Success Act and continued to decrease through 2015/2016 at approximately \$831M. At the end of the legislative session, the budget stabilization factor will remain flat at \$828M. The School Finance Act provides an increase of 2.8 percent for inflation, increasing base per pupil funding, and anticipated student growth. There continues to be concern at the state level of the ability to sustain the funding in ongoing years with other budgetary required pressures and TABOR refunds.

The following chart demonstrates the difference between fully funded levels and actual funding levels after the application of the budget stabilization factor for each of the past four years. This chart reflects the final funding for 2017/2018.



The chart below illustrates the history of funding on a per pupil basis for Jeffco. The red bar is the unfunded amount which equates to the *budget stabilization factor*. In 2015/2016, per pupil funding was \$56 higher than funding in 2009/2010 for the first time. Per pupil funding for 2017/2018 after the budget stabilization factor is currently \$7,483.



Local

The shift in demographics of Jefferson County also contributes to the district’s budget challenges. The population of the county is impacted by multiple factors. Economic influences, low birth rates, aging populations of neighborhoods and availability of affordable housing all effect the student growth in the district. As some areas of the district remain flat or have declining enrollment, other areas show significant growth. In 2017/2018, overall district enrollment is projected to increase; however, neighborhood schools project a decline in 500 students, with an increase of 500 students to district charter schools. Fewer students may generate marginal cost savings, but many of the overhead and fixed costs for the district are still necessary despite declining enrollment. The rapid growth areas are a dilemma for the district to provide additional seat space within the limited growth from state funding. More information on Jeffco’s student population and the demographics of the county can be found in the *Informational Section* of this document.

While the increase in state funding previously outlined has a positive impact, Jeffco’s loss of funding through the application of the budget stabilization factor is approximately \$76M for 2017/2018. This annual loss has occurred at varying levels each year since 2009/2010, which means that over that period of time Jeffco has experienced a cumulative shortfall of \$642M in funding.

The large loss of funding over the past few years is very evident in the everyday business of Jeffco. Jeffco’s 2017/2018 proposed General Fund budget for expenditures is a less than 9 percent increase from six years ago. From 2009/2010 through 2012/2013, reductions of \$78M were implemented in the district. This consisted of all employees experiencing a 3 percent reduction in their pay with a comparable reduction in the number of days worked starting in the 2011/2012 school year. Jeffco was able to restore this pay reduction in two increments. The first

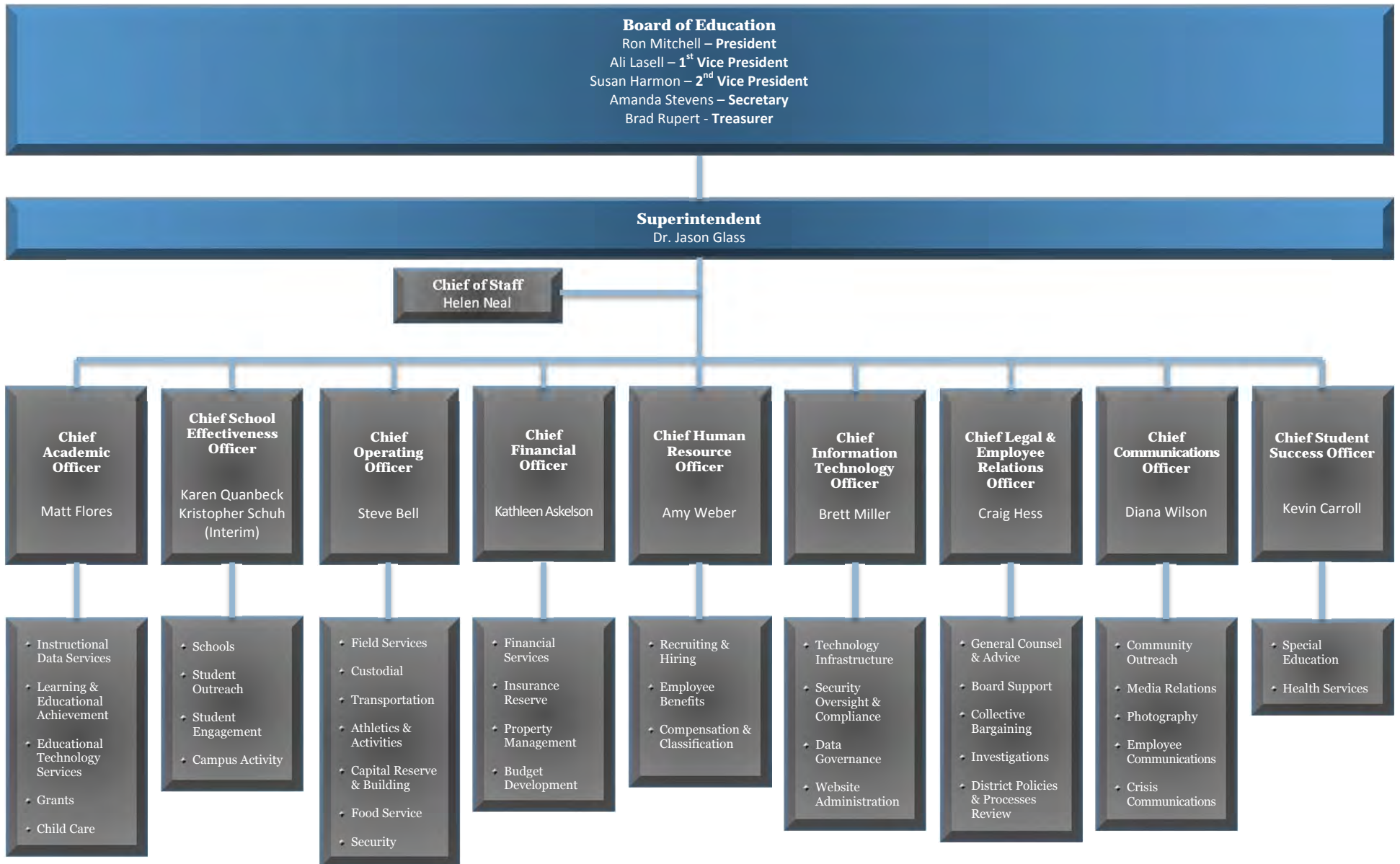
increment was 1 percent in late 2012/2013 and the second increment was 2 percent in 2013/2014. The majority of reductions have not been reinstated. To compensate for increasing costs due to inflation, mandates and compliance during the last five years, staff across the district has absorbed an increase in workload. At the school level, new mandates for testing, reporting, evaluations and accountability continue to increase. In 2017/2018 the Board of Education approved additional reductions totaling \$10.8M. State funding continues to be an issue while Jeffco falls further behind in compensation. More information regarding the 2017/2018 reductions can be found in the financial section.





Building Bright Futures

The following organizational chart includes the General Fund divisions as well as all other funds within the district.



Ron Mitchell
President



Ron spent 40 years working for Jeffco Public Schools, serving as a principal of two high schools, and also working in central administration. Ron graduated from Arvada High School and holds a master's degree in school administration.

Ali Lasell
1st Vice President



Ali has spent 25 years teaching in Adams County District 12. Ali and her husband, John, have two boys who attend Maple Grove Elementary. She is an active member of the Maple Grove PTA and accountability committee. Ali earned her undergraduate degree in elementary education from Iowa State University, a master's degree in curriculum and instruction from the University of Colorado at Boulder, and her principal's license from the University of Denver.

Susan Harmon
2nd Vice President



Susan moved to Jefferson County in 1997 to start her family with her husband, Larry. They have two children, who attend their neighborhood public schools, Green Mountain High School and Dunstan Middle School. Susan has been practicing law for 23 years. She earned her undergraduate degree from the University of Colorado at Boulder and her law degree from the Santa Clara University School of Law.

Amanda Stevens
Secretary



Amanda was born and raised in Lakewood, and attended Bear Creek High School. Amanda taught for eight years in Chicago, Illinois, and in Sheridan, Colorado. Amanda also earned a master's degree in education. She has spent her years since leaving the classroom serving as chair of her school's accountability team, a member of Jeffco's Choice and Strategic Planning Advisory Committees, a Great Education Colorado volunteer, and a volunteer tutor at a women's shelter. She moved back to Jeffco to raise her family with her husband, Gene. They have two children who attend Kendrick Lakes Elementary.

**Brad Rupert
Treasurer**



Brad has dedicated nearly 20 years to community service in northern Jefferson County. Brad's two children graduated from Ralston Valley High School. Brad earned his undergraduate degree from Colorado State University and earned an MBA and law degree from the University of Colorado at Boulder.

**Dr. Jason Glass
Superintendent**



Dr. Jason E. Glass is the incoming Superintendent and Chief Learner for Jeffco Public Schools. Previously, Dr. Glass served as the Superintendent of Eagle County Schools, establishing a vision based on international benchmarking and an accompanying comprehensive strategic plan. Dr. Glass served as Iowa's Director of Education after being appointed by Governor Branstad, serving as the state's Chief State School Officer and leading a successful education reform effort that culminated in landmark legislation signed into law in 2013. Prior to that he was the Senior Director of Human Capital Strategy with Battelle for Kids, the Director of Human Resources and Director of Research & Assessment with Eagle County Schools, Vice President of Quality Ratings with Qualistar Early Learning, several posts with the Colorado Department of Education, and university instructor and high school teacher in Kentucky. In Dec. 2016, he was appointed to the National Board for Education Sciences Board of Directors by President Barack Obama. Dr. Glass holds a BA in Political Science and two Master's degrees from the Univ. of Kentucky (Education, Political Science) and a Doctorate in Education from Seton Hall University. Dr. Glass relocated to Jeffco in the summer of 2017, along with his wife, Sarah, and their two children, Norah and Chase, who will attend Jeffco Public Schools.

Organizational Structure and Information

Jefferson County School District is a local government organization that serves the students and communities of Jefferson and Broomfield Counties, Colorado. The district operates within guidelines and compliance set forth by overseeing state agencies such as the Colorado Board of Education and the Colorado Department of Education.

At the district level, the executive structure comes in the form of a five member Board of Education. The Jeffco Board of Education sets board policy and executive limitations, authorizes the allocation of district resources, approves contracts with our employee associations, and is available for community comment and inquiries. They are the decision-making body of Jeffco School District. The Board members, one from each of five regions of the county, are elected at-large to staggered, four-year terms.

Operational management is handled by the superintendent who is appointed by the Board of Education to serve as the chief executive officer. The superintendent and other key executives make up Jeffco’s Cabinet. Cabinet is responsible for the day-to-day operations of the schools and departments including personnel appointments, financial and operational decisions and direction within the pre-approved scope of the Board of Education.

Below is additional information about Jefferson County School District:

| General Information | |
|----------------------------|------------------------------------|
| Level of Education Offered | Preschool – 12 th Grade |
| Year of Consolidation | 1950 |
| Form of Government | Elected Board of Education |
| Management | Appointed Superintendent |
| Accreditation | State of Colorado |
| Moody’s | Aa2 |
| Standard & Poor’s (S&P) | AA- |

Jefferson County School District sets the highest standards and expectations in regard to the teaching staff. Jeffco considers having highly qualified teachers to be one of the single most important factors in successfully educating the students. Below is a chart that illustrates the level of education of Jefferson County Public School teachers.

| Level of Education for Teachers | |
|--|-----|
| Bachelor's | 28% |
| Master's Degree or more | 72% |

The following table shows the types of schools offered by the district and the current number of each type of instructional center. These numbers are subject to change each year based on need and space availability.

| Type/Level | # of Schools |
|-----------------------------|---------------------|
| Elementary | 93 |
| Middle | 17 |
| High | 17 |
| Option | 10 |
| Charter | 18 |
| Outdoor Laboratory Schools | 2 |
| Preschool Centers | 46* |
| School Age Enrichment (SAE) | 22 |



*Changes are still being considered

Jeffco's Vision, Ends and Long Term Strategic Planning

The Jeffco Public Schools Board of Education has a long tradition of quality education. This tradition provides the foundation for which to carry out strategic work from preschool through high school in order to ensure a fully prepared high school graduate. The Jeffco 2020 Vision, developed by a representative taskforce, defines the characteristics of a successful graduate for 2020 and beyond. The Boards Ends set priorities for the district in order to provide all students from Pre-K through 12th grade the educational experiences necessary to make progress toward the Jeffco 2020 Vision.

Board of Education Ends

Ends policies are an essential component of the Board's governance structure and direct the work of the superintendent and district. The Ends policies as defined by the Board are:

Every student will be taught by a highly skilled, caring staff in a high performing school led by strong leadership in order for every student to be prepared with life and academic skills necessary for a successful future. This commitment will be met in an engaging climate and culture that promotes a connection to career, college and life aspirations made possible through effective learning systems and shared leadership.

Therefore,

► **Ends 1 – Engaging Climate and Culture**

Every school and the district will have an engaging climate and culture that:

- Ensures a safe, caring and engaging environment for students, staff and families.
- Values the diversity of all students, staff and families.
- Supports the social, emotional and physical wellness for students and staff.
- Encourages family and community engagement to support, enhance and maximize learning.
- Provides opportunities to develop civic and global engagement within and outside of the school setting.

With the expectation that:

- Every student will develop life skills and a continuous learning mindset to succeed in post-secondary aspirations (Self-Direction and Personal Responsibility competency).
- Every student will be a responsible and engaged member of the community (Civic and Global Engagement competency).

► **Ends 2 – Career, College and Life Aspiration Connections**

Every school and the district will ensure that every student has the opportunity to work towards being connected to career, college and/or life aspirations through systems and practices that:

- Provide effective teaching and measurement of rigorous student learning expectations.
- Provide access to and opportunity for multiple learning pathways aligned to student needs and interests.
- Ensure the development of academic confidence through self-direction and personal responsibility skills.
- Use relevant measures to track progress and communicate meaningful results to students and families.
- Address opportunity and achievement gaps through an integrated system of support that ensures equity in meeting all students' needs.

With the expectation that:

- Every student will demonstrate a year or more of growth on their way to mastery of Colorado Academic Standards (Content Mastery competency).
- Every student will be able to apply and transfer learning across disciplines and real world contexts (Critical Thinking and Creativity competency).
- Every student will have the opportunity and expectation to demonstrate leadership attributes.
- Every student will communicate effectively in a variety of formats and situations (Communication competency).

► **Ends 3 – Learning Systems and Leadership**

Every school and the district will have effective learning systems and shared leadership that:

- Provide high quality core instructional practices, interventions and enrichments.
- Ensure that there is an effective teacher in every classroom and an effective principal in every school.
- Provide high quality professional development and professional growth support structures.
- Develop high quality leaders through leadership development for teachers, staff, administrators, students and families.
- Utilize continuous improvement processes that incorporate problem-solving approaches to reduce or eliminate root causes of student performance challenges.
- Ensure the success of diverse learners through evidence-based resource allocation that matches resources to need.

With the expectation that:

- Every student will be taught by a highly skilled teacher and caring staff.
- Every student will be taught in a high performing school led by strong leadership.
- Every student will receive the skills, support and educational opportunities needed to achieve his or her full potential.

These Ends policies have driven the academic planning and financial decision making for the 2017/2018 school year. Budgetary priorities and decisions on how to best invest new funds or redirect existing funds were aligned with these goals.

2020 Vision

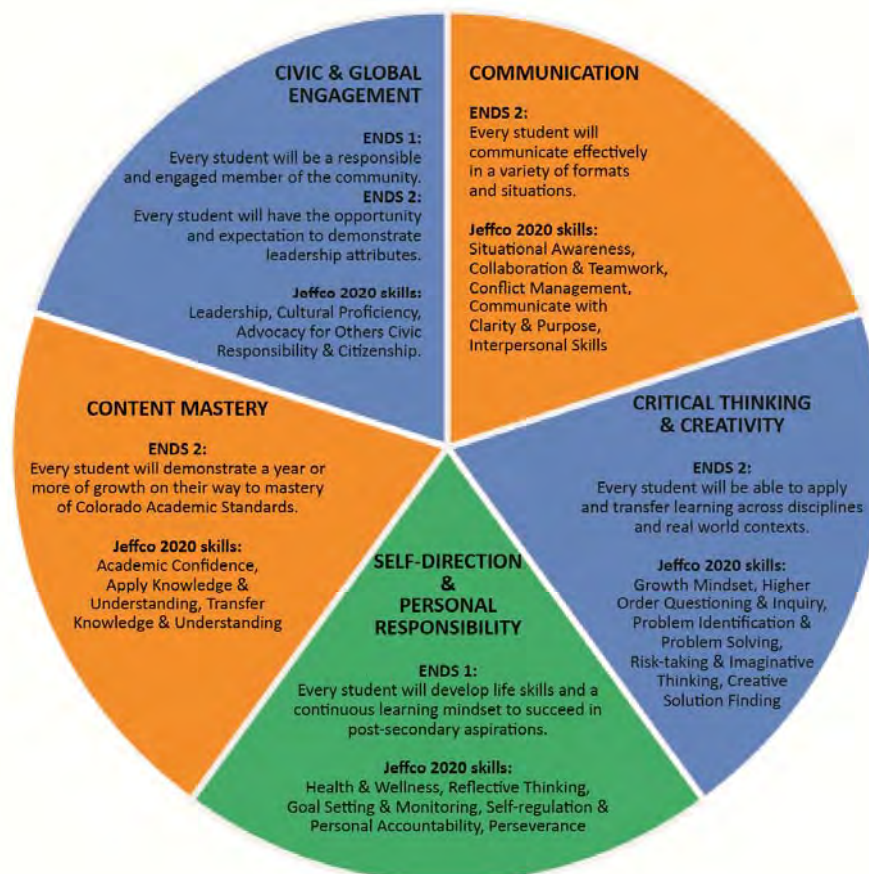
In 2015/2016, district leadership defined the new Jeffco 2020 Vision to replace the former Call to Action. The 2020 Vision identifies specific competencies to gauge the effectiveness of district divisions in achieving the goals defined by the Board and set forth in the strategic plan.

In order for students to pursue their life goals, by 2020 all Jeffco graduates will be able to successfully apply the following competencies:

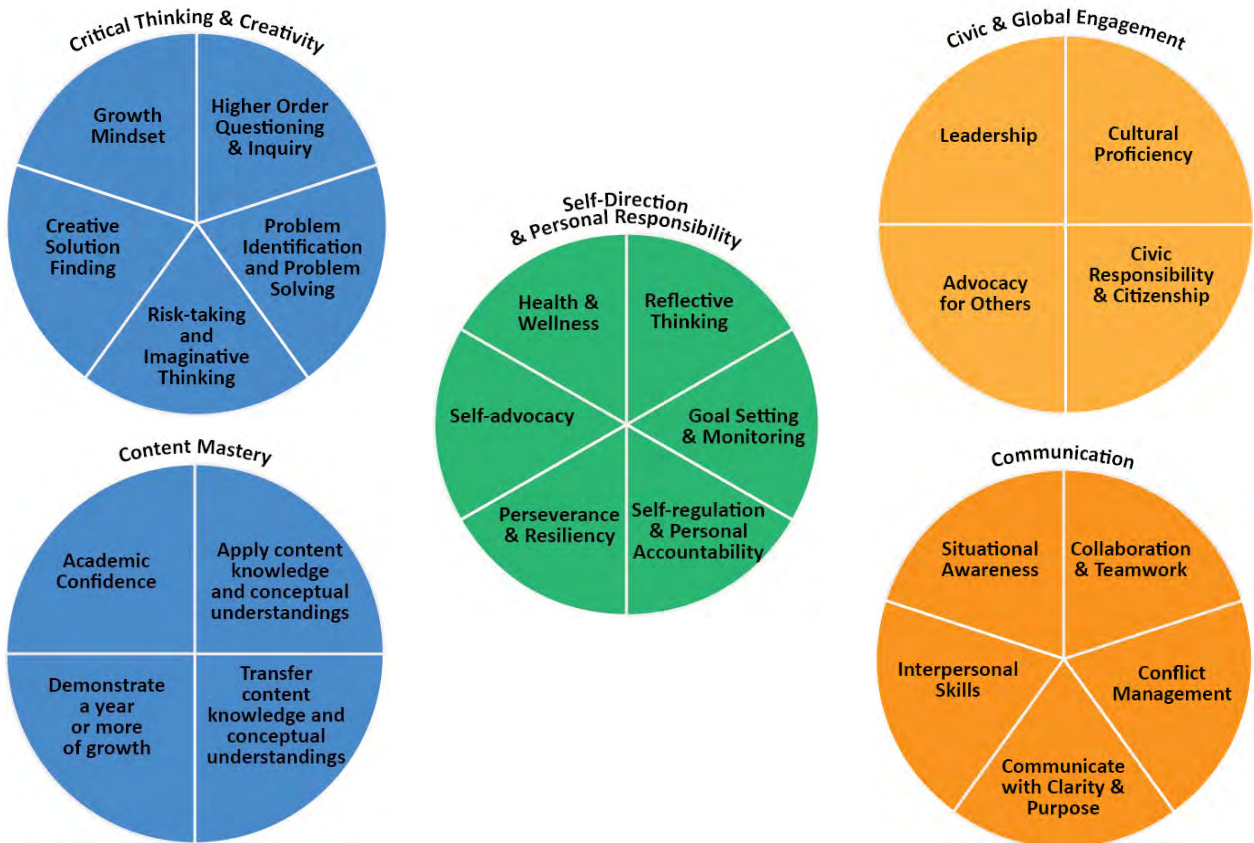


JEFFCO 2020 Vision

Content Mastery | Civic & Global Engagement | Communication
Critical Thinking & Creativity | Self-Direction & Personal Responsibility



Jeffco 2020 Competencies with Corresponding Skills



STRATEGY ONE: EMPOWER TO EDUCATE, INSPIRE TO LEARN

Aligned to Jeffco 2020 Vision: Self-Direction & Personal Responsibility, Communication, Civic & Global

Habits of Success

Prioritize and develop resources and support for social, emotional and physical wellness to promote whole child development.

Utilize resources/support to implement strategies/tools that support whole child development for the purpose of empowering students through active engagement, leadership and academic excellence.

Collaborate with families and community to provide opportunities to build student resilience through social, emotional and academic challenges.

Student, Educator, and Parent Empowerment

Establish feedback mechanisms for parents and other stakeholders for two-way communication about performance on student learning outcomes and whole child development.

Use feedback mechanisms to optimize two-way communication about student progress and recommendations for next steps in learning.

Community Partnerships

Develop partnerships with community groups and businesses to enhance student learning experiences.

Develop opportunities for students to be actively engaged in the community/world to participate and/or learn firsthand.

Develop community/business participation in classrooms for authentic, relevant real-world engagement for students.

Successful implementation of this strategy will result in the following Jeffco 2020 outcomes:

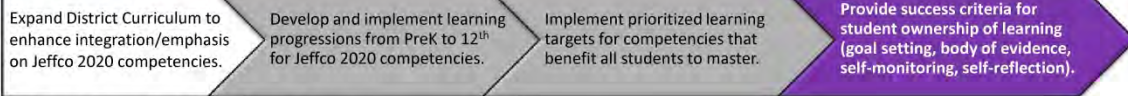
Students will develop skills that empower them toward personal responsibility, academic growth and motivate them to advocate for their life aspirations.

Educators and leaders will collaborate with students, families and the community to enable student success through development of essential life skills and inspired academic learning.

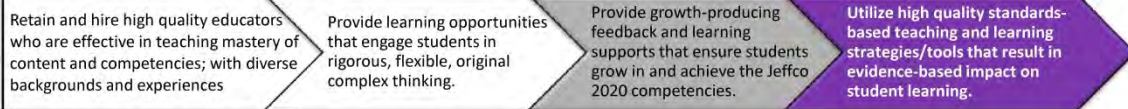
Community will partner with students, educators and school/district leaders to connect school learning to real-world engagement.

STRATEGY TWO: CONNECT TO COLLEGE, CAREER AND LIFE ASPIRATIONS
Aligned to Jeffco 2020 Vision: Content Mastery, Communication, Critical Thinking & Creativity

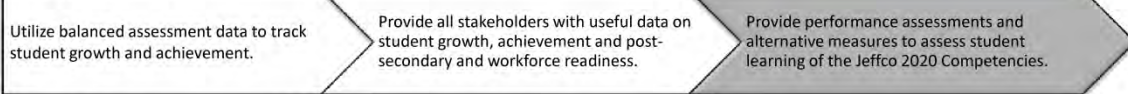
Student Learning Expectations



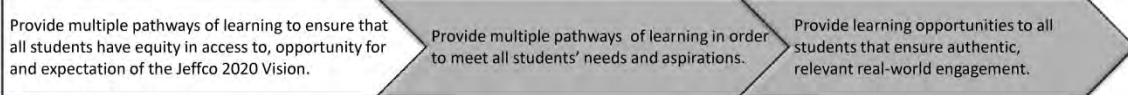
Quality Instructional Practices & Programs



Balanced Measures



Recognition, Intervention and Advancement

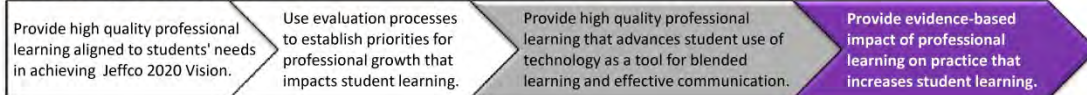


Successful implementation of this strategy will result in the following Jeffco 2020 outcomes:

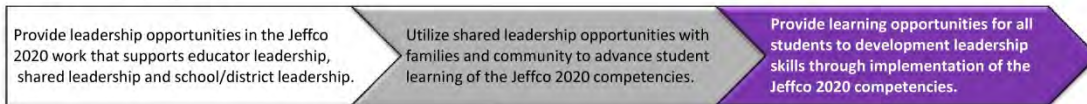
- Students will** think critically and creatively in order to solve complex problems, ignite innovations and make informed decisions.
- Educators and leaders will** provide rigorous and relevant learning opportunities through multiple pathways in order to meet all students' needs and aspirations.
- Community will** actively engage with schools to ensure students have what they need to achieve academic success and pursue their life aspirations.

STRATEGY THREE: DEVELOP LEADERSHIP FOR ALL STAKEHOLDERS
Aligned to Jeffco 2020 Vision: Civic & Global Engagement, Communication, Critical Thinking & Creativity

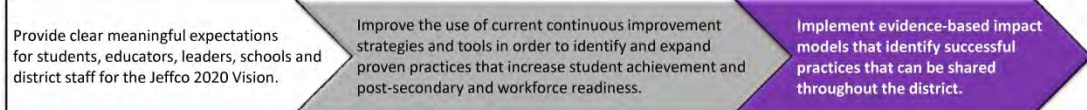
High Quality Professional Learning



Leadership Development



Continuous Improvement



Successful implementation of this strategy will result in the following Jeffco 2020 outcomes:

- Students will** learn to communicate and collaborate in order to effectively engage with each other, their schools, and the larger community through service & leadership opportunities.
- Educators and leaders will** provide instructional and organizational leadership through district initiatives, ongoing professional development and a commitment to continuous improvement for student success.
- Community will** partner with students, schools and district leadership to identify successes in order to advance exponential gains in student performance.

The following charts detail strategies for achieving the Board Ends to align with the district's Unified Improvement Plan (UIP). The UIP identifies and tracks a school's performance. District leadership and school staff identify areas that need improvement with root causes and plans. The school's budget is developed to align with these strategies.

BOARD ENDS to the JEFFCO 2020 VISION
Alignment of Strategic Plan and District UIP strategies

| | | |
|---|---|---|
| Ends 1 Engaging Climate and Culture | Every school and the district will have an engaging climate and culture that includes: <ul style="list-style-type: none"> Ensures a safe, caring and engaging environment for students, staff and families. Values the diversity of all students, staff and families. Supports the social, emotional and physical wellness for students and staff Encourages family and community engagement to support, enhance and maximize learning Provides opportunities to develop Civic and Global Engagement within and outside of the school setting. | 2015-2017 District UIP Major Improvement Strategies #2 #2. Develop and/or enhance the systems and practices for multiple learning pathways (differentiation and choice programming) that support every student on his/her way to a successful completion of a Jeffco education, and track consistency and use of these systems and practices across the district. <ul style="list-style-type: none"> Focus on improvements to the development, implementation and accountability of current individualized education plans (IEPs, 504s, ALPs, READ Plans, etc.) Pilot a progress tracking tool to enhance the responses to the early warning system. |
| Strategy One Empower to Educate, Inspire to Learn | Actions for Social, Emotional, Physical and Academic Wellness <ol style="list-style-type: none"> Prioritize and develop resources and support for social, emotional, physical and academic wellness to promote whole child development. Utilize resources/support to implement strategies/tools that support whole child development for the purpose of empowering students through active engagement, leadership and academic excellence. Collaborate with families and community to provide opportunities to build student resilience and academic confidence through social, emotional and academic challenges. Actions for Family and Community Engagement <ol style="list-style-type: none"> Establish feedback mechanisms for families and other stakeholders for two-way communication about performance on student learning outcomes and whole child development. Use feedback mechanisms to optimize two-way communication about student progress and recommendations for next steps in learning. Develop partnerships with community groups and businesses to enhance student learning experiences. Develop opportunities for students to be actively engaged in the community/world to participate and/or learn firsthand. Develop community/business participation in classrooms for authentic, relevant real-world engagement for students. | |

| | | |
|--|---|---|
| Ends 2 Career, College, and Life Aspiration Connections | Every school and the district will ensure that every student has the opportunity to work towards being connected to career, college and/or life aspirations through systems and practices that: <ul style="list-style-type: none"> Provide effective teaching and measurement of rigorous student learning expectations Provide access to and opportunity for multiple learning pathways aligned to student needs and interests Ensure the development of academic confidence through Self-direction and Personal Responsibility skills Use relevant measures to track progress and communicate meaningful results to students and families. Address opportunity and achievement gaps through an integrated system of support that ensures equity in meeting all students' needs. | 2015-2017 District UIP Major Improvement Strategies #1 & #2 #1. Develop and/or enhance systemic practices of teaching and learning in a variety of delivery methods to ensure all students have access to, opportunity for and expectation of success in rigorous learning outcomes (e.g. early literacy, algebraic thinking and career, college and life goals ready). |
| Strategy Two Connect to College, Career and Life Aspirations | Actions for Student Learning Expectations <ol style="list-style-type: none"> Expand District Curriculum to enhance integration/emphasis on Jeffco 2020 competencies. Develop and implement learning progressions from PreK to 12th for Jeffco 2020 competencies. Implement prioritized learning targets for competencies that benefit all students to master. Provide success criteria for student ownership of learning (goal setting, body of evidence, self-monitoring, self-reflection). Actions for High Quality Instruction for Engaged Learning <ol style="list-style-type: none"> Retain and hire high quality educators who are effective in teaching mastery of content and competencies; with diverse backgrounds and experiences. Provide learning opportunities that engage students in rigorous, flexible, original complex thinking. Provide growth-producing feedback and learning supports that ensure students grow in and achieve the Jeffco 2020 competencies. Utilize high quality standards-based teaching and learning strategies/tools that result in evidence-based impact on student learning. Actions for Balanced Assessment Practices <ol style="list-style-type: none"> Utilize balanced assessment data to track student growth and achievement. Provide all stakeholders with useful data on student growth, achievement and post-secondary and workforce readiness. Provide performance assessments and alternative measures to assess student learning of the Jeffco 2020 Competencies. Actions for Multiple Learning Pathways <ol style="list-style-type: none"> Provide multiple pathways of learning to ensure that all students have equity in access to, opportunity for and expectation of the Jeffco 2020 Vision. Provide multiple pathways of learning in order to meet all students' needs and aspirations. Provide learning opportunities to all students that ensure authentic, relevant real-world engagement. | #2. Develop and/or enhance the systems and practices for multiple learning pathways (differentiation and choice programming) that support every student on his/her way to a successful completion of a Jeffco education, and track consistency and use of these systems and practices across the district. <ul style="list-style-type: none"> Focus on improvements to the development, implementation and accountability of current individualized education plans (IEPs, 504s, ALPs, READ Plans, etc.) Enhance the role of an "ICAP Plus" as a meaningful goal setting and tracking plan for a student's chosen learning pathway beginning at the end of 6th grade continuously through senior year that connects with college, career and/or post high school pathways. Pilot a progress tracking tool to enhance the responses to the early warning system. |

| | | |
|--|--|--|
| <p>Ends 3 Learning Systems and Leadership</p> | <p>Every school and the district will have effective learning systems and shared leadership that:</p> <ul style="list-style-type: none"> • Provides high quality core instructional practices, interventions and enrichments • Ensures that there is an effective teacher in every classroom and an effective principal in every school • Provides high quality professional development and professional growth support structures. • Develops high quality leaders through leadership development for teachers, staff, administrators, students and families. • Utilizes continuous improvement processes that incorporate problem-solving approaches to reduce or eliminate root causes of student performance challenges. • Ensures the success of diverse learners through evidence-based resource allocation that matches resource to need. | <p>2015-2017 District UIP Major Improvement Strategy #3</p> <p>Develop and/or enhance continuous improvement processes to determine what is working and not working in order to make informed choices and decisions.</p> <ul style="list-style-type: none"> • Focus on short cycle improvements in the development, implementation and accountability of current continuous improvement processes (UIPs, evaluation systems, resource allocation structures, etc.) • Establish a pilot model for short cycle, rigorous analysis for timely identification of successful practices and programs |
| <p>Strategy Three Leadership Development for All Stakeholders</p> | <p>Actions for Professional Learning and Growth</p> <ol style="list-style-type: none"> 1. Provide high quality professional learning aligned to students' needs in achieving Jeffco 2020 Vision. 2. Use evaluation processes to establish priorities for professional growth that impacts student learning. 3. Provide high quality professional learning that advances student use of technology as a tool for blended learning and effective communication. 4. Provide evidence-based impact of professional learning on practice that increases student learning. <p>Actions for Leadership Development and Collaboration</p> <ol style="list-style-type: none"> 1. Provide leadership opportunities in the Jeffco 2020 work that supports educator leadership, shared leadership and school/district leadership. 2. Utilize shared leadership opportunities with families and community to advance student learning of the Jeffco 2020 competencies. 3. Provide learning opportunities for all students to development leadership skills through implementation of the Jeffco 2020 competencies. <p>Actions for Continuous Improvement</p> <ol style="list-style-type: none"> 1. Provide clear meaningful expectations for students, educators, leaders, schools and district staff for the Jeffco 2020 Vision. 2. Improve the use of current continuous improvement strategies and tools in order to identify and expand proven practices that increase student achievement and post-secondary and workforce readiness. 3. Implement evidence-based impact models that identify successful practices that can be shared throughout the district. | |



Budget Objectives

The Budget will:

- ✓ Effectively allocate monetary resources to enhance student achievement.
- ✓ Clearly communicate the financial state of the district to the public.
- ✓ Comply with all state, federal, and local statutes and regulations as well as internal organizational controls.
- ✓ Identify all budgetary changes from year to year.
- ✓ Set appropriations to ensure positive reserve balances in all funds.

The Process will continue to:

- ✓ Meet specified deadlines while producing a comprehensive and accurate budget.
- ✓ Provide opportunities for community and staff input to support Board budget direction.
- ✓ Identify budget assumptions used for the development process.
- ✓ Use forecasting to anticipate future needs and resources.
- ✓ Review all program and department budgets.



Budget Development Process

Jeffco has always taken a long-term approach to financial planning which has included enrollment projections, the projected change in state revenue, and increasing costs. From this attention to the financial outlook, solid recommendations from the financial team, and sound decision making from district leadership, Jeffco was able to weather the deep economic downturn better than many districts across the state. Fortunately, prior frugality provided Jeffco with adequate reserves to sustain many core functions through the recession.

These reserve funds were used over several years in conjunction with expenditure reductions to balance the budget. The long term plan had always been to rebuild reserve levels once state funding levels improved. Over the last four years, the district has continued to steadily rebuild reserves. At the end of 2015/2016, a larger amount than budgeted dropped to reserves due to an unpredicted underspend in schools.

The state continues to have budget issues. It is incumbent that the Board of Education continue to maintain reserve balances. Maintaining adequate reserves is critical to providing flexibility in the future to mitigate any decline in funding or unforeseen events. The Financial Oversight Committee recommended that the additional funds added to reserves in 2015/2016 be used to help fund challenges the district is facing in 2017/2018 with compensation and facilities but maintaining healthy General Fund reserve balances beyond that due to upcoming uncertainty for K-12 funding from the state. More information on reserves can be found in the *Financial Section* of this document.

The following list outlines the major steps of the 2017/2018 budget development process.

1. Determine Available Funding

The state estimated a small increase in funding for K-12 education in 2017/2018. Preliminary estimates were based on the Legislative Council to set a starting point for budget planning. Given the uncertainty of funding for K-12 education, the district built this budget using a conservative approach, to allow for budgetary fluctuations, attempting to preserve the impact to students.

2. School Based Budgeting and School Accountability Committees

Schools are budgeted through a student based dollar allocation model called Student Based Budgeting (SBB). Through this model, schools are empowered to make decisions about the use of resources for the benefit of their students. Schools meet with their School Accountability Committees (SAC) to identify school values and priorities in order to make budgeting decisions specific to their community. SAC provided school priorities to the District Accountability Committee (DAC).

3. Budgeting for Outcomes

The Budgeting for Outcomes (BFO) process was used with all departments within the General Fund and most other funds. With the successful implementation of SBB for schools, it was important to integrate a departmental process that worked in unison with SBB and aligned with the district's 2020 Vision. BFO uses a detailed planning process to identify district-wide goals and then aims to fund programs that will directly contribute to the success of those identified goals. Recognizing that Jeffco's strategic plan can change from year to year, BFO allows for budgeting based on

current goals for the upcoming budget year and consideration for other departments' future needs.

4. Cabinet Meetings - Reductions/Repurposing Funds

Using the Budgeting for Outcomes details, the superintendent and Cabinet met to review division and department budgets. No set percent reduction was established, but rather the review was based on current programs and activities and what could be stopped or performed differently. Recommendations were then given to the Board of Education.

5. Community Outreach

Community outreach is always a focus of budget development in Jeffco. For the 2017/2018 process, there were several key mechanisms to solicit input and feedback from stakeholders across the county. These stakeholders include students, parents, staff, citizens, and business leaders.



- a. The first means of outreach was an interactive budget tool. The tool solicited preferences, and priorities of Jeffco stakeholders and involved an activity to allocate resources to their funding priorities.
- b. The second means of outreach was a school accountability budget feedback survey. Each of the schools SAC reviewed and submitted priorities based on their community and student needs that was reviewed and reported on by the DAC.
- c. There were four telephone Town Hall meetings held on two different evenings where budget was discussed and community questions were addressed.

6. Board of Education

The Board provided direction to staff to prepare the adopted budget for 2017/2018. Their decisions were made based on the current and projected financial state of the district, input from stakeholders, consideration of newly established achievement goals, and prioritization of district needs.

Budgeting for SBB Schools

Schools are budgeted through a student-based dollar allocation model called Student Based Budgeting (SBB). Schools are empowered to make decisions about the use of resources for the benefit of their students. SBB supports a flexible, transparent, predictable, consistent and equitable distribution of funding based on the October count.

The basic framework for SBB starts with a Base Factor which is given on a per pupil basis for all students. Amounts for the Base Factor are defined by the district and vary by grade. The district also assigns two additional per pupil factors that provide dollars to schools in support of at risk students and schools with lower enrollment numbers. The two additional factors are the At-Risk Factor and the Equity Size Factor. In addition to the per pupil factors, three building factors are established and applied that provide funding to schools for specialized instructional programming and to help serve highly impacted schools. The building factors are the Elementary Impact Factor, the Alternative Education Factor (high school only), and the International Baccalaureate Factor (IB). In the 2017/2018 school year the district applied plateau funding to SBB. This allows schools to avoid a drastic drop in funding based on increasing enrollment numbers.

These factors are outlined in the table that follows, along with the general purpose and a more detailed explanation.



| Factor | Type | Amount | Purpose |
|---|---|--|--|
| Base (subject to Oct adjustment) | Per Pupil | K-6: \$4,795 7-8: \$4,965 9-12: \$4,515 | School Operations: Staffing Materials/Supplies |
| At-Risk (subject to Oct adjustment) | Per Pupil (qualifying for F&R lunch) | All Levels: \$650 | Serve the needs of at-risk students including intensive academic support |
| Elem Equity Size (subject to Oct adjustment) | Per Pupil (based on enrollment) | <225 : \$700 225-249 : \$600 250-274: \$500 275-299: \$400 300-324: \$300 325-349: \$200 350-374 : \$150 375-399: \$100 451-500: \$(75) 501-550: \$(125) 551-600: \$(175) 601-700: \$(225) 701-750: \$(300) 751-800: \$(350) >800: \$(425) | School Operations: Staffing Materials/Supplies |
| Middle Equity Size (subject to Oct adjustment) | Per Pupil (based on enrollment) | <425: \$525 425-449: \$475 450-474: \$375 475-499: \$350 500-524: \$300 525-549: \$225 550-574 : \$150 575-599: \$75 701-725: \$(75) 726-750: \$(100) 751-775: \$(125) >775: \$(175) | School Operations: Staffing Materials/Supplies |
| Senior Equity Size (subject to Oct adjustment) | Per Pupil (based on enrollment) | <800 : \$575 800-899: \$475 900-999: \$375 1,000-1,099: \$275 1,100-1,199: \$150 1,200-1,299: \$50 1,501-1,800: \$(25) 1,801-1,900: \$(75) 1,901-2,000: \$(150) >2,000: \$(175) | School Operations: Staffing Materials/Supplies |
| Elementary Impact (not subject to Oct adjustment) | Per Building (Elem only) | Elem: \$64,000 (Enrollment =>400 and 60% or greater F & R) | Serve the unique needs of larger impacted school populations |
| Alternative Education (not subject to Oct adjustment) | Per Building (HS only) | Senior: \$65,000 | Serve the needs of students in alternative education programs |
| IB (not subject to Oct adjustment) | Per Building | Elem: \$40,000 Middle: \$45,000 Senior: \$50,000 | Additional Pathways/Programming |

Multi-Grade Configurations

- The Base Factor is funded based on the number of students per grade level in a school. Some schools may have a combination of several per pupil factors due to multi-grade configurations.
- The Size Factor is determined based on the level of the school. Schools will be funded for size factors as follows:
 - K-8 schools are funded as elementary schools
 - 6-8 schools are funded as middle schools
 - 7-12 schools are funded as high schools



Additions to the SBB Budget

- Elementary schools that have tuition based full day kindergarten programs may receive additional budget from the collection of tuition.
- Middle and high schools that have approved Career and Technical Education (CTE) programs may receive additional funding from a reimbursement for a portion of the approved CTE teacher salary.
- School budgets also may include dollars carried forward from the previous school year (both positive and negative).
- An additional one time dollars of \$3.7M, \$50/student, was approved by the Board of Education to support on going site based needs.
- An additional \$50,000 to 12 high schools not currently receiving the IB Factor through SBB, was approved by the Board of Education to support existing and/or expanding programming.

Certain costs and staff will continue to be budgeted and provided by central departments including Educational Research and Design (ERD), special education, food service, custodial, and technology support.



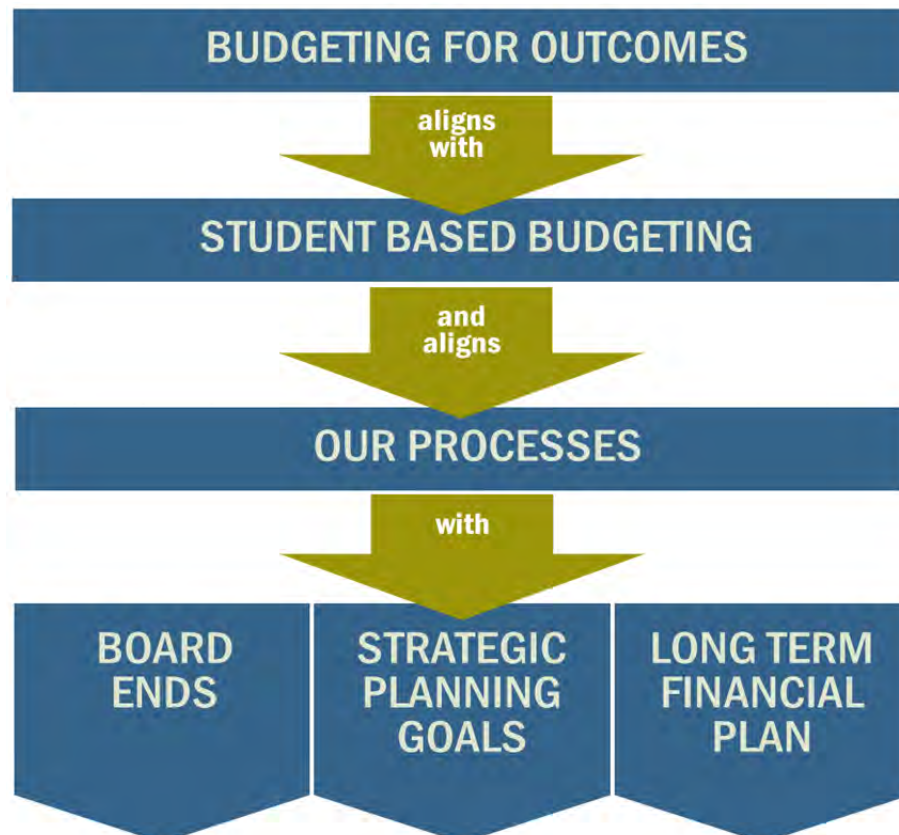
For the 2017/2018 year, district option schools were budgeted using a modified SBB model and the budgets were determined by their educational program. These schools include Brady Exploration, Jeffco Open, Longview, McLain, Virtual Academy, Warren Tech and Warren Tech North.

Budgeting For Outcomes

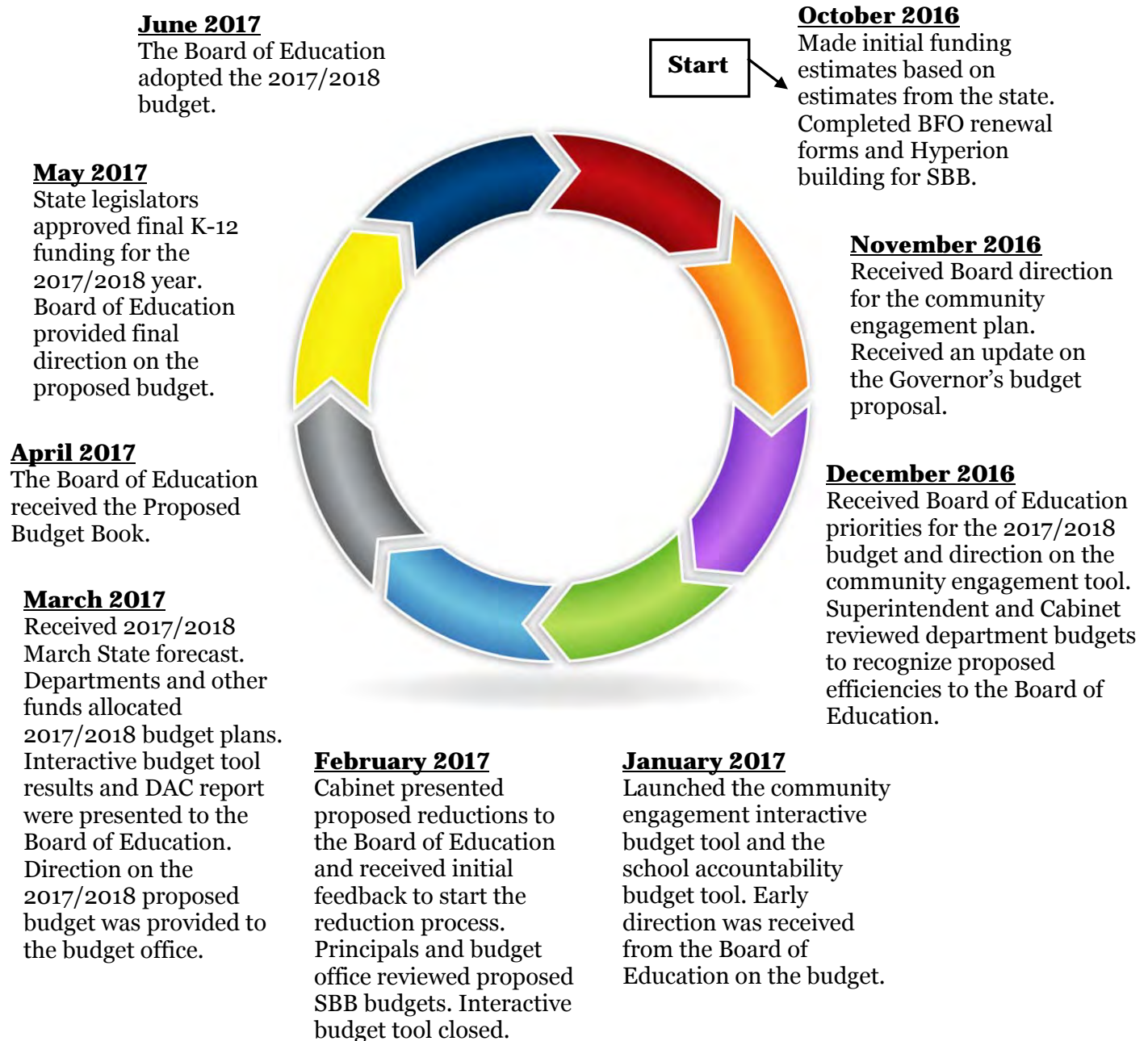
Overview

The goal of the budget department for development of the 2016/2017 budget was to better align our processes with the district’s strategic plan and long term financial plan. With the successful implementation of Student Based Budgeting (SBB) for schools, it was important to integrate a departmental process that worked in unison with SBB. After research and careful consideration, the district chose the Budgeting for Outcomes (BFO) model—a modified priority based budgeting approach for departments. With the successful launch of phase one in 2016/2017, the district moved on to phase two for 2017/2018. BFO requires that each department within the General Fund and any Other Fund receiving a general fund transfer, fill out a renewal request form. The adopted budget on the form will reflect the prior year budget for 2017/2018. Each of these departments evaluated their programs and services to assure alignment with district goals and then filled out the renewal form to request budget funding for existing activities currently supported by the district. Department BFO forms can be found in the financial section to follow, including an explicit planning process to identify district-wide goals and an explicit plan on how to fund programs directly contributing to the success of those identified goals.

Recognizing that Jeffco’s community requires change from year to year, BFO allows for budgeting based on current goals for the upcoming budget year and consideration for other departments’ future needs. BFO continues to present an opportunity to focus on the district’s already established goals and, therefore, was embraced and adopted quickly by the participating departments. The district’s goal of producing amazing students ready to contribute to society and lead enriched enlightened lives has always been clear, and, in the end, BFO further bridges the gap to assist with accomplishing this goal.



Budget Development Cycle and Calendar



Fund Types and Basis of Budgeting and Accounting

Jeffco budgets revenue and expenditures and appropriates all funds within the district. There are two different methodologies used for budgeting and accounting.

- Modified accrual – Revenues are recognized as soon as they are both measurable and available. Expenditures are recorded when the related liability is incurred, with the exception of general obligations and capital lease debt service, which is recognized when due, and certain accrued sick and personal pay, which are accounted for as expenditures when expected to be liquidated with expendable available financial resources. Encumbrances lapse at year-end.
- Full accrual – Recognition occurs when revenues are earned and expenses are incurred. Encumbrances lapse at year-end.

The district has the following fund structure:

| Fund Types | Same Methodology is Used for Budgeting and Accounting | |
|--|--|---------------------|
| | Basis of Budgeting | Basis of Accounting |
| Governmental Funds: <ul style="list-style-type: none"> • General Fund • Debt Service Fund • Capital Projects Funds <ul style="list-style-type: none"> Capital Reserve Fund Building Fund • Special Revenue Funds <ul style="list-style-type: none"> Grants Fund Campus Activity Fund Food Services Fund Transportation Fund | Modified accrual | Modified accrual |
| Proprietary Funds – Business-type activities: <ul style="list-style-type: none"> • Enterprise Funds <ul style="list-style-type: none"> Child Care Fund Property Management Fund | Full accrual | Full accrual |
| Internal Service Funds: <ul style="list-style-type: none"> • Technology Fund • Central Services Fund • Employee Benefits Fund • Insurance Reserve Fund | Full accrual | Full accrual |
| Component Units: <ul style="list-style-type: none"> • Charter Fund | Modified Accrual | Modified Accrual |

All district financial publications including the budget and the Comprehensive Annual Financial Report (CAFR) show the status of the district's finances on a Generally Accepted Accounting Principles (GAAP) basis using either modified or full accrual methods. In addition to these district publications, all financial submissions to the Colorado Department of Education (CDE) are reported on a GAAP basis.

Financial Policies

Jefferson County Public School District uses the best budgeting practices to ensure equity of education to all students and long term fiscal sustainability. This section contains many of the Board of Education adopted policies that relate to financial management.

Balanced Budget

State statutes and district policy require the school district budget to be balanced with a positive cash balance. A balanced budget may not have expenditures plus interfund transfers and use of reserves in excess of available revenues and beginning fund balances. Total available resources must equal or exceed total expenditures and transfers producing a positive net income. Refer to Policy DB on the following pages for further explanation.

Adoption and Amendment

State statutes and district policy require that budgets are adopted in June prior to the beginning of the subsequent fiscal year. State statutes allow districts to amend the adopted budget prior to January 31 of the following year. All interfund borrowing as well as transfers must be approved by the Board of Education, and the Board of Education has the final decision on all budgetary issues. Refer to Policy DB on the following pages for further explanation.

Reserve Requirements

Board policy requires that operating reserves for the General Fund must equal 4 percent of General Fund expenditures for the current fiscal year adopted budget. TABOR legislation requires an additional 3 percent of revenue be held in a reserve balance. Refer to Policy DAB on the following pages for further explanation.

Investments

All available district funds will be invested to earn the maximum return while ensuring the safety of all district funds. Adequate funds must remain available at all times to promptly meet the district's general obligations. Refer to Policy DFA/DFAA on the following pages for further explanation.

Indebtedness

The district's total indebtedness may not exceed 20 percent of the latest assessed valuation of the taxable property within the district. Long term debt may be issued by the Board in order to provide financing for educational programs and capital improvements, or to refinance existing debt. Short term debt may be issued with maturity not extending past the end of the current fiscal year. Refer to Policy DC on the following pages for further explanation.

Capital

Capital reserves and expenditures are governed by state statute. Expenditures are limited to acquisition of land, construction improvements on new or existing structures, and the acquisition of equipment, furnishings, etc. Expenditures must be adopted by the Board of Education and any changes to the scope of a project will be reviewed by the Capital Asset Advisory Committee.

Policy DB

PREPARATION AND ADOPTION OF ANNUAL OPERATING BUDGET

Adopted: June 26, 1997
Revised: April 29, 2013
Reviewed: May 18, 2015

The annual budget is the financial plan for the operation of the school system. The annual operating budget will be based on a fiscal year which shall be from July 1 to June 30. It provides the framework for both expenditures and revenues for the fiscal year and translates into financial terms the educational programs and priorities of the district.

The Board of Education shall each year cause to be prepared a proposed budget for the ensuing year. The proposed budget shall be submitted to the Board of Education at least 30 days prior to the beginning of the next fiscal year.

Within ten days after submission of the proposed budget, the Board of Education shall cause a notice to be published stating that the proposed budget is on file and available for inspection in the principal administrative offices of the district during normal business hours. The notice shall also state the place, date, and time that the proposed budget will be considered for adoption. Such notice shall also indicate that any person who pays school taxes in the district has the right to register his or her views concerning the proposed budget. Such notice will be published at least once prior to the date specified for consideration of the budget in a newspaper having general circulation in the school district.

The Board shall officially adopt the budget and an accompanying appropriation resolution prior to the beginning of the fiscal year. The Board shall ensure that the district uses the full accrual basis of accounting when budgeting and accounting for all funds included in the district budget. Within 60 days of the final adoption, the district must post the adopted budget online in a downloadable format for free public access.

After adoption of the budget, the budget may be reviewed and changed with respect to both revenues and expenditures at any time prior to January 31 of the fiscal year for which adopted. After January 31, the budget shall not be changed except as otherwise authorized by state law including declaration of a fiscal emergency.

If money for a specific purpose other than ad valorem taxes becomes available to meet a contingency after January 31, the Board may adopt a supplemental budget for expenditures not to exceed that amount.

The adopted budget and appropriation resolution shall be placed on file at the principal administration office of the district and a certified copy shall be filed with the Colorado Department of Education and remain throughout the fiscal year and be open for inspection during reasonable business hours.

Public school budgeting is regulated and controlled by statutes and by requirements of the state Board of Education which shall prescribe the form of district budgets in order to ensure uniformity throughout the state. The school district's budget must be balanced. A balanced budget may not have expenditures, interfund transfers or reserves in excess of available revenues and beginning fund balances.

The budget shall be presented in a summary format which is understandable by any lay person reviewing such budget, and which will allow for comparisons of revenue and expenditures among school districts by pupil.

The budget shall summarize revenues by source, expenditures by function, fund, and object, and include a uniform summary sheet of each fund that details the beginning fund balance and the anticipated ending fund balance for the budget year; the anticipated transfers and allocation that will occur to and from the fund during the budget year.

The budget shall not provide for expenditures, interfund transfers, or reserves in excess of available revenues and beginning fund balances.

The budget shall ensure that the school district holds unrestricted general fund or cash fund emergency reserves in the amount required under the state constitutions. If at any time the Board of Education expends moneys from the district emergency reserve in a single fiscal year, the Board shall restore the reserve within thirty-six months of the first draw of moneys.

If the district is authorized to raise and expend additional local property tax revenues at an election, the Board may adopt a supplemental budget and appropriation resolution to cover the remainder of the fiscal year following the election based on the additional dollar amount authorized.

Budget preparation shall include active citizen involvement.

Insofar as possible, the budget adopted by the Board shall be sufficient to implement all programs and policies that have had Board approval.

CROSS REFERENCE:

AE, Accountability/Commitment to Accomplishment

NOTE: The "Financial Policies and Procedures Handbook" adopted by the State Board of Education must be used by all school districts in the development of the budget. [C.R.S. 22-44-204 (3)]

Legal C.R.S. 22-44-101 through 22-44-119
 C.R.S. 29-1-103 (3) (budget to reflect lease-purchase payment obligations)
 C.R.S. 22-44-301 et. seq. (Public School Financial Transparency Act)

Policy DAB

FISCAL MANAGEMENT - FUND BALANCE

Adopted: February 25, 1999

Revised: May 18, 2015

Maintaining a sufficient amount of fund balance/net assets in all funds is essential for the financial health of the district. Borrowing cash from the general fund should be carefully monitored to ensure no undue burden is placed on cash flows. The Board of Education assigns to the superintendent or designee the responsibility of accumulating and maintaining appropriate fund reserves and cash borrowing policies.

In 2012, C.R.S. 22-44-102 (7.3) was revised to define an ongoing deficit as being a negative amount on a modified accrual basis of accounting (GAAP basis) in the unassigned fund balance for governmental funds or unrestricted net assets for proprietary funds. C.R.S. 22-44-105 (1.5)(a)&(c) further require that districts ensure that there are no ongoing deficits resulting from recording expenditures beyond current revenues and beginning fund balance. Districts must acknowledge compliance with these statutes on the accreditation report signed by district officials.

In order for the General Fund to be compliant with the above noted statute, reserves will need to be built up to cover the annual salary accrual expenditure made on a GAAP basis (all other funds are currently reported on a GAAP basis). Beginning in fiscal year 2012/2013, if the General Fund has a positive net change in fund balance, the amount will be used to build reserves. This process will continue each successive year until there is an amount that is adequate to cover salary accruals, that meets the required TABOR and Board reserves, and that is aligned with national credit rating standards in order to maintain the district's AA, or better, bond rating.

Criteria

1. **Maintain a Positive Cash Balance.** As per Colorado revised statute 22-44-113, interfund borrowing requires prior approval from the Board of Education. Approved borrowings will also define the terms of repayment.
2. **An Asset Sufficiency Ratio of One (1) Percent or Greater.** This is a state measure used for all districts to evaluate fiscal health. (Fund total assets/fund total liabilities = asset sufficiency ratio). Governmental funds are excluded from this calculation as they use a modified accrual basis of accounting.
3. **Three (3) Percent TABOR Reserves.** Debt service is not required to establish a TABOR reserve. Grants and transportation reserves are established in the General Fund.
4. **Operating Reserves.** The general fund will maintain a four (4) percent fund balance based on the current fiscal year adopted expenditure budget. Debt service, capital reserve, capital projects, grants, transportation and campus activity funds are reserved or designated for special purposes in total. The proprietary funds will maintain a five (5) percent net asset reserve based on the prior year expenses.
5. **Positive Net Income.** The annual budget will include a positive net income that increases fund balance/net assets. A spend down of fund balance/net assets must be approved by the Board as required by Colorado revised statute 22-44-105. The spend down proposal does not preclude the criteria listed above.
6. **Positive Unassigned or Unrestricted Fund Balance.** The General Fund and proprietary funds will have a positive unassigned or unrestricted fund balance.

The year-end required fund balance/net assets could be used for only the following:

1. An unexpected loss of revenue, or
2. An extraordinary expenditure.

If any part of required fund balance/net assets is used in any fiscal year to cover an unexpected loss of revenue or extraordinary expenditure, the plan is submitted for the following fiscal year(s) and should include the reinstatement of the balance.

The following table outlines the requirements for each fund:

| Fund | Maintain a Positive Cash Balance | Asset Sufficiency of 1 or Greater | 3% TABOR | Fund Balance/Net Assets | Positive Net Income |
|--------------------------------|---|--|-----------------|--------------------------------|----------------------------|
| General Fund | X | n/a | X | 4% | X |
| Capital Funds: | | | | | |
| • Debt Service | X | n/a | n/a | n/a | n/a |
| • Capital Reserve | X | n/a | X | n/a | n/a |
| • Building | X | n/a | n/a | n/a | n/a |
| Special Revenue Funds: | | | | | |
| • Grants | X | n/a | n/a | n/a | n/a |
| • Campus Activity | X | n/a | X | n/a | n/a |
| • Transportation | X | n/a | n/a | n/a | n/a |
| Enterprise Funds: | | | | | |
| • Food Service | X | X | X | 5% | X |
| • Child Care | X | X | X | 5% | X |
| • Property Management | X | X | X | 5% | X |
| Internal Service Funds: | | | | | |
| • Central Services | X | X | X | 5% | X |
| • Employee Benefits | X | X | X | 5% | X |
| • Technology | X | X | X | 5% | X |

CROSS REFERENCES:

DA, Fiscal Management Goals

DB, Preparation and Adoption of Annual Operating Budget

Legal C.R.S. 22-44-102(7.3)
 C.R.S. 22-44-103(1)
 C.R.S. 22-44-105(1.5)(a)&(c)
 C.R.S. 22-32-109(1)(b)

Policy DC

TAXING AND BORROWING (AND DEBT MANAGEMENT)

Adopted: June 26, 1997

Revised: June 1, 2015

The purpose of this Debt Management Policy is to provide guidelines for debt issuance for the district while supporting the district goals and objectives as defined in Policy DC Taxing and Borrowing:

1. To provide the capability of financing the district's educational programs
2. To provide capital improvements which satisfy the district's physical plant needs
3. To provide the capability of financing district equipment needs
4. To refinance existing debt when it is in the best interest of the district

This policy will define the governing authority, scope, debt limits, structures, issuance and management practices. This policy is designed to improve on the quality of decisions for determining the amount and type of debt, issuance process and ongoing management of outstanding debt.

Governing Authority

Upon the approval of the electorate, the district is authorized by the Colorado Constitution to incur general obligation debt within the established limitations as set by the General Assembly. The district is also authorized under Colorado law to enter into short-term loans and issue tax anticipation notes for working capital purposes, provided that such loans are payable in the same fiscal year in which they are issued.

Scope

The provisions of this Debt Management Policy (the Policy) shall apply to all funds of the district. It applies to short and long-term obligations. Long term obligations include general obligation bonds, certificates of participation and capital leases. Short term obligations include tax anticipation notes, bond anticipation notes, lines of credit, and state interest free loans. This policy does not cover pension obligations. The chief financial officer and staff, under guidance of the superintendent, is the designated person responsible for implementing this policy.

Legal Debt Limit

The district follows Colorado Revised Statute (C.R.S.) 22-42-104 that limits bonded indebtedness to not be greater than twenty percent of the latest valuation for assessment of the taxable property, as certified by the county assessor to the board of county commissioners. Legally defeased debt is not considered outstanding for this calculation. The district will not issue debt beyond the bond referenda approved by the voters.

Public Policy

1. Purpose

The laws of the State of Colorado authorize the district to engage in debt issuance and confer upon it the power and authority to use debt for the purposes of financing the costs of acquiring, constructing, reconstructing, rehabilitating, replacing, improving, extending and equipping real and personal property; to refund existing debt; and/or to provide for cash flow needs. When considering any debt, the potential impact of debt service and additional operating costs on the operating budget and taxpayers of the district, both short (payable within the same fiscal year issued) and long-term shall be evaluated.

2. Types of Debt and Structure

- a. **Short-Term:** The district may issue fixed-rate and/or variable rate short-term debt with maturities that do not extend past the end of the current fiscal year. Short-term options may include tax anticipation notes, revenue anticipation notes, bond anticipation notes, or other such debt instruments as line of credit when necessary or prudent to allow the district to meet its cash flow requirements. The district will also evaluate the State loan program operated by the State Treasurer as an option for short-term debt. The district may issue bond anticipation notes to provide interim financing for bond projects that ultimately will be taken out by permanent general obligation bonds.
- b. **Long-Term:** The district may issue fixed-rate and/or variable rate long-term debt to finance educational programs, essential capital improvements, certain equipment where it is appropriate to spread the cost of the projects over more than one budget year, and existing debt when it is in the best interest of the district. In so doing, the district recognizes that future taxpayers who will benefit from the investment will pay a share of its cost. Projects that are not appropriate for spreading costs over future years will not be financed with long-term debt.
 - i. General Obligation Bonds. Upon receiving voter approval to do so, the district may issue general obligation bonds for the lawful purposes approved by the voters. Such bonds normally will have fixed rates of interest, level debt service and a final maturity of 20-30 years. The average life of debt issued to finance assets shall be no greater than the projected average life of the assets being financed. The use of other interest rate modes, different amortization of debt and longer or shorter maturities will be permitted if the market conditions and nature of the financing justify doing so.
 - ii. Certificates of Participation. The district also may enter into real or personal property sale or lease/lease-back or sale/lease-back arrangements to support the sale of certificates of participation (“COPs”) to fund the acquisition of real or personal property. Such COP financings shall not require prior voter approval and shall be used when necessary or appropriate after taking into account the district’s ability to issue general obligation bonds for the purposes for which the COPs are being considered. COPs normally will have fixed rates of interest, level debt service and a final maturity that matches the useful life of the asset being financed. The use of other interest rate modes, different amortization of debt and longer or shorter maturities will be permitted if market conditions and nature of the financing justify doing so.
 - iii. Capitalized Interest. Unless required for structuring purposes, the district will avoid the use of capitalized interest in order to avoid unnecessarily increasing the bond size and interest expense. Certain types of financings such as COPs may require that interest on the debt be paid from capitalized interest until the district has use and possession of the financed project.
 - iv. Call Provisions. The chief financial officer, based upon an analysis of the economics of callable versus non-callable features, shall determine the provisions for each issue. As a general rule, the district should seek to include a ten-year par call provision in its long-term borrowings.

- v. **Credit Enhancements.** The district may enter into credit enhancement agreements such as municipal bond insurance, surety bonds, letters of credit and lines of credit with commercial banks, municipal bond insurance companies, or other financial entities when their use is judged to lower borrowing costs, eliminate restrictive covenants, or have a net economic benefit to the financing. The credit rating of any counterparty must be at least in the “A” category by Moody’s or Standard & Poor’s at the time of the transaction. The district shall use a competitive process to select providers of such products to the extent applicable. In order to assure that the district purchases bond insurance cost-effectively, the chief financial officer will review a bond insurance break-even analysis by maturity before selecting which maturities to insure.
- vi. **Premiums and Discounts.** In the structure of a debt offering, original issue premiums and discounts will be used as deemed to be in the district’s financial interest considering current investor demand, future cash flows and expected interest rate savings.
- c. **Equipment Financing:** Lease obligations are a routine and appropriate means of financing capital equipment. However, lease obligations also have a significant impact on budget flexibility. Therefore, efforts will be made to fund capital equipment with pay-as-you go financing where feasible, and only the highest priority equipment purchases will be funded with lease obligations.

3. Relationship and Integration to Capital Improvement Program

The capital improvement program is supported partially through annual allocations of funding from the general fund and debt financing. Facilities are assessed annually and a database of deficiencies is updated to reflect current and pending needs for the district. Based on these needs a five year projection is made for projects classified as “warm, safe and dry” to be funded partially from the annual allocation. Larger projects for major renovations and additions are funded via the debt financing.

Financial Restrictions

Debt shall comply with all applicable laws, regulations and covenants and shall not be issued so as to jeopardize the status of outstanding debt. Long-term debt shall not be incurred to fund operations. Capital improvements may be financed utilizing the issuance of general obligation bonds, subject to voter approval or through certificates of participation. The district will analyze the affordability of proposed debt financing to ensure feasibility, taking into account financial resources, alternative funding sources and its capital and operational needs to develop the most appropriate, cost-effective way to meet those needs. The analysis will evaluate the additional debt burden to the district by comparing to peer districts as well as using metrics related to population, property values, wealth indicators and other such credit factors. The analysis will also consider any impacts to the districts credit ratings.

Debt Issuance Practices

1. Responsibilities of Staff Members

The chief financial officer, under the guidance of the superintendent, will:

- a. Direct the district's financial planning.
- b. Maintain accurate records relating to all district debt transactions.

- c. Attend to the details of issuance of debt including the selection of bond counsel, paying agent, escrow agent, preparation and printing of the official statement, and other matters coincident with the issuance of debt.
- d. Provide a periodic update of the condition of the bond markets using recognized indices and measures.
- e. Maintain contact with the nationally recognized rating agencies and coordinate the preparation of presentations to those agencies.
- f. Serve as the district's liaison to the Jefferson County School Finance Corporation and coordinate its activities.
- g. Serve as the district's financial advisor unless the Board exercises the option of selecting a firm to provide financial advisory services.

2. Responsibilities of the Financial Advisor

The financial advisory responsibilities of staff members or of a firm selected by district administration to provide financial advisory and consultant services will include:

- a. Providing advice with respect to the structure, timing, terms, and other similar matters concerning debt issues contemplated by the district.
- b. Being available to attend Board meetings and/or workshops to discuss the district's financial condition and the future plans for financing district activities.
- c. Reviewing existing and proposed legislation which affects the district and assisting in lobbying efforts by the legislature.

3. Responsibilities of the Investment Banker

With respect to specific issues, the responsibilities of the firm selected by district administration to provide investment banking services will include:

- a. Structuring, marketing, and selling debt issues for the district.
- b. Assisting the district in the selection of bond counsel, paying agent and escrow agent and assisting in the preparation of the official statement.
- c. Attending to all matters incidental to the closing of a securities transaction, including bond printing, (Committee on Uniform Securities Identification procedures) CUSIP numbers assignment, printing and distribution of the final official statement, money transfers, acquisition of escrow securities, and final payment for the securities.

Professional Services

Investment bankers/underwriters and financial advisors will be selected through a Request for Proposal (RFP) or Request for Qualifications (RFQ) process, whichever is most appropriate for the given circumstances. In isolated instances, such selection may be accomplished on a sole source basis if it is clear that an RFP/RFQ process would not be feasible or in the district's interests. The type of financial advisory or investment banking services and the method of selecting the firm or firms to provide such services shall be determined by the chief financial officer and staff. All investment banking firms or financial advisors employed by the district shall comply with the provisions and rules of the Municipal Securities Regulatory Board when performing services for the district. Professional services selection should be reviewed after five years with renewals at the district's option.

Members of the financing team for each transaction will be identified and presented to the Board as part of the financing transaction. All financing team members shall be required to provide full and complete disclosure, under penalty of perjury, relative to any and all agreement with other financing team members and outside parties. The extent of the disclosure may vary depending on the nature of the transaction. However, in general terms, no agreements will be permitted which

would compromise a firm's ability to provide independent advice which is solely in the best interest of the district, or which could reasonably be perceived as a conflict of interest.

Sale of Securities

Due to the fact the district is an infrequent issuer and the fact it requires the services of an investment banking/underwriter team on an ongoing basis, the district's preferred method of sale is by negotiation with its investment banker/underwriting team. However, each transaction will be reviewed by the chief financial officer and chief operating officer and evaluated if competitive sale or private placement would be advantageous. The sale recommendation will be reviewed with the Financial Oversight Committee. Benchmarking comparisons for bond pricing will be completed prior to the sale of securities.

Refunding and Restructuring

The district shall consider refunding or restructuring outstanding debt when financially advantageous or beneficial for debt repayment and structuring flexibility. The chief financial officer shall review a net present value analysis of any proposed refunding in order to make a determination regarding the cost-effectiveness of the proposed refunding. The target net present value savings as a percentage of the refunded aggregate principal amount shall be no less than 3% per maturity unless, at the discretion of the chief financial officer, a lower percentage is more applicable, for situations including, but not limited to, maturities with only a few years until maturity or COPs being defeased or redeemed from proceeds of general obligation bonds or other structuring considerations. In accordance with Board of Education and state statute, the chief financial officer shall be empowered to restructure escrow funds for the district's refunded bonds and COPs when savings can be achieved. The chief financial officer shall review a savings analysis of any proposed restructuring in order to make a determination regarding its cost-effectiveness. Any savings from such restructuring shall be applied in accordance with legal and tax considerations and legal analysis at the time such savings are available.

Credit Ratings

The district shall endeavor to maintain effective relations with the rating agencies and credit enhancers. The chief financial officer, along with the district's investment banking/underwriting team, shall meet with, make presentations to, or otherwise communicate with the rating agencies and credit enhancers on a consistent and appropriate basis in order to keep the agencies informed concerning the district's capital plans, debt issuance program, and other appropriate financial information.

Debt Management Practices

Authority of Staff Members

1. The chief financial officer and staff, under the guidance of the superintendent, are designated as the person responsible for implementing this policy and its procedures.
2. The chief financial officer and staff shall serve as the district's liaisons with the investment banking community and will keep the Board, the superintendent and any financial advisors retained by the district informed about investment banking activities, changes in laws which affect the issuance or debt, and any topics which bear on the district's financial activities and needs.
3. When developing the district's financial plan, the chief financial officer and staff shall analyze the need for financial advisory or investment banking assistance in defining the district's financial goals and objectives, establishing its financial plan and preparing for the issuance of debt or the refinancing of existing debt.
4. The need for and the type of financial advisory or investment banking services and the method of selecting the firm or firms to provide such services shall be determined by the chief financial officer and staff.

5. All investment banking firms or financial advisors employed by the district shall comply with the provisions and rules of the Municipal Securities Regulatory Board when performing services for the district.
6. The chief financial officer and chief operating officer shall determine whether to use a competitive bid or negotiated sale method for each transaction. All financing completed by the district shall be conducted in compliance with Colorado and federal statutes and regulations.

Investment of Proceeds

Proceeds from the issuance of debt will be invested in compliance with the district's investment policy and Colorado State Statutes. Investments will be designed to keep the proceeds safe while maximizing yield and ensuring funds are liquid as needed.

Disclosure

The district shall prepare or cause to be prepared appropriate disclosures as required by Securities and Exchange Commission Rule 15c2-12, the federal government and the State of Colorado to ensure compliance with applicable laws regulations and agreements to provide ongoing disclosure. The district shall make available its annual Comprehensive Annual Financial Report and Adopted Budget on the official district website and/or on a publicly available website so that interested persons have a convenient way to locate major financial reports and documents pertaining to the district's finances and debt. Such reports shall be made available on a timely basis consistent with any ongoing disclosure obligations and any regulations or laws pertaining to the issuance.

Arbitrage Rebate Monitoring and Filing

The district shall maintain or cause to be maintained an appropriate system of accounting to calculate bond investment arbitrage earnings in accordance with the Tax Reform Act of 1986, as amended or supplemented and applicable United States Treasury regulations related thereto. The district will follow arbitrage guidelines to ensure accurate and timely compliance.

Recordkeeping and Reporting

The chief financial officer or designee shall maintain complete records of decisions made in connection with each financing, including the selection of members of the financing team, the structuring of the financing, selection of credit enhancement products and providers and selection of investment products. Each transaction file shall include the official transcript for the financing, the final number runs and a post-pricing summary of the debt issue. The chief financial officer shall provide a summary of each financing to the Financial Oversight Committee and Board of Education. The district's Comprehensive Annual Financial Report will serve as the repository for statements on indebtedness. The report will be posted on the district's website as well as on the district's dissemination agent's website.

Investment Community Relations

The district shall endeavor to maintain a positive relationship with the investment community. The chief financial officer shall, as necessary, prepare reports and other forms of communication regarding the district's debt, as well as its future financing plans. This includes information presented to the media and other public sources of information. To the extent applicable, such communications shall be posted on the district's website. Any information provided to investors will be made publicly available and accessible.

Special Situations

Changes in the capital markets, district programs and other unforeseen circumstances may produce situations that are not covered by the Policy. These situations may require modifications or exceptions to achieve policy goals. Management flexibility is appropriate and necessary in such situations, provided specific authorization is received from the Board.

Derivatives

The district may undertake hedging strategies in connection with debt issuance. Prior to the use of any hedging strategy, the chief financial officer will develop an appropriate policy regarding interest rate swaps, interest rate caps and collars, rate locks and other derivatives for approval by the Board. Such policy, if approved, will be integrated into this policy.

Policy Revisions

This debt policy shall be reviewed annually by the chief financial officer and may be amended by the Board of Education as conditions warrant.

Legal C.R.S. 22-40-107
 C.R.S. 22-54-110
 C.R.S. 29-15-101 et seq. (Tax Anticipation Note Act)

Policy DFA/DFAA

REVENUES FROM INVESTMENTS/USE OF SURPLUS FUNDS

Adopted: June 26, 1997

Revised: April 29, 2013

Reviewed: May 18, 2015

Delegation of Authority

Authority for the day-to-day investment decisions is delegated by the treasurer of the Board of Education to the chief financial officer. The chief financial officer shall designate those individuals who have the authority to make investment transactions. This authority shall be given only to those individuals who have the knowledge and understanding of investments and the investment process. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the chief financial officer.

In accordance with district policy D1EE, the members of the Financial Oversight Committee will monitor the investment practices used by district staff. Quarterly reports will be provided to the Financial Oversight Committee for review. The review process and any recommendations will be included in the committee's reports to the Board of Education.

Investment Objectives

All district funds allocated to a specific use, but temporarily not needed, shall be invested by the chief financial officer in accordance with Colorado statutes and in a manner designed to accomplish the following objectives:

1. To ensure the safety of all district funds.
2. To ensure that adequate funds are available at all times to promptly pay all of the district's financial obligations.
3. To earn the maximum return possible on the funds available for investment while complying with state law and district policy.
4. To manage the district's cash resources, all funds needed for general obligations will be pooled into one account for investment purposes.

Investment Management

The chief financial officer shall be responsible for the supervision and management of the day-to-day operations of the district's investment portfolio including the preparation of monthly cash flow forecasts as well as the daily placement of actual purchase and sell orders with dealers or to place certificates of deposit with local institutions.

Investments shall be diversified to eliminate the risk of loss resulting from over concentration of assets in a specific maturity, specific issuer or a specific class of securities.

Prudence

Investments will be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the primary objective of safety as well as the secondary objective of the attainment of market rates of return. The district will not enter into investment transactions which will expose itself to an undue credit risk of an issuer or broker/dealer.

The standard of prudence to be used by investment officials will be the "prudent person" standard. It will be applied in the context of managing an overall portfolio. Individuals acting in

accordance with written procedures and exercising due diligence will be relieved of personal responsibility for an individual security's credit risk or market price changes, provided that deviations from expectations are reported in a timely fashion, and appropriate action is taken to control adverse developments.

Regular quarterly reports shall be provided to the superintendent, the Financial Oversight Committee and the Board of Education in a format that allows evaluation of the success of its investments in light of stated objectives.

Please refer to the district's adopted investment policy on the financial services department webpage, www.jeffcopublicschools.org, for further details.

CROSS REFERENCES:

DFA/DFAA-E, Investment Policy
DIEE, Financial Oversight Committee)

Legal C.R.S. 11-10.5-101 et seq.
 C.R.S. 11-47-101 et seq.
 C.R.S. 24-75-601 et seq.
 C.R.S. 24-75-701 et seq.

Policy Executive Limitations (EL-5)

FINANCIAL PLANNING / BUDGETING

Adopted: June 15, 2000
 Revised: March 3, 2016
 Monitoring Method: Internal
 Monitoring Frequency: Annual – February

Financial planning for any fiscal year shall not deviate materially from the Board's Ends policies, risk fiscal jeopardy or fail to be derived from a multi-year plan.

Accordingly, the superintendent may not present to the Board a recommended budget which:

1. Is not in a summary format understandable by a lay person.
2. Fails to itemize district expenditures by fund and by student (per capita).
3. Fails to ensure per pupil funding and mill levy override funding is distributed proportionately by number of pupils attending each neighborhood, option, charter or other public school.
4. Fails to adequately describe expenditures.
5. Fails to show the amount budgeted and the amount estimated to be expended for the current fiscal year and the amount budgeted for the ensuing fiscal year.
6. Fails to consider the recommendations made by each school-level accountability committee, via the District Accountability Committee, relative to priorities for expenditures of district funds.
7. Fails to disclose budget planning assumptions, including material changes in line item presentations.
8. Plans for the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period unless otherwise approved by the Board in a multi-year plan.
9. Reduces, without approval of the Board, the current cash reserves at any time to less than the minimum amount required by law for emergency reserves.
10. Fails to provide adequate and reasonable budget support for Board development and other governance priorities, including the costs of fiscal audit, Board and committee meetings, Board memberships and district legal fees (see GP-15, Cost of Governance policy in Governance Process).
11. Fails to take into consideration fiscal soundness in future years or ignores the building of organizational capabilities sufficient to achieve ends in future years.
12. Fails to reflect anticipated changes in employee compensation.
13. Fails to provide projections, communication and understanding of reserve balances on a generally accepted accounting principle (GAAP).
14. Fails to maintain a four percent unallocated general fund balance.
15. Fails to provide opportunity for Board of Education understanding, direction and decision regarding any spend down of general fund balance on a generally accepted accounting principle (GAAP) basis.
16. Fails to have all school accountability committees provide input in building level school-based budgeting decision making.

Legal C.R.S. 22-7-205 and 207 (school level accountability committee recommendations)
 C.R.S. 22-44-101 through 116 (School District Budget Law of 1964)
 C.R.S. 29-1-103 (3) (budget to reflect lease-purchase payment obligations)
 Colo. Const. Art. X, Section 20 (Taxpayer's Bill of Rights, or TABOR)

Policy Executive Limitations (EL-6)

FINANCIAL ADMINISTRATION

| | |
|-----------------------|---|
| Adopted: | June 15, 2000 |
| Revised: | March 3, 2016 |
| Reviewed: | October 6, 2016 |
| Monitoring Method: | Internal and External |
| Monitoring Frequency: | Quarterly; November, February, June and September |

With respect to the actual, ongoing financial condition and activities of the district, the superintendent shall not cause nor allow fiscal jeopardy or any fiscal condition that is inconsistent with achieving the priorities established in Board's Ends policies. Accordingly, the superintendent may not:

1. Expend more funds than have been received in the fiscal year to date unless authorized by the Board through use of reserves or unless revenues are made available through other legally permissible means.
2. Expend funds in excess of the amount appropriated or in excess of the reasonably projected available resources, whichever is less for a particular fund.
3. Transfer unencumbered moneys from one fund to another unless authorized by the Board in advance.
4. Fail to settle payroll and pay obligations in a timely manner.
5. Allow reports or filings required by any state or federal agency to be overdue or inaccurately filed.
6. Fail to arrange for the annual audit of all district funds and accounts following the close of the fiscal year in accordance with state law.
7. Fail to bill timely and aggressively pursue receivables after a reasonable grace period.
8. Fail to keep complete and accurate financial records by funds and accounts in accordance with law and generally recognized principles of governmental accounting.
9. Fail to publish and post a financial condition statement.
10. Acquire, encumber or dispose of real property without authorization from the Board.
11. Fail to make timely and appropriate corrections in accordance with internal or external audit findings.
12. Fail to notify the Board when bonds have been upgraded or downgraded.
13. Fail to identify funds, programs, departments or schools that are projected to end the fiscal year with an operating loss or deficit, even though a correction plan has been initiated.
14. Fail to provide immediate verbal notification, identification and scope of any potential financial problem.
15. Fail to provide a corrective action plan within 30 days of first reporting any potential loss.
16. Fail to identify and explain variations or deviations in cash flow, revenues or other important financial indicators.
17. Fail to direct key financial, auditing and monitoring staff to report potential financial problems immediately.
18. Fail to conduct quarterly financial reviews with the Board, superintendent, chief operating officer, chief financial officer and budget management.
19. Fail to establish appropriate safeguards to ensure financial issues are identified and reported to the Board of Education in a timely manner.
20. Fail to establish guidelines on the role of school accountability committees advising principals on the use of all school funds, including revenue enhancing funds such as those generated by vending machines.
21. Fail to notify Board of Education when an employee violates guidelines or policies regarding the use of district funds.

22. Fail to review and correct or clarify rules when an employee violates guidelines or policies regarding the use of district funds.
23. Fail to provide appropriate training for key financial, auditing and monitoring staff.
24. Fail to comply with Colorado State Legislature requirements to increase transparency of funding, for each Jeffco student and keep the community and Board apprised of the student based budgeting progress.

Legal C.R.S. 22-32-109 (1) (i), (j), (k), (l) (Board duties concerning proper record keeping and annual audit)
 C.R.S. 22-42-101 et seq. (bonded indebtedness)
 C.R.S. 29-1-601 et seq. (local government audit law)

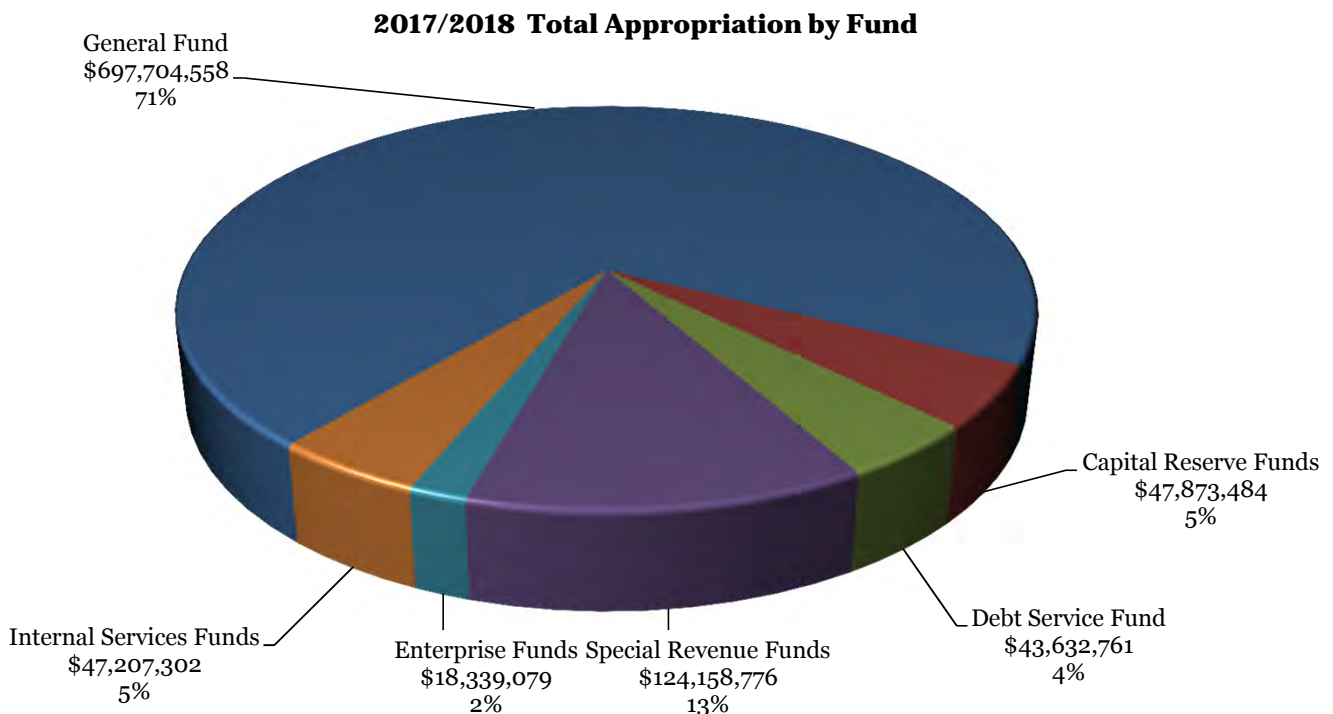


Building Bright Futures

Description of Funds

| | |
|--------------------------|---|
| General Fund | This fund is used for the routine operations funded by property taxes, state share and other general revenues. It is the most significant fund in relation to the district's overall operations. The General Fund is used to manage all resources that are not legally, or by sound financial management, required to be managed in another fund. |
| Capital Project Funds | The Capital Project Funds are authorized by Colorado School Law and are used to fund ongoing capital needs such as site acquisition, building construction, and equipment purchases. |
| Debt Service Fund | This fund manages the accumulation of resources for the payment of general long-term debt; principal, interest and related costs. |
| Special Revenue Funds | Special Revenue Funds account for revenues that are legally restricted to expenditures for particular purposes. |
| Enterprise Funds | Enterprise Funds are used to manage operations financed in a manner similar to private business, i.e., where the costs of providing goods or services on a continuing basis are recovered primarily by user charges and fees. |
| Internal Services Funds | These funds are used to manage the cost of goods or services provided by the Internal Service Fund departments to other departments and schools on a cost-reimbursement basis. |
| District Charter Schools | District charter schools appropriate their own budget. The district budget does not include detail for these schools. For more information, reference the statistical section with more information regarding charter schools. |

The following pie graph represents the total district appropriation.





Building Bright Futures



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Two-Year Comparison of Funds**

| | 2016/2017* Budget | 2017/2018** Budget | Amount Change | % Change | Reason for Change |
|-------------------------------|------------------------------------|-------------------------------------|--------------------------------|-----------------|--|
| General Fund | \$713,037,409 | \$697,704,558 | (\$15,332,851) | -2.15% | Expenditures are decreasing due to allocation of one time funds in 16/17. |
| Capital Project Funds | | | | | |
| Capital Reserve Fund | 66,135,675 | 47,873,484 | (18,262,191) | -27.61% | Expenditures are decreasing due to the completion of work at Three Creeks as well as Phase II at Sierra. |
| Building Fund | 7,730,559 | - | (7,730,559) | -100.00% | Expenditures are decreasing due to the scope of work winding down. |
| Debt Service Fund | 49,199,435 | 43,632,761 | (5,566,674) | -11.31% | Expenditures are decreasing due to a drop in principal payments in the current year. |
| Special Revenue Funds | | | | | |
| Campus Activity Fund | 26,275,059 | 26,255,825 | (19,234) | -0.07% | Expenditures are decreasing due to site based decisions. |
| Food Service Fund | 25,045,666 | 25,941,671 | 896,005 | 3.58% | Expenditures are increasing due to salary increases and change in fund type. |
| Grant Fund | 46,043,572 | 45,286,885 | (756,687) | -1.64% | Expenditures are anticipated to slightly decrease due to a decrease in award amounts on federal grants. |
| Transportation Fund | 26,937,065 | 26,674,395 | (262,670) | -0.98% | Expenditures are decreasing due to the BOE approved reduction of the Fuel expense line. |
| Enterprise Funds | | | | | |
| Child Care Fund | 13,642,044 | 15,125,350 | 1,483,306 | 10.87% | Expenditures are increasing due to salary increases and PERA cost. |
| Property Management Fund | 2,454,582 | 3,213,729 | 759,147 | 30.93% | Expenditures are increasing due to an increase transfer to General Fund for building use. |
| Internal Service Funds | | | | | |
| Employee Benefits Fund | 6,969,418 | 7,056,054 | 86,636 | 1.24% | Expenditures are increasing due to expected higher claims. |
| Central Services Fund | 3,453,289 | 3,554,782 | 101,493 | 2.94% | Expenditures are increasing due to an increase in copier usage, contracted maintenance and salaries and training. |
| Technology Fund | 30,554,397 | 28,944,447 | (1,609,950) | -5.27% | Expenditures are decreasing due to Board of Education reductions. Details may be found in the Informational Section. |
| Insurance Reserve Fund | 7,843,245 | 7,652,019 | (191,226) | -2.44% | Expenditures are decreasing due to an anticipated decrease in premiums expected. |
| Total All Funds | \$1,025,321,415 | \$978,915,960 | (46,405,455) | -4.53% | |

*Includes budgetary increases for 2016/2017 related to the supplemental appropriations from May 4 as approved by the Board of Education.
**Governmental accounting results in the double-counting of certain revenues and expenditures (appropriations) due to billing of costs and services between funds.



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Consolidated Summary of Fund Balances Sources and Uses

| | Beginning Fund Balance 2017/2018 | Revenue & Other Sources | Transfers In | Total Revenue & Sources of Funds | Total Available |
|-------------------------------|---|--|---------------------|---|----------------------------|
| General Fund* | \$119,152,143 | \$697,717,415 | \$700,000 | \$698,417,415 | \$817,569,558 |
| Capital Project Funds | | | | | |
| Capital Reserve Fund | 48,452,735 | 1,707,943 | 22,364,971 | 24,072,914 | 72,525,649 |
| Building Fund | - | - | - | - | - |
| Debt Service Fund | 64,852,041 | 44,196,800 | - | 44,196,800 | 109,048,841 |
| Special Revenue Funds | | | | | |
| Campus Activity Fund | 11,826,757 | 25,966,155 | 1,100,000 | 27,066,155 | 38,892,912 |
| Food Service Fund | 6,800,000 | 25,991,544 | - | 25,991,544 | 32,791,544 |
| Grant Fund | 9,083,798 | 45,286,885 | - | 45,286,885 | 54,370,683 |
| Transportation Fund | 558,012 | 8,733,607 | 17,940,788 | 26,674,395 | 27,232,407 |
| Enterprise Funds | | | | | |
| Child Care Fund | 5,294,923 | 14,147,205 | - | 14,147,205 | 19,442,128 |
| Property Management Fund | 5,895,777 | 2,940,000 | - | 2,940,000 | 8,835,777 |
| Internal Service Funds | | | | | |
| Employee Benefits Fund | 12,565,340 | 6,030,275 | - | 6,030,275 | 18,595,615 |
| Central Services Fund | 2,488,447 | 3,550,000 | - | 3,550,000 | 6,038,447 |
| Technology Fund | 14,103,740 | 17,090,990 | 9,001,776 | 26,092,766 | 40,196,506 |
| Insurance Reserve Fund | 7,186,132 | 861,000 | 5,165,929 | 6,026,929 | 13,213,061 |
| Total All Funds | \$308,259,845 | \$894,219,819 | \$56,273,464 | \$950,493,283 | \$1,258,753,128 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Consolidated Summary of Fund Balances Sources and Uses

| Total Expenditures, Other Uses & Transfers Out | Estimated Ending Fund Balance 2017/2018 | Change in Ending Fund Balance | Change in Ending Fund Balance of Greater Than 10 Percent |
|---|--|--------------------------------------|--|
| \$698,404,558 | \$119,165,000 | 0.01% | No significant change. |
| 47,873,484 | 24,652,165 | -49.12% | Decrease in ending fund balance is due to the construction of Three Creeks K-8 and Phase II at Sierra. |
| - | - | - | Bond program is wrapping up projects and has spent down fund balance. |
| 43,632,761 | 65,416,080 | 0.87% | No significant change. |
| 26,255,825 | 12,637,087 | 6.85% | No significant change. |
| 25,941,671 | 6,849,873 | 0.73% | No significant change. |
| 45,286,885 | 9,083,798 | - | No change. |
| 26,674,395 | 558,012 | - | No change. |
| 15,125,350 | 4,316,778 | -18.47% | The ending fund balance is decreasing due to various increases in expenditures including minimum wage impacts, Board approved moves from the General Fund and increase in building use fees. |
| 3,213,729 | 5,622,048 | -4.64% | No significant change. |
| 7,056,054 | 11,539,561 | -8.16% | No significant change. |
| 3,554,782 | 2,483,665 | -0.19% | No significant change. |
| 28,944,447 | 11,252,059 | -20.22% | Ending fund balance is decreasing due to costs associated with maintenance and licensing agreements. |
| 7,652,019 | 5,561,042 | -22.61% | Ending fund balance is decreasing due to increased claims costs offset by decreases in premiums. |
| \$979,615,960 | \$279,137,168 | -9.45% | |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Consolidated Fund Summary

| | General Fund | | | Capital Project Funds | | |
|--|----------------------|---------------------|----------------------|-----------------------|---------------------|---------------------|
| | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
| Beginning Fund Balance | \$71,761,121 | \$125,682,198 | \$119,152,143 | \$68,514,465 | \$74,659,252 | \$48,452,735 |
| Revenue: | | | | | | |
| Local Property Tax | 319,494,554 | 322,703,505 | 330,137,419 | - | - | - |
| State of Colorado | 311,866,801 | 311,283,784 | 315,879,996 | - | - | - |
| Specific Ownership Tax - State | 15,350,460 | 13,994,640 | 11,496,389 | - | - | - |
| Specific Ownership Tax - Local | 15,449,018 | 13,905,360 | 17,903,611 | - | - | - |
| Interest Account | 515,984 | 250,000 | 250,000 | 213,615 | 50,000 | 28,000 |
| Tuition, Fees, and Other | 21,839,347 | 20,700,000 | 22,050,000 | 1,970,192 | 1,464,943 | 1,679,943 |
| Total Revenue | 684,516,164 | 682,837,289 | 697,717,415 | 2,183,807 | 1,514,943 | 1,707,943 |
| Expenditures: | | | | | | |
| Salary and Benefit Accounts | 520,236,890 | 550,636,795 | 557,726,878 | 2,032,897 | 2,264,742 | 2,626,594 |
| Purchased Services Accounts | 55,235,859 | 57,003,951 | 55,805,539 | 270,600 | 270,600 | - |
| Materials and Supplies Accounts | 16,046,042 | 33,806,503 | 29,545,777 | 240,700 | 240,700 | - |
| Capital Accounts | 847,570 | 347,093 | 402,900 | 48,965,793 | 69,090,192 | 43,530,865 |
| Total Expenditures | 592,366,361 | 641,794,342 | 643,481,094 | 51,509,990 | 71,866,234 | 46,157,459 |
| Other Uses/Transfers (In) Out: | | | | | | |
| Property Management | - | - | (700,000) | - | - | - |
| Capital Reserve | 7,049,112 | 36,809,971 | 22,114,971 | (7,049,112) | (37,059,971) | (22,364,971) |
| Insurance Reserve | 4,867,968 | 4,882,752 | 5,165,929 | - | - | - |
| Technology | 10,120,000 | 10,655,000 | 9,001,776 | - | - | - |
| Campus Activity | 645,465 | 700,000 | 700,000 | - | - | - |
| Transportation | 15,546,181 | 18,195,344 | 17,940,788 | - | - | - |
| Issuance of COPs | - | - | - | (48,421,858) | - | - |
| Payment to refunded COPs escrow agent | - | - | - | - | 2,000,000 | 1,716,025 |
| Total Other Uses/Transfers (In) Out | 38,228,726 | 71,243,067 | 54,223,464 | (55,470,970) | (35,059,971) | (20,648,946) |
| Revenue Over (Under) Expenditures | 53,921,077 | (30,200,120) | 12,857 | 6,144,787 | (35,291,320) | (23,800,570) |
| Ending Fund Balance | <u>\$125,682,198</u> | <u>\$95,482,078</u> | <u>\$119,165,000</u> | <u>\$74,659,252</u> | <u>\$39,367,932</u> | <u>\$24,652,165</u> |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Consolidated Fund Summary

| | Debt Service Fund | | | Special Revenue Funds | | |
|--|---------------------|---------------------|---------------------|-----------------------|---------------------|---------------------|
| | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
| Beginning Fund Balance | \$58,696,250 | \$63,854,676 | \$64,852,041 | \$25,855,160 | \$29,358,432 | \$28,268,567 |
| Revenue: | | | | | | |
| Local Property Tax | 54,266,692 | 50,191,800 | 44,191,800 | - | - | - |
| State of Colorado | - | - | - | - | - | - |
| Specific Ownership Tax - State | - | - | - | - | - | - |
| Specific Ownership Tax - Local | - | - | - | - | - | - |
| Interest Account | 3,518 | 5,000 | 5,000 | 14,119 | - | - |
| Tuition, Fees, and Other | - | - | - | 104,230,811 | 105,511,255 | 105,978,191 |
| Total Revenue | 54,270,210 | 50,196,800 | 44,196,800 | 104,244,930 | 105,511,255 | 105,978,191 |
| Expenditures: | | | | | | |
| Salary and Benefit Accounts | - | - | - | 64,750,111 | 66,647,768 | 67,520,735 |
| Purchased Services Accounts | 19,081,784 | 18,084,435 | 17,547,761 | 16,837,336 | 16,513,311 | 16,151,890 |
| Materials and Supplies Accounts | - | - | - | 31,604,778 | 37,669,608 | 37,720,168 |
| Capital Accounts | 30,030,000 | 31,115,000 | 26,085,000 | 3,941,079 | 3,470,675 | 2,765,983 |
| Total Expenditures | 49,111,784 | 49,199,435 | 43,632,761 | 117,133,304 | 124,301,362 | 124,158,776 |
| Other Uses/Transfers (In) Out: | | | | | | |
| Property Management | - | - | - | - | - | - |
| Capital Reserve | - | - | - | - | - | - |
| Insurance Reserve | - | - | - | - | - | - |
| Technology | - | - | - | - | - | - |
| Campus Activity | - | - | - | (845,465) | (1,100,000) | (1,100,000) |
| Transportation | - | - | - | (15,546,181) | (18,195,344) | (17,940,788) |
| Issuance of COPs | - | - | - | - | - | - |
| Payment to refunded COPs escrow agent | - | - | - | - | - | - |
| Total Other Uses/Transfers (In) Out | - | - | - | (16,391,646) | (19,295,344) | (19,040,788) |
| Revenue Over (Under) Expenditures | 5,158,426 | 997,365 | 564,039 | 3,503,272 | 505,237 | 860,203 |
| Ending Fund Balance | \$63,854,676 | \$64,852,041 | \$65,416,080 | \$29,358,432 | \$29,863,669 | \$29,128,770 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Consolidated Fund Summary

| | Enterprise Funds | | | Internal Service Funds | | |
|--|---------------------|---------------------|---------------------|------------------------|---------------------|---------------------|
| | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
| Beginning Fund Balance | \$11,731,596 | \$11,174,035 | \$11,190,700 | \$38,600,251 | \$38,712,845 | \$36,343,659 |
| Revenue: | | | | | | |
| Local Property Tax | - | - | - | - | - | - |
| State of Colorado | - | - | - | - | - | - |
| Specific Ownership Tax - State | - | - | - | - | - | - |
| Specific Ownership Tax - Local | - | - | - | - | - | - |
| Interest Account | 29,987 | - | - | 72,585 | - | - |
| Tuition, Fees, and Other | 14,809,962 | 15,639,973 | 17,087,205 | 26,366,471 | 27,373,297 | 27,532,265 |
| Total Revenue | 14,839,949 | 15,639,973 | 17,087,205 | 26,439,056 | 27,373,297 | 27,532,265 |
| Expenditures: | | | | | | |
| Salary and Benefit Accounts | 10,417,991 | 11,379,770 | 12,890,706 | 14,205,403 | 15,506,256 | 15,939,338 |
| Purchased Services Accounts | 1,093,332 | 988,896 | 1,038,023 | 18,444,813 | 22,493,660 | 21,941,673 |
| Materials and Supplies Accounts | 3,686,187 | 3,077,960 | 3,060,350 | 8,461,458 | 10,815,433 | 9,316,791 |
| Capital Accounts | - | - | - | 202,756 | 5,000 | 9,500 |
| Total Expenditures | 15,197,510 | 15,446,626 | 16,989,079 | 41,314,430 | 48,820,349 | 47,207,302 |
| Other Uses/Transfers (In) Out: | | | | | | |
| Property Management | 200,000 | 650,000 | 1,350,000 | - | - | - |
| Capital Reserve | - | - | - | - | - | - |
| Insurance Reserve | - | - | - | (4,867,968) | (4,882,752) | (5,165,929) |
| Technology | - | - | - | (10,120,000) | (10,655,000) | (9,001,776) |
| Campus Activity | - | - | - | - | - | - |
| Transportation | - | - | - | - | - | - |
| Issuance of COPs | - | - | - | - | - | - |
| Payment to refunded COPs escrow agent | - | - | - | - | - | - |
| Total Other Uses/Transfers (In) Out | 200,000 | 650,000 | 1,350,000 | (14,987,968) | (15,537,752) | (14,167,705) |
| Revenue Over (Under) Expenditures | (557,561) | (456,653) | (1,251,874) | 112,594 | (5,909,300) | (5,507,332) |
| Ending Fund Balance | \$11,174,035 | \$10,717,382 | \$9,938,826 | \$38,712,845 | \$32,803,545 | \$30,836,327 |

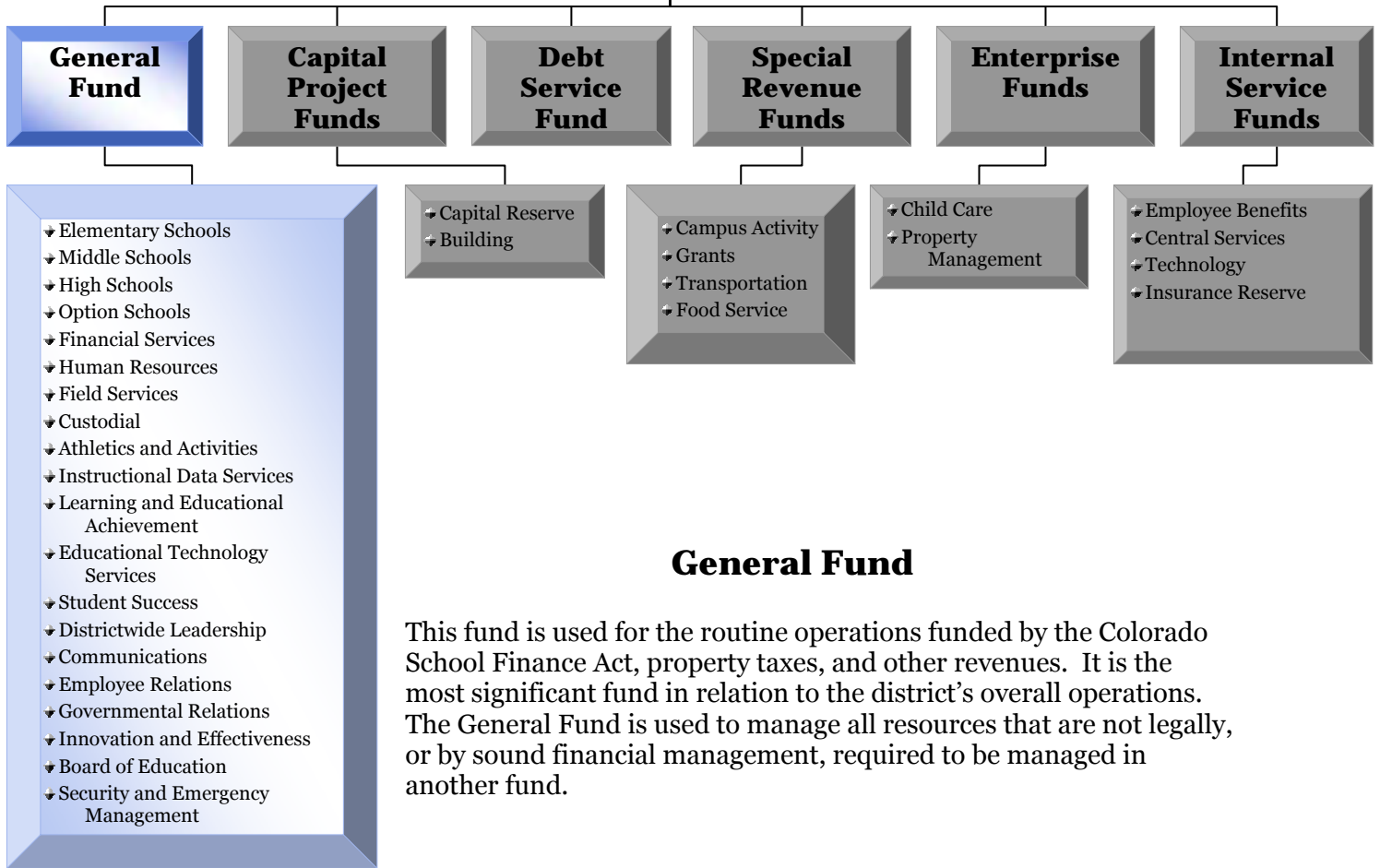
JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Consolidated Fund Summary

| | Total All Funds | | | Elimination of Transactions Between Funds | | |
|--|-----------------------------|-----------------------------|-----------------------------|--|-----------------------------|-----------------------------|
| | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
| Beginning Fund Balance | \$275,158,843 | \$343,441,438 | \$308,259,845 | - | - | - |
| Revenue: | | | | | | |
| Local Property Tax | 373,761,246 | 372,895,305 | 374,329,219 | - | - | - |
| State of Colorado | 311,866,801 | 311,283,784 | 315,879,996 | - | - | - |
| Specific Ownership Tax - State | 15,350,460 | 13,994,640 | 11,496,389 | - | - | - |
| Specific Ownership Tax - Local | 15,449,018 | 13,905,360 | 17,903,611 | - | - | - |
| Interest Account | 849,808 | 305,000 | 283,000 | - | - | - |
| Tuition, Fees, and Other | 169,216,783 | 170,689,468 | 174,327,604 | (28,803,752) | (29,104,000) | (33,411,000) |
| Total Revenue | 886,494,116 | 883,073,557 | 894,219,819 | (28,803,752) | (29,104,000) | (33,411,000) |
| Expenditures: | | | | | | |
| Salary and Benefit Accounts | 611,643,292 | 646,435,331 | 656,704,251 | - | - | - |
| Purchased Services Accounts | 110,963,724 | 115,354,853 | 112,484,886 | - | - | - |
| Materials and Supplies Accounts | 60,039,165 | 85,610,204 | 79,643,086 | - | - | - |
| Capital Accounts | 83,987,198 | 104,027,960 | 72,794,248 | (28,803,752) | (29,104,000) | (33,411,000) |
| Total Expenditures | 866,633,379 | 951,428,348 | 921,626,471 | (28,803,752) | (29,104,000) | (33,411,000) |
| Other Uses/Transfers (In) Out: | | | | | | |
| Property Management | 200,000 | 650,000 | 650,000 | - | - | - |
| Capital Reserve | - | (250,000) | (250,000) | - | - | - |
| Insurance Reserve | - | - | - | - | - | - |
| Technology | - | - | - | - | - | - |
| Campus Activity | (200,000) | (400,000) | (400,000) | - | - | - |
| Transportation | - | - | - | - | - | - |
| Issuance of COPs | (48,421,858) | - | - | - | - | - |
| Payment to refunded COPs escrow agent | - | 2,000,000 | 1,716,025 | - | - | - |
| Total Other Uses/Transfers (In) Out | (48,421,858) | 2,000,000 | 1,716,025 | - | - | - |
| Revenue Over (Under) Expenditures | 68,282,595 | (70,354,791) | (29,122,677) | - | - | - |
| Ending Fund Balance | <u>\$343,441,438</u> | <u>\$273,086,647</u> | <u>\$279,137,168</u> | - | - | - |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Consolidated Fund Summary

| | Adjusted Grand Total | | |
|--|-----------------------------|-----------------------------|-----------------------------|
| | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
| Beginning Fund Balance | \$275,158,843 | \$343,441,438 | \$308,259,845 |
| Revenue: | | | |
| Local Property Tax | 373,761,246 | 372,895,305 | 374,329,219 |
| State of Colorado | 311,866,801 | 311,283,784 | 315,879,996 |
| Specific Ownership Tax - State | 15,350,460 | 13,994,640 | 11,496,389 |
| Specific Ownership Tax - Local | 15,449,018 | 13,905,360 | 17,903,611 |
| Interest Account | 849,808 | 305,000 | 283,000 |
| Tuition, Fees, and Other | <u>140,413,031</u> | <u>141,585,468</u> | <u>140,916,604</u> |
| Total Revenue | 857,690,364 | 853,969,557 | 860,808,819 |
| Expenditures: | | | |
| Salary and Benefit Accounts | 611,643,292 | 646,435,331 | 656,704,251 |
| Purchased Services Accounts | 110,963,724 | 115,354,853 | 112,484,886 |
| Materials and Supplies Accounts | 60,039,165 | 85,610,204 | 79,643,086 |
| Capital Accounts | <u>55,183,446</u> | <u>74,923,960</u> | <u>39,383,248</u> |
| Total Expenditures | 837,829,627 | 922,324,348 | 888,215,471 |
| Other Uses/Transfers (In) Out: | | | |
| Property Management | 200,000 | 650,000 | 650,000 |
| Capital Reserve | - | (250,000) | (250,000) |
| Insurance Reserve | - | - | - |
| Technology | - | - | - |
| Campus Activity | (200,000) | (400,000) | (400,000) |
| Transportation | - | - | - |
| Issuance of COPs | (48,421,858) | - | - |
| Payment to refunded COPs escrow agent | - | 2,000,000 | 1,716,025 |
| Total Other Uses/Transfers (In) Out | <u>(48,421,858)</u> | <u>2,000,000</u> | <u>1,716,025</u> |
| Revenue Over (Under) Expenditures | 68,282,595 | (70,354,791) | (29,122,677) |
| Ending Fund Balance | <u>\$343,441,438</u> | <u>\$273,086,647</u> | <u>\$279,137,168</u> |

Funds



General Fund

This fund is used for the routine operations funded by the Colorado School Finance Act, property taxes, and other revenues. It is the most significant fund in relation to the district's overall operations. The General Fund is used to manage all resources that are not legally, or by sound financial management, required to be managed in another fund.



Building Bright Futures

General Fund

Funding levels in Colorado for K-12 education have been improving since the Great Recession. Due to changes in the hospital provider fee, TABOR refunds are not expected through the 2019 tax year. This is good news for K-12 education; however the state still continues to face budgetary constraints.



In order to balance the state budget, the budget stabilization factor continues to reduce funding to K-12 education each year. For 2017/2018, the budget stabilization factor will remain relatively flat from the 2016/2017 level, meaning the budget stabilization factor is reducing funding for Jeffco below the total program as calculated in the School Finance Act. Overall, statewide funding to K-12 education is being reduced by a total of over \$828M.

The following section presents the major budgetary assumptions for the 2017/2018 budget. Below is a summary of assumptions for both revenue and expenditures.

Revenue

Revenue projections and assumptions are based on information from the state of Colorado, anticipated enrollment changes and other forecasted fluctuations. The School Finance Act will increase by 2.8 percent inflation, assumes a district wide decline of 43.8 students and the budget stabilization factor slightly decreasing to \$75.8M. As calculated by the Colorado Department of Education, Jeffco will receive an increase in state funding of \$18.1M or \$238 per pupil. This total funding includes \$1.6M for charter schools that flows through the district to the individual charters. The net increase for the General Fund from state funding will be \$16.5M for 2017/2018.

In recent years, Jeffco has seen a shift in enrollment from district-managed schools to charter schools. Because the district acts as a pass through for state funding to charter schools, when enrollment shifts, the pass through amount to charter schools increases and the amount of state funding that remains in the General Fund for district-managed schools decreases. The shift of student population to charter schools is expected to continue in 2017/2018, with an estimated decrease of 500 students for district managed schools, equaling \$4.4M in revenue. Enrollment numbers by level for district-managed and option schools can be found in the *Informational Section* of this document. In the fall, school budgets will be recalculated based on October counts. If the recalculation results in a decrease, the budgeted dollars will be pulled back from the school to fund the loss in enrollment.

In anticipation of limited new funds from the state, the district financial team reviewed all district-wide revenue and expense lines to recognize and free up additional budget amounts. Including the results of this analysis with increased state revenue, anticipated enrollment loss, and use of retirement and turnover savings, there is a total of \$14.9M for the Board of Education

to allocate for the 2017/2018 budget. This includes the \$16.5M increase in state funding discussed above. Actual savings for 2016/2017 retirement and turnover savings as well as estimated savings for 2017/2018 are included in this projection.

Detail of the revenue changes is described below.

| 2017/2018 Increases to Revenue | |
|--|----------------------|
| Revenue | On-Going |
| School Finance Act less Passthrough to Charter Schools | \$ 16,500,000 |
| Loss of Student Enrollment | (4,400,000) |
| Specific Ownership Tax (from BOE reduction list) | 1,500,000 |
| Athletic & activities fee increase (from BOE reduction list) | 250,000 |
| Change in Food Service support billing | 1,100,000 |
| Other Revenue | \$ 14,950,000 |

Expenditures and Reductions

The Board of Education identified employee compensation as a top priority for 2017/2018. With early estimates showing limited revenue from the state, there was a budget shortfall to fully fund the compensation increase targets. To move closer toward targeted compensation increases, budget reductions beginning in 2017/2018 were identified to be implemented. District leadership reviewed budgets and proposed \$20.4M in budget reductions. The Cabinet recommended reductions were presented to the Board of Education, and the district was directed to move forward with \$10.8M of the reductions.

The budget includes an increase in district-wide employee compensation of \$26.8M. This includes \$2.1M for the legislated increase of 0.5 percent for the employer contributions to the Public Employee Retirement Association (PERA) and \$24.7M for employee pay increases to meet the negotiated agreement between the Board of Education and the district's employee associations.

| 2017/2018 Budget Expenditure Changes | |
|---|------------------------|
| Compensation | On-Going |
| PERA SAED mandated increase | \$ 2,100,000 |
| District wide compensation increase | 24,700,000 |
| Change in food service support billing, offset by indirect revenue | 1,100,000 |
| Subtotal employee compensation package increase | \$ 27,900,000 |
| Other Employer Costs / Adjustments | |
| Expense and transfer reductions | \$ (8,850,000) |
| Retirement & Turnover savings (2017 actual over estimate & 2018 estimate) | (9,000,000) |
| Property Management transfer into GF (from BOE reduction list) | (700,000) |
| Additional SBB Allocation for One-time Use | 3,700,000 |
| SBB High School Alternative Pathway Factor | 600,000 |
| Support for High School Athletics & Activities | 669,000 |
| IT Funding for School & Community Engagement | 412,000 |
| Maintain Custodial Services for North Area Elementary Schools | 98,908 |
| Assessment Technical Support & Staff Training for All Schools | 96,000 |
| . | \$ (12,974,092) |
| Net Proposed Increases | \$ 14,925,908 |
| Unprogrammed (otherwise be reserves) | \$ - |

Details of the reductions are on the following page.



Building Bright Futures

| 2017/2018 Reductions | | |
|---|-------------------------|-----------------------------|
| Revenue | BOE Directed FTE | BOE Directed Dollars |
| Fees - Increase Athletic Fees and Activity Card | - | \$ 250,000 |
| Specific Ownership Tax Increase | - | 1,500,000 |
| Subtotal Increased Revenue | - | \$ 1,750,000 |
| Expenditures | | |
| BOE - Eliminate Clifton Quarterly Review | - | \$ (13,701) |
| BOE - Reduce National School Board Association Membership | - | (10,000) |
| Contingency | - | (600,000) |
| Districtwide - Unused Sick Leave | - | (1,000,000) |
| ERD - 5 Content Specialists | (5.0) | (396,531) |
| ERD - Instructional Materials (Various Departments) | - | (450,000) |
| ERD - Move Director, Secretary and 1.5 TOSA to Child Care Fund | (3.0) | (276,706) |
| ERD - State and District Assessment Coordinator | (1.0) | (96,000) |
| ERD - Library Coordinator | (1.0) | (84,728) |
| ERD - Tech Specialist | (1.0) | (69,940) |
| ERD - State Reporting Tech | (1.0) | (61,331) |
| ERD - Chief Academic Office Budget | - | (60,000) |
| ERD - Curriculum & Instruction Secretary | (1.0) | (57,919) |
| ERD - Move District Assessment Specialist to Grant Fund (READ Act) | (0.5) | (51,168) |
| ERD - JeffCat Cataloger | (0.5) | (20,780) |
| ERD - Substitute Pay (Various Departments) | - | (148,366) |
| ERD - Additional Pay (Various Departments) | - | (257,000) |
| Human Resources - Eliminate Employment Services Tech | (1.0) | (60,000) |
| Schools - Close Pleasant View Elementary | (5.0) | (662,742) |
| Security and Emergency - Consultant Budget | - | (35,000) |
| SIET - Educator Effectiveness | (3.0) | (255,000) |
| SIET - Achievement Directors and Secretary | (3.0) | (300,000) |
| Student Success - Move FTE to Grant Fund (Medicaid) | (2.0) | (168,000) |
| Superintendent's Office - Secretary | (0.6) | (50,000) |
| Superintendent's Office - Community Relations & Admin Welcome Breakfast | - | (14,000) |
| Utilities - Various Utility Lines | - | (1,200,000) |
| Subtotal Reduced Expenditures | (28.6) | \$ (6,398,912) |
| Transfers Out of General Fund | | |
| Technology Fund Transfer - iBoss, Airwatch, Microsoft, supplies, consulting, legal fees, Verizon, support staff | (2.0) | \$ (1,183,088) |
| Transportation Fund Transfer - Fuel | - | (750,000) |
| Subtotal Transfers Out | - | \$ (1,933,088) |
| Transfers Into General Fund | | |
| Property Management Fund - Increase Building Use Fee | - | \$ 700,000 |
| Subtotal Transfers Out | - | \$ 700,000 |
| Total Proposed Reductions | (28.6) | \$ 10,782,000 |
| Total Designated for Salary and Benefits | | \$ 10,782,000 |

General Fund Reserves

The district presents financial information on the Generally Accepted Accounting Principles (GAAP) basis to provide clarity of financial statements and for consistency in presentation of all district funds. The GAAP basis is the only basis by which the district is mandated to report financial information to its governing bodies including the Colorado Department of Education, the Government Financial Officers Association, and the national credit rating agencies. The GAAP basis reflects salary accruals. Salary accruals are costs for salaries earned but not yet paid and are included as an expense on all financial reports to governing agencies and in the Comprehensive Annual Financial Report (CAFR), the district's audited financial statements.

Per Colorado law, a minimum reserve balance of 3 percent is required under the Taxpayer Bill of Rights or TABOR. In addition, Jeffco's Board of Education has set a Board policy requiring a 4 percent reserve amount on top of the TABOR requirement. Currently, the General Fund is estimated to end 2016/2017 with approximately \$119M in total reserves. This includes required reserves for TABOR and the Board policy, restricted reserves such as the school carry forward balance, the multi-year commitment reserve, and undesignated reserves that are unprogrammed.

Unassigned reserves provide a benchmark for fiscal health used by the Colorado Department of Education, Colorado State Auditor, Government Finance Officers Association (GFOA) and rating agencies. According to GFOA, the range for appropriate reserves is 8 to 17 percent of total expenditures. In total, the 2016/2017 estimated unassigned reserves for Jeffco are \$91M or 14.8 percent of expenditures. This falls within GFOA's recommended range. The unassigned reserves include the Board of Education reserve of 4 percent.

Rating agencies also focus on unassigned reserves. The district maintains an Aa2 credit rating from Moody's and an AA- from Standard & Poor's. The ratings are important to the district for both short term obligations such as Tax Anticipation and long term borrowing like capital construction bonds or certificates of participation. Standard & Poor's improved the outlook for the district during its most recent review from stable to positive with the growth in reserves being noted.



From the fiduciary responsibility perspective, consideration of the state, regional, and local economies must be taken into consideration as well. The state economists continue to be watchful for another economic downturn that could impact state General Fund resources, the primary source of funding for K-12 Education in Colorado. The state has looming obligations for their available resources including TABOR mandated refunds to taxpayers, mandatory transfers to fund capital construction and transportation, and an escalating caseload volume for Medicaid, which is a federally mandated program. In addition to these cost increases, it is

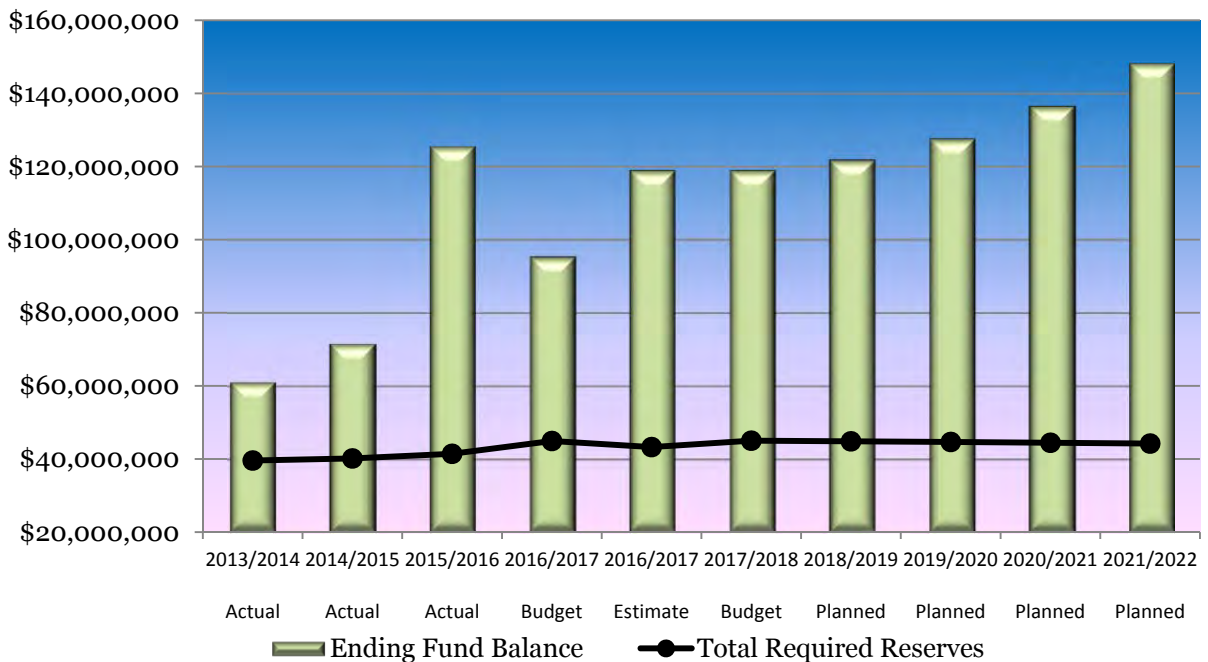
uncommon for the economy to have a period of 10 or more years without a natural and cyclical downturn. The Great Recession began in December of 2007 so the budget period is within the 10-year window. All of these factors at the state level could result in a decreased funding level for K-12 education within the near future.

Jeffco has a highly responsible and prudent financial track record. Reserves play a critical role in weathering unforeseen events or changes in state funding. After reaching an extremely low level of reserves in 2011/2012, reserves have been strategically increased to provide security in uncertain times. The intent behind restoring reserve levels was that they will serve in the same capacity in the future as they did during the recession. Reserves provide the flexibility and the means to withstand fluctuations in funding without immediate impact to classrooms, programs or staffing.

The Board of Education allocated \$14.5M of 2015/2016 underspend to Capital Reserve. The funds are to cover the construction of Dunstan Middle School, \$10.0M, and Drake Middle School, \$4.5M. The budgeted unassigned reserves for 2017/2018 still remain healthy, \$90.6M, or approximately 14 percent of total expenditures.

The following graph shows reserve balances in the General Fund over time compared to the required reserve balance as directed by TABOR and the Board of Education. This represents the current level of directed spending included in the budget. Any additional on-going spending will result in the cumulative decrease in fund balance through future years.

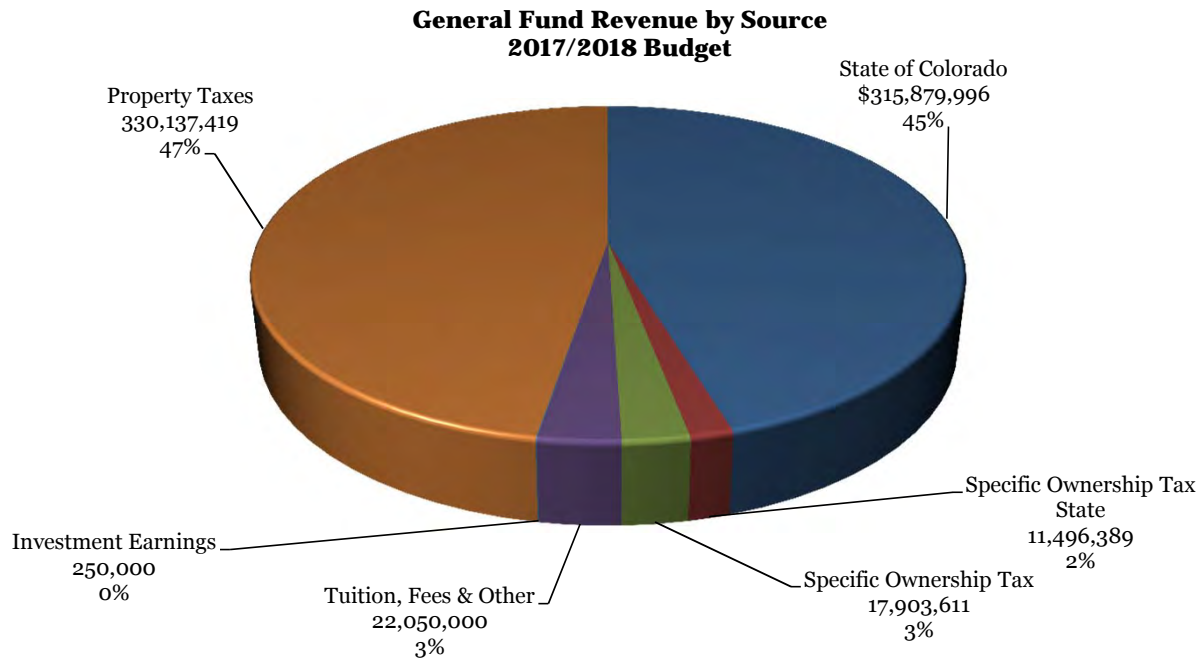
General Fund Reserves



General Fund Revenue Sources and Classifications

The total General Fund revenue budget for 2017/2018 is \$698M. General Fund revenue is received from multiple sources. Local sources are obtained from property tax and specific ownership tax. Property tax includes base property tax that is authorized by the state and mill levy override property tax revenue. Jeffco will have an increase in General Fund revenue from the state related to an increase in per pupil funding. Specific Ownership is increasing, Investment Earnings and Other Revenue remaining flat in 2017/2018.

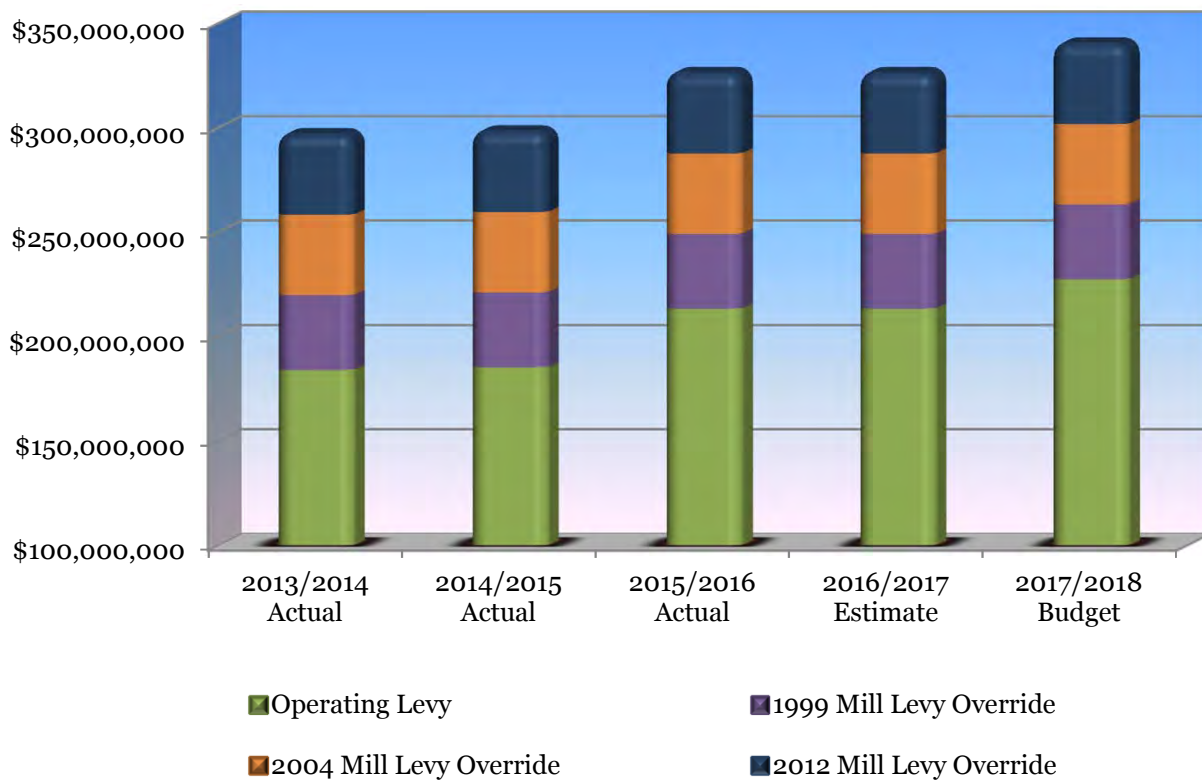
| | 2013/2014 Actual | 2014/2015 Actual | 2015/2016 Actual | 2016/2017 Estimate | 2017/2018 Budget |
|------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|-----------------------------|
| State of Colorado | \$302,787,422 | \$314,845,758 | \$311,866,801 | \$311,283,784 | \$315,879,996 |
| Specific Ownership Tax State | 10,672,966 | 14,333,764 | 15,350,460 | 13,146,480 | 11,496,389 |
| Specific Ownership Tax | 16,813,426 | 14,582,443 | 15,449,018 | 14,753,520 | 17,903,611 |
| Tuition, Fees & Other | 15,354,564 | 16,079,237 | 21,839,347 | 20,700,000 | 22,050,000 |
| Investment Earnings | 308,262 | 281,269 | 515,984 | 250,000 | 250,000 |
| Property Taxes | 298,443,666 | 299,186,852 | 319,494,554 | 322,703,505 | 330,137,419 |
| Total Revenue | \$644,380,306 | \$659,309,323 | \$684,516,164 | \$682,837,289 | \$697,717,415 |



Property Tax

School districts are required by State Statute to impose a property tax levy to finance the local share of total program revenue. The county assessor’s office determines the assessed valuation of all property located within a district’s boundaries (e.g. residential, commercial, agricultural, oil, and gas). Assessed valuation is a percentage of the actual market value. The current residential assessment percentage dropped to 7.20 percent from 7.96 percent due to legislative action. Once the assessed valuation is determined, property taxes can be calculated by multiplying the assessed valuation times the millage rate. A mill is one tenth of one cent, and the millage rate varies from year to year depending on numerous factors.

General Fund Revenue from Property Tax



State of Colorado

Funding from the state per the Colorado School Finance Act is based on an annual October pupil count. Students in grades K-12 may be counted as either full-time or part-time depending upon the number of scheduled hours of coursework. Overall funding is based on the number of pupils enrolled in the current school year; however, since districts encounter fluctuating enrollment from year to year, funding may be based on an average of five of the most current years of October pupil counts if this results in a higher funded pupil count.

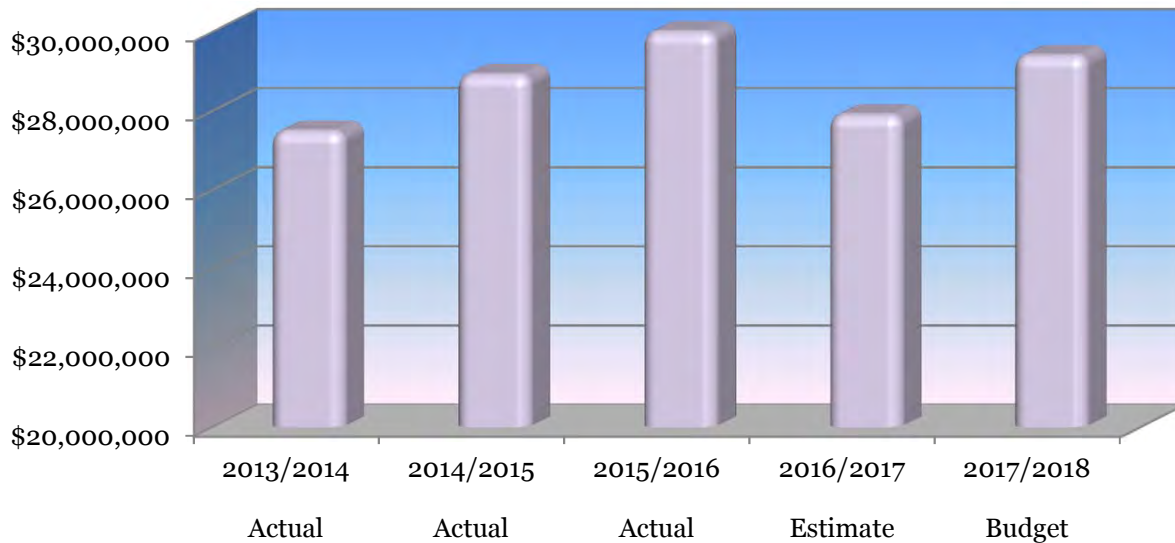
Charter school students are included in the official count; however, funds for these students flow directly from the state through the district to the individual charter school as an allocation of revenue. Charter schools are required by Statute to appropriate their own budgets, and revenue received from the state is reported in the individual charter school budget. Participants in the Colorado Preschool Program (CPP) are included in the official count as well, but funds for these students flow directly to the Child Care Fund. Since the charter school funding and CPP funding do not reside in the General Fund, they are removed from the State of Colorado revenue line shown on the General Fund summary. The amount presented below is the remaining amount of state funding retained by Jeffco in the General Fund. Complete information on funding from the State of Colorado is discussed in the *Economic Outlook* section of this document.

General Fund Revenue from the State of Colorado



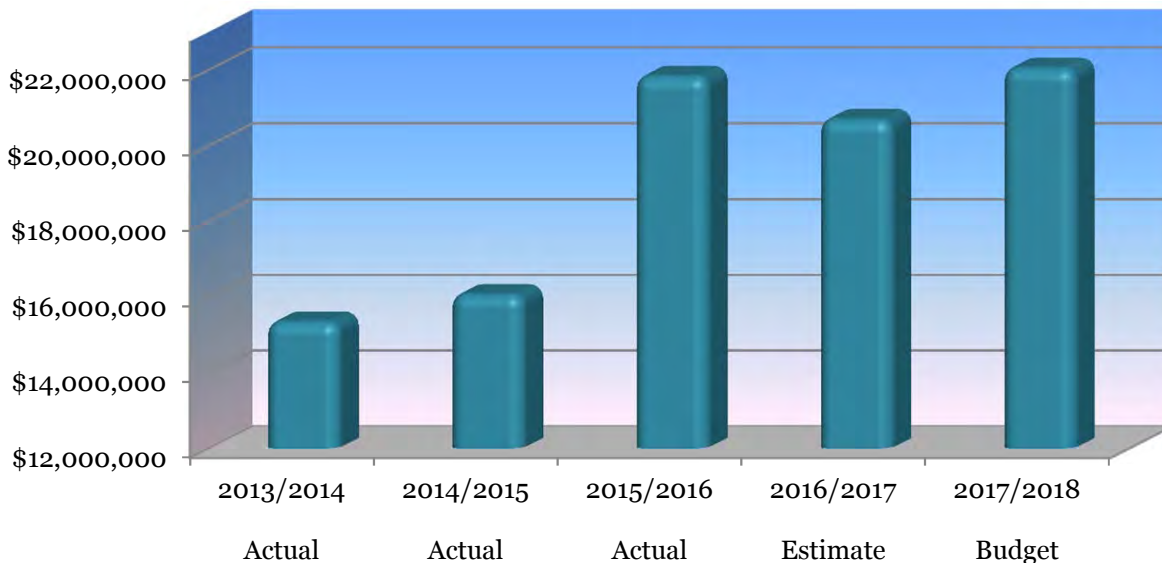
Specific Ownership Tax

Specific Ownership Tax (SOT), or vehicle registration tax, is collected by counties and shared with school districts. SOT revenue has been increasing for several years with increase in car sales. Revenue is expected to gradually increase in 2017/2018. All taxing entities within the county share SOT based upon property taxes levied and collected.



Tuition, Fees & Other Revenue

The district collects various fees from students including fees for sports, activities, and classroom and elective course fees. The district also collects fees for building rentals from outside entities, gate receipts for sporting events, and indirect cost fees. This revenue source is expected to remain flat in 2017/2018. In 2015/2016 kindergarten activity which included revenues of \$5.0M were moved to General Fund from the Child Care Fund.



General Fund Expenditures Uses and Classifications

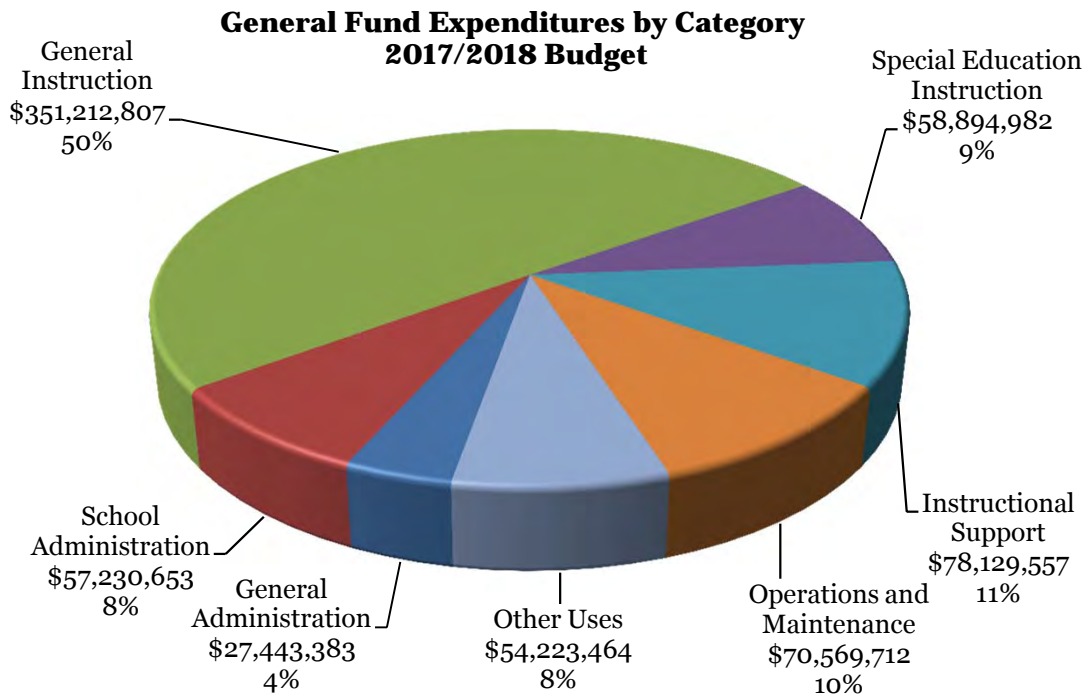
Expenditures in the General Fund are classified among six categories to allow for consistent and consolidated reporting of similar costs. The following table names and defines each expenditure category currently used in the General Fund. This list provides some of the items that are included in each category. It is not an all inclusive list.

General Fund Expenditure Descriptions

| | Staffing | Other Expenditures |
|--------------------------------------|--|---|
| General Administration | Superintendent, Achievement Directors, Communication Services, Financial Services, Human Resources | Legal and Audit Fees, Election Expenses, Banking Fees, Technology Services |
| School Administration | Principals, Assistant Principals, School Secretaries | Office Materials, Office Supplies |
| General Instruction | Teachers, Teacher Librarians, Instructional Coaches, Paraprofessionals, Substitute Teachers | Instructional Supplies, Equipment, Textbooks, Copier Usage, Athletic Supplies, Student Transportation |
| Special Education Instruction | Special Education Teachers, Speech Therapists, Para-Educators | Special Education Preschool, Hearing, Vision, Center Programs, Day Treatment Programs |
| Instructional Support | Counselors, Psychologists, Occupational and Physical Therapists, Clinic Aides | Grants Management, Online Education, Instructional Technology, Curriculum Development and Training |
| Operations and Maintenance | Custodians, Trades Technicians, Campus Supervisors | Energy Management, Custodial Supplies, Facilities Maintenance, Network & Data Administration |

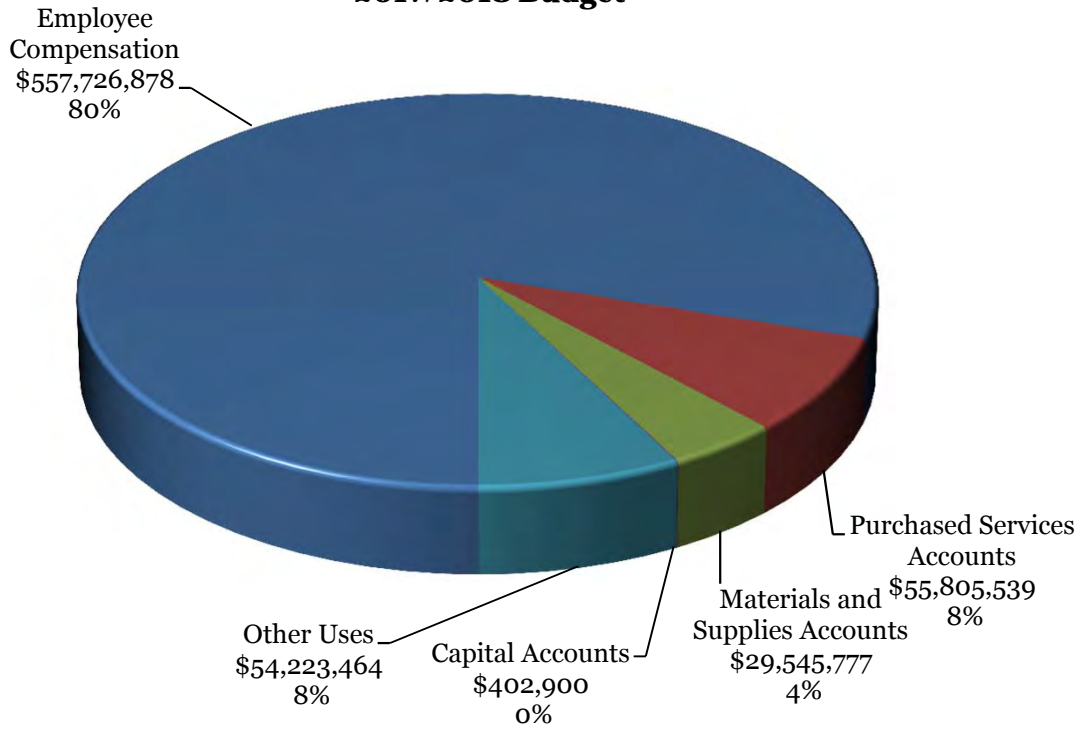
The district is dedicated to supporting schools and minimizing administrative costs by making sure that the majority of funding flows to and is expended at the schools. The following charts illustrate different breakdowns of General Fund expenditures. The first chart shows the breakdown of all General Fund dollars and how they are used. As shown in the chart, more than 60 percent of all General Fund dollars, or 60 cents of every dollar spent, goes toward General Instruction and Instructional Support, while only 4 percent goes to General Administration.

| | 2016/2017 Budget | % of Budget | 2017/2018 Budget | % of Budget |
|--|-----------------------------|------------------------|-----------------------------|------------------------|
| General Administration | \$29,203,307 | 4% | \$27,443,383 | 4% |
| School Administration | 55,497,134 | 8% | 57,230,653 | 8% |
| General Instruction | 353,401,620 | 50% | 351,212,807 | 50% |
| Special Education Instruction | 57,657,881 | 8% | 58,894,982 | 9% |
| Instructional Support | 74,805,408 | 10% | 78,129,557 | 11% |
| Operations and Maintenance | 71,228,992 | 10% | 70,569,712 | 10% |
| Subtotal Expenditures | \$641,794,342 | 90% | \$643,481,094 | 92% |
| Other Uses | 71,243,067 | 10% | 54,223,464 | 8% |
| Total Expenditures and Other Uses | \$713,037,409 | 100% | \$697,704,558 | 100% |



The next chart shows a different breakout by type of expenditure. The chart illustrates that the vast majority of the General Fund dollars expended go to employee compensation. This should be expected considering our mission is the education of students with well-qualified teachers.

**General Fund Expenditures by Classification
2017/2018 Budget**



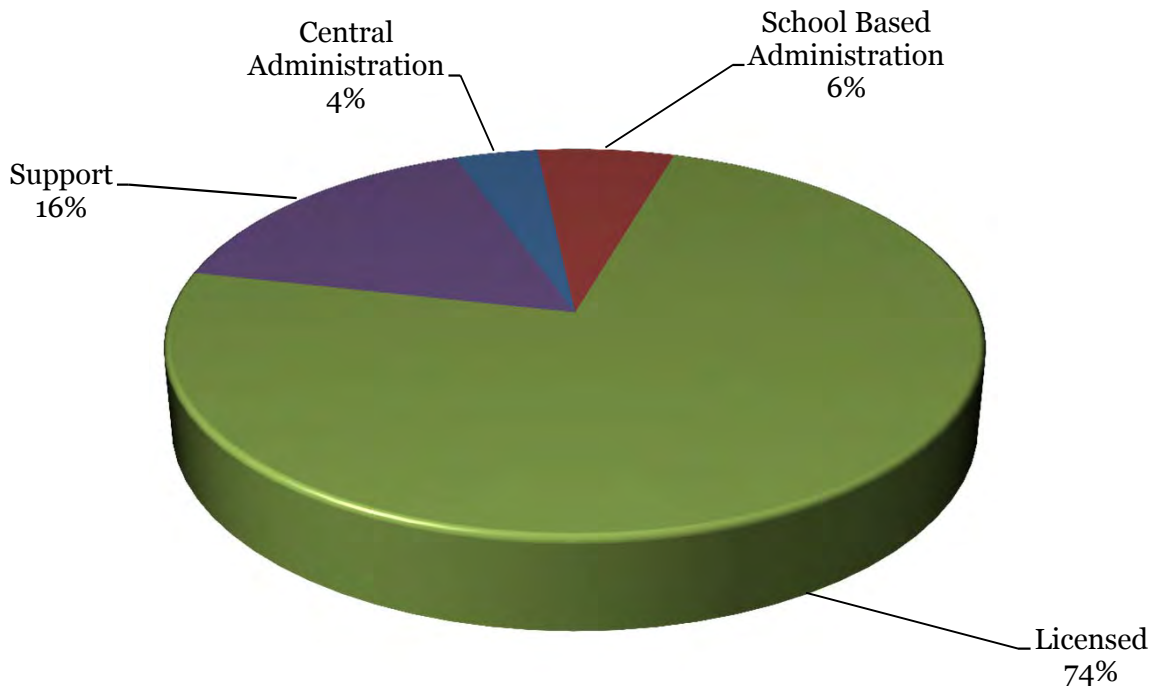
General Fund Compensation

Compensation constitutes the majority of the General Fund budget. The following chart is the breakdown of compensation dollars expended from the General Fund. The largest portion of the compensation dollars goes to licensed employees; the majority of whom are district classroom teachers.

There are 469.40 General Fund administrators employed by Jeffco. The majority, 305.75 administrators, are school-based consisting of principals and assistant principals at roughly 155 schools or facilities.

The remaining 163.65 are central administrators who oversee business operations including purchasing and payroll; instructional leadership who manage assessments and state reporting; human resources who hire, track, and report on all 14,000 employees; facilities management who handle building maintenance and infrastructure; and communications. As the graph shows, central administrators make up only 4 percent of General Fund compensation dollars.

**General Fund Compensation by Classification
2017/2018 Budget**





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Summary

| | 2013/2014 Actual | 2014/2015 Actual | 2015/2016 Actual | 2016/2017 Budget |
|--|---------------------|---------------------|----------------------|---------------------|
| Beginning Fund Balance | \$49,966,565 | \$61,297,883 | \$71,761,121 | \$125,682,198 |
| Revenue: | | | | |
| Property Taxes | 298,443,666 | 299,186,852 | 319,494,554 | 322,703,505 |
| State of Colorado | 302,787,422 | 314,845,758 | 311,866,801 | 311,283,784 |
| Specific Ownership Tax State | 10,672,966 | 14,333,764 | 15,350,460 | 13,994,640 |
| Specific Ownership Tax Local | 16,813,426 | 14,582,443 | 15,449,018 | 13,905,360 |
| Investment Earnings | 308,262 | 281,269 | 515,984 | 250,000 |
| Tuition, Fees & Other | 15,354,564 | 16,079,237 | 21,839,347 | 20,700,000 |
| Total Revenue | <u>644,380,306</u> | <u>659,309,323</u> | <u>684,516,164</u> | <u>682,837,289</u> |
| Expenditures: | | | | |
| General Administration | 29,077,008 | 23,122,087 | 25,159,916 | 29,203,307 |
| School Administration | 47,674,343 | 47,556,168 | 50,343,035 | 55,497,134 |
| General Instruction | 315,153,748 | 318,382,350 | 324,853,579 | 353,401,620 |
| Special Education Instruction | 57,017,211 | 55,243,528 | 55,067,177 | 57,657,881 |
| Instructional Support | 62,534,091 | 66,104,828 | 69,106,656 | 74,805,408 |
| Operations and Maintenance | 65,769,150 | 67,276,937 | 67,835,998 | 71,228,992 |
| Reductions | - | - | - | - |
| Total Expenditures | <u>577,225,551</u> | <u>577,685,898</u> | <u>592,366,361</u> | <u>641,794,342</u> |
| Other Uses: | | | | |
| Transfer to Child Care Fund | 5,399,639 | - | - | - |
| Transfer to Capital Reserve Fund | 21,556,000 | 38,975,600 | 7,049,112 | 36,809,971 |
| Transfer to Insurance Reserve Fund | 6,717,600 | 4,865,500 | 4,867,968 | 4,882,752 |
| Transfer to Technology Fund | 7,678,300 | 10,120,000 | 10,120,000 | 10,655,000 |
| Transfer to Property Management Fund | - | - | - | - |
| Transfer to Campus Activity Fund | 589,495 | 627,673 | 645,465 | 700,000 |
| Transfer to Transportation Fund | 13,882,403 | 15,265,682 | 15,546,181 | 18,195,344 |
| Issuance of COPs | - | (29,180,000) | - | - |
| Payment to Escrow Agent for Refunded COPs | - | 30,485,732 | - | - |
| Total Other Financing Uses (Sources) | <u>55,823,437</u> | <u>71,160,187</u> | <u>38,228,726</u> | <u>71,243,067</u> |
| Total Expenditures & Other Financing Uses (Sources) | <u>633,048,988</u> | <u>648,846,085</u> | <u>630,595,087</u> | <u>713,037,409</u> |
| Revenue Over(Under) Expenditures | <u>11,331,318</u> | <u>10,463,238</u> | <u>53,921,077</u> | <u>(30,200,120)</u> |
| Reserves: | | | | |
| Nonspendable | | | | |
| Restricted/Committed/Assigned | | | | |
| TABOR Reserve | 16,494,681 | 17,041,991 | 17,756,207 | 19,253,830 |
| School Carryforward Reserve | 9,600,000 | 10,000,000 | 14,500,000 | 7,000,000 |
| Multi-Year Commitment Reserve | - | 220,000 | 220,000 | 220,000 |
| Utility Reserve | 2,000,000 | - | - | - |
| Unassigned | | | | |
| Board of Education Policy Reserve | 23,089,022 | 23,107,436 | 23,694,654 | 25,671,774 |
| Undesignated Reserve | 10,114,180 | 21,391,694 | 69,511,337 | 43,336,474 |
| Total Unassigned Fund Balance | <u>33,203,202</u> | <u>44,499,130</u> | <u>93,205,991</u> | <u>69,008,248</u> |
| Ending Fund Balance | <u>\$61,297,883</u> | <u>\$71,761,121</u> | <u>\$125,682,198</u> | <u>\$95,482,078</u> |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Summary

| 2016/2017 Estimate | 2017/2018 Budget | 2018/2019 Planned | 2019/2020 Planned | 2020/2021 Planned | 2021/2022 Planned |
|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| \$125,682,198 | \$119,152,143 | \$119,165,000 | \$121,982,599 | \$127,800,197 | \$136,617,794 |
| 322,703,505 | 330,137,419 | 330,137,419 | 330,137,419 | 330,137,419 | 330,137,419 |
| 311,283,784 | 315,879,996 | 315,879,737 | 315,879,737 | 315,879,737 | 315,879,737 |
| 13,146,480 | 11,496,389 | 11,496,389 | 11,496,389 | 11,496,389 | 11,496,389 |
| 14,753,520 | 17,903,611 | 17,903,611 | 17,903,611 | 17,903,611 | 17,903,611 |
| 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| 20,700,000 | 22,050,000 | 22,050,000 | 22,050,000 | 22,050,000 | 22,050,000 |
| 682,837,289 | 697,717,415 | 697,717,156 | 697,717,156 | 697,717,156 | 697,717,156 |
| 26,026,969 | 27,443,383 | 28,663,337 | 28,529,079 | 28,394,821 | 28,261,194 |
| 52,078,231 | 57,230,653 | 55,287,533 | 55,028,567 | 54,769,602 | 54,511,855 |
| 336,050,505 | 351,212,807 | 350,528,967 | 348,887,097 | 347,245,227 | 345,611,083 |
| 56,965,134 | 58,894,982 | 58,000,087 | 57,728,416 | 57,456,745 | 57,186,352 |
| 76,841,539 | 78,129,557 | 78,690,323 | 78,321,739 | 77,953,155 | 77,586,306 |
| 70,173,891 | 70,569,712 | 69,310,846 | 68,986,196 | 68,661,545 | 68,338,423 |
| - | - | - | - | - | - |
| 618,136,269 | 643,481,094 | 640,481,093 | 637,481,094 | 634,481,095 | 631,495,213 |
| - | - | - | - | - | - |
| 36,809,971 | 22,114,971 | 22,309,971 | 22,309,971 | 22,309,971 | 22,309,971 |
| 4,882,752 | 5,165,929 | 5,165,929 | 5,165,929 | 5,165,929 | 5,165,929 |
| 10,655,000 | 9,001,776 | 9,001,776 | 9,001,776 | 9,001,776 | 9,001,776 |
| - | (700,000) | (700,000) | (700,000) | (700,000) | (700,000) |
| 700,000 | 700,000 | 700,000 | 700,000 | 700,000 | 700,000 |
| 18,183,352 | 17,940,788 | 17,940,788 | 17,940,788 | 17,940,788 | 17,940,788 |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| 71,231,075 | 54,223,464 | 54,418,464 | 54,418,464 | 54,418,464 | 54,418,464 |
| 689,367,344 | 697,704,558 | 694,899,557 | 691,899,558 | 688,899,559 | 685,913,677 |
| (6,530,055) | 12,857 | 2,817,599 | 5,817,598 | 8,817,597 | 11,803,479 |
| 18,544,088 | 19,304,433 | 19,214,433 | 19,124,433 | 19,034,433 | 18,944,856 |
| 9,000,000 | 9,000,000 | 9,000,000 | 9,000,000 | 9,000,000 | 9,000,000 |
| 220,000 | 283,700 | 283,700 | 283,700 | - | - |
| - | - | - | - | - | - |
| 24,725,451 | 25,739,244 | 25,619,244 | 25,499,244 | 25,379,244 | 25,259,809 |
| 66,662,604 | 64,837,623 | 67,865,222 | 73,892,820 | 83,204,117 | 95,216,608 |
| 91,388,055 | 90,576,867 | 93,484,466 | 99,392,064 | 108,583,361 | 120,476,417 |
| \$119,152,143 | \$119,165,000 | \$121,982,599 | \$127,800,197 | \$136,617,794 | \$148,421,273 |



General Fund Detail



Building Bright Futures



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
School Summary Report

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Elementary Level Departments | | | | | | |
| Payroll | 2,758.85 | 2,787.18 | 2,771.43 | \$185,902,451 | \$195,922,306 | \$197,428,380 |
| Non-Payroll | - | - | - | 4,780,152 | 18,618,086 | 16,377,886 |
| Total Elementary Level | 2,758.85 | 2,787.18 | 2,771.43 | 190,682,603 | 214,540,392 | 213,806,266 |
| Middle Level Departments | | | | | | |
| Payroll | 683.15 | 688.36 | 720.38 | 50,251,253 | 53,005,187 | 56,228,939 |
| Non-Payroll | - | - | - | 1,737,035 | 3,106,388 | 3,140,098 |
| Total Middle Level | 683.15 | 688.36 | 720.38 | 51,988,288 | 56,111,575 | 59,369,037 |
| Senior Level Departments | | | | | | |
| Payroll | 1,621.01 | 1,627.33 | 1,624.39 | 120,230,115 | 123,756,863 | 126,099,554 |
| Non-Payroll | - | - | - | 4,231,383 | 6,334,095 | 5,278,560 |
| Total Senior Level | 1,621.01 | 1,627.33 | 1,624.39 | 124,461,498 | 130,090,958 | 131,378,114 |
| Option | | | | | | |
| Payroll | 241.60 | 233.34 | 241.10 | 18,553,480 | 18,108,448 | 18,819,872 |
| Non-Payroll | - | - | - | 1,453,732 | 1,560,835 | 1,409,623 |
| Total Option Level | 241.60 | 233.34 | 241.10 | 20,007,212 | 19,669,283 | 20,229,495 |
| Total Schools | 5,304.61 | 5,336.21 | 5,357.30 | \$387,139,601 | \$420,412,208 | \$424,782,912 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Elementary Level Detail

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: Elementary | | | | | | |
| Payroll | | | | | | |
| Principal. | 95.00 | 95.00 | 95.00 | \$8,878,452 | \$9,396,703 | \$9,734,534 |
| Assistant Principal | 22.00 | 24.50 | 35.60 | 1,861,765 | 2,067,506 | 2,859,898 |
| Dean | 7.00 | 3.50 | 4.50 | 62,302 | 225,001 | 305,235 |
| Teacher | 1,917.72 | 1,861.85 | 1,856.90 | 103,679,695 | 107,470,021 | 107,281,688 |
| Substitute Teacher | - | - | - | 2,187,346 | 2,725,781 | 2,066,660 |
| Counselor | 4.50 | 4.00 | 4.50 | 258,916 | 508,846 | 563,926 |
| Teacher Librarian | 73.70 | 71.50 | 74.80 | 4,393,679 | 4,753,661 | 5,191,508 |
| Coordinator - Licensed | 1.00 | 1.00 | 1.00 | 95,111 | 49,578 | 52,332 |
| Resource Teachers | 5.00 | 12.50 | - | 958,288 | 768,728 | - |
| Instructional Coach. | 72.30 | 90.45 | 88.55 | 4,609,672 | 5,833,575 | 5,931,965 |
| Peer Evaluator | - | - | - | 26,569 | - | - |
| Nurse | 2.00 | 2.00 | 2.00 | 87,866 | 103,004 | 102,437 |
| Psychologist | 2.50 | 3.20 | 5.06 | 153,131 | 218,445 | 363,946 |
| Social Worker | 6.50 | 6.93 | 9.10 | 375,169 | 452,753 | 573,300 |
| Specialist - Classified | 1.75 | 1.75 | 1.75 | 20,201 | 39,831 | 39,794 |
| School Secretary | 185.73 | 188.25 | 190.05 | 6,329,845 | 6,847,654 | 7,034,862 |
| Substitute Secretary | - | - | - | 62,022 | 4,500 | 500 |
| Paraprofessional | 286.67 | 340.76 | 305.57 | 8,350,673 | 8,092,722 | 7,626,659 |
| Special Interpreter/Tutor | 5.07 | 4.35 | 4.58 | 122,331 | 103,548 | 114,471 |
| Para-Educator | 0.19 | 0.20 | - | 1,200 | 4,864 | - |
| Clinic Aides | 53.88 | 59.45 | 74.13 | 1,251,927 | 1,411,249 | 1,847,177 |
| Custodian | 4.00 | 4.00 | 4.00 | 139,310 | 154,141 | 161,160 |
| Food Service Manager | 2.50 | 2.67 | 2.67 | 58,302 | 63,554 | 66,731 |
| Food Service Hourly Worker | 2.35 | 2.51 | 3.13 | 61,150 | 59,641 | 78,230 |
| Food Serv. Sub. Worker | - | - | - | 372 | 4,300 | 4,300 |
| Classified - Hourly | 7.49 | 6.81 | 8.54 | 141,997 | 162,017 | 213,637 |
| One-Time Add'l Salary Pymts | - | - | - | 22,515 | - | - |
| Additional Pay - Certificated | - | - | - | 368,321 | 187,744 | 156,160 |
| Additional Pay-Classified | - | - | - | 19,641 | 4,500 | 8,800 |
| Additional Pay-Administrative | - | - | - | 9,194 | - | - |
| Overtime - Classified | - | - | - | 53,195 | 16,670 | 16,150 |
| Payroll Total | 2,758.85 | 2,787.18 | 2,771.43 | 144,640,157 | 151,730,537 | 152,396,060 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 41,260,639 | 44,191,769 | 45,032,320 |
| Benefits Total | - | - | - | 41,260,639 | 44,191,769 | 45,032,320 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 38,645 | 34,062 | 38,214 |
| Employee Training & Conf | - | - | - | 114,543 | 91,040 | 136,281 |
| Awards And Banquets | - | - | - | 6,097 | 8,000 | 6,200 |
| Meals/Refreshments | - | - | - | 76,600 | 60,890 | 61,950 |
| Student Transportation. | - | - | - | 9,037 | 3,385 | 3,245 |
| Student Admission/Entry Fees | - | - | - | 16,273 | 47,091 | 27,981 |
| Printing | - | - | - | 70,751 | 65,139 | 55,125 |
| Contracted Services | - | - | - | 213,018 | 232,162 | 231,782 |
| Fleet Maintenance. | - | - | - | 5,816 | 6,600 | 6,600 |
| Equipment Rental | - | - | - | 176 | 780 | 50 |
| Contract Maint/Eq Repair | - | - | - | 19,850 | 19,100 | 16,910 |
| Const Maint/Repair - Building | - | - | - | - | 500 | 500 |
| Software Purch | - | - | - | 5,503 | 10,000 | 4,450 |
| Marketing - Advertising | - | - | - | 2,727 | 3,300 | 3,510 |
| Equipment/Copier Repair | - | - | - | 726 | 2,000 | 2,000 |
| Telephone/Pagers/Modems | - | - | - | 24,343 | 15,857 | 17,845 |
| Postage | - | - | - | 15,522 | 22,926 | 19,517 |
| Permits/Licenses/Fees | - | - | - | 24,977 | 41,939 | 42,610 |
| Risk Management Charges | - | - | - | 11,292 | 7,500 | 7,500 |
| Fees For Dist Membership | - | - | - | - | 75 | - |
| Community Relations | - | - | - | 3,298 | - | 300 |
| Purchased Services Total | - | - | - | 659,194 | 672,346 | 682,570 |
| Materials and Supplies | | | | | | |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Elementary Level Detail

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Contingency | - | - | - | - | 12,924,001 | 7,711,487 |
| Offset Budget Adjustment | - | - | - | - | - | 3,613,324 |
| Office Material/Supplies | - | - | - | 192,778 | 187,709 | 144,769 |
| Office Equipment - Under \$5K | - | - | - | 56,521 | 26,800 | 31,050 |
| Curriculum Dev/Staff Training | - | - | - | 43,898 | 74,320 | 34,119 |
| Clinic Supplies/Materials | - | - | - | 23,249 | 24,400 | 23,210 |
| Custodial Supplies | - | - | - | 5,331 | 6,900 | 7,050 |
| Instructional Material/Supply | - | - | - | 1,540,679 | 2,443,704 | 1,711,214 |
| Instructional Equip-Under \$5K | - | - | - | 889,982 | 781,290 | 856,408 |
| Repair Parts-Instr Equip | - | - | - | 3,175 | 3,600 | 1,000 |
| Textbooks | - | - | - | 99,517 | 207,260 | 151,400 |
| Copier Usage | - | - | - | 1,090,330 | 1,180,583 | 1,161,670 |
| Testing Materials | - | - | - | 5,002 | 9,250 | 4,650 |
| Graduation Materials | - | - | - | 37 | - | - |
| Maint Materials/Supplies | - | - | - | 19,604 | 17,370 | 11,850 |
| Vehicle Parts & Supplies | - | - | - | 20,609 | - | - |
| Vehicle Fuel Expense | - | - | - | 2,326 | 4,000 | 4,000 |
| Library Materials | - | - | - | 48,805 | 39,653 | 120,215 |
| Audio Visual Materials | - | - | - | 3,292 | 9,000 | 9,500 |
| Small Equip & Utensils | - | - | - | 2,992 | 5,900 | 5,900 |
| Materials and Supplies Total | - | - | - | 4,048,127 | 17,945,740 | 15,602,816 |
| Capital | | | | | | |
| Instructional/Curric Equipmnt | - | - | - | 16,051 | - | - |
| Building Improvements. | - | - | - | 56,780 | - | 92,500 |
| CapitalTotal | - | - | - | 72,831 | - | 92,500 |
| Total | 2,758.85 | 2,787.18 | 2,771.43 | \$190,680,948 | \$214,540,392 | \$213,806,266 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Middle Level Detail

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: Middle | | | | | | |
| Payroll | | | | | | |
| Principal. | 18.00 | 18.00 | 18.00 | \$1,883,797 | \$1,895,904 | \$1,922,130 |
| Assistant Principal | 21.00 | 23.00 | 28.00 | 1,557,856 | 1,940,924 | 2,353,365 |
| Dean | 5.00 | 4.00 | 3.00 | 125,233 | 257,144 | 203,490 |
| Teacher | 491.57 | 492.59 | 495.75 | 27,196,807 | 29,139,411 | 29,722,692 |
| Substitute Teacher | - | - | - | 530,118 | 558,400 | 560,900 |
| Counselor | 37.00 | 37.25 | 56.05 | 2,410,164 | 2,441,442 | 3,595,888 |
| Teacher Librarian | 17.30 | 16.70 | 16.70 | 1,183,745 | 1,110,299 | 1,159,065 |
| Resource Teachers | - | 3.00 | - | 403,189 | 191,916 | - |
| Instructional Coach. | 17.00 | 14.50 | 14.60 | 710,353 | 935,178 | 978,054 |
| Certificated - Hourly | - | - | - | 2,160 | - | - |
| School Secretary | 43.00 | 42.75 | 45.80 | 1,526,578 | 1,553,148 | 1,692,768 |
| Substitute Secretary | - | - | - | 6,052 | - | - |
| Paraprofessional | 22.84 | 25.44 | 28.66 | 921,834 | 604,041 | 715,018 |
| Special Interpreter/Tutor | 1.04 | 1.12 | - | 24,118 | 26,489 | - |
| Clinic Aides | 8.18 | 9.79 | 13.57 | 187,224 | 232,174 | 338,732 |
| Custodian | - | - | - | - | - | - |
| Classified - Hourly | 1.22 | 0.22 | 0.25 | 4,009 | 5,287 | 6,195 |
| One-Time Add'l Salary Pymts | - | - | - | 4,882 | - | - |
| Additional Pay - Certificated | - | - | - | 168,073 | 130,720 | 128,890 |
| Additional Pay-Classified | - | - | - | 615 | - | - |
| Additional Pay-Administrative | - | - | - | 17,500 | - | - |
| Overtime - Classified | - | - | - | 9,758 | 7,000 | 6,000 |
| Payroll Total | 683.15 | 688.36 | 720.38 | 38,874,065 | 41,029,477 | 43,383,187 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 11,377,188 | 11,975,710 | 12,845,752 |
| Benefits Total | - | - | - | 11,377,188 | 11,975,710 | 12,845,752 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 4,914 | 6,800 | 14,850 |
| Employee Training & Conf | - | - | - | 27,463 | 29,420 | 49,300 |
| Awards And Banquets | - | - | - | 3,020 | 2,500 | 4,700 |
| Meals/Refreshments | - | - | - | 11,525 | 7,400 | 6,850 |
| Student Transportation. | - | - | - | 9,506 | 7,000 | 10,500 |
| Student Admission/Entry Fees | - | - | - | 8,616 | 1,450 | 2,200 |
| Printing | - | - | - | 10,748 | 8,400 | 10,550 |
| Contract Labor | - | - | - | 663 | - | - |
| Contracted Services | - | - | - | 40,860 | 27,575 | 53,767 |
| Equipment Rental | - | - | - | 1,830 | 1,240 | 1,300 |
| Contract Maint/Eq Repair | - | - | - | 5,763 | 17,150 | 4,400 |
| Software Purch | - | - | - | 37 | - | - |
| Marketing - Advertising | - | - | - | 549 | 500 | 800 |
| Equipment/Copier Repair | - | - | - | 73 | - | - |
| Telephone/Pagers/Modems | - | - | - | 7,861 | 7,950 | 8,650 |
| Postage | - | - | - | 9,420 | 7,660 | 7,500 |
| Permits/Licenses/Fees | - | - | - | 6,154 | 6,595 | 9,625 |
| Community Relations | - | - | - | 862 | - | 2,500 |
| Purchased Services Total | - | - | - | 149,864 | 131,640 | 187,492 |
| Materials and Supplies | | | | | | |
| Contingency | - | - | - | - | 1,572,907 | 1,038,991 |
| Offset Budget Adjustment | - | - | - | - | - | 569,865 |
| Office Material/Supplies | - | - | - | 85,038 | 64,174 | 45,427 |
| Office Equipment - Under \$5K | - | - | - | 92,762 | 18,750 | 21,750 |
| Curriculum Dev/Staff Training | - | - | - | 11,775 | 27,200 | 12,950 |
| Clinic Supplies/Materials | - | - | - | 3,022 | 3,775 | 4,075 |
| Instructional Material/Supply | - | - | - | 396,228 | 705,274 | 522,119 |
| Instructional Equip-Under \$5K | - | - | - | 684,629 | 342,533 | 410,910 |
| Repair Parts-Instr Equip | - | - | - | 3,419 | 400 | 564 |
| Textbooks | - | - | - | 11,874 | 2,000 | 5,000 |
| Copier Usage | - | - | - | 253,539 | 221,085 | 259,805 |
| Testing Materials | - | - | - | 2,715 | 250 | - |
| Maint Materials/Supplies | - | - | - | 3,979 | 2,450 | 1,250 |
| Library Materials | - | - | - | 30,438 | 13,950 | 49,900 |
| Audio Visual Materials | - | - | - | 1,807 | - | - |
| Materials and Supplies Total | - | - | - | 1,581,225 | 2,974,748 | 2,942,606 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Middle Level Detail

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Building Improvements. | - | - | - | 5,946 | - | 10,000 |
| CapitalTotal | - | - | - | 5,946 | - | 10,000 |
| Total | 683.15 | 688.36 | 720.38 | \$51,988,288 | \$56,111,575 | \$59,369,037 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Senior Level Detail

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: Senior | | | | | | |
| Payroll | | | | | | |
| Principal. | 19.00 | 19.00 | 19.00 | \$2,176,032 | \$2,330,461 | \$2,426,610 |
| Director | - | 1.00 | 1.00 | 91,243 | 88,995 | 91,928 |
| Assistant Principal | 75.00 | 73.00 | 77.00 | 6,116,585 | 6,160,342 | 6,551,685 |
| Dean | 8.00 | 10.00 | 8.00 | 490,100 | 642,860 | 542,640 |
| Teacher | 1,181.00 | 1,179.27 | 1,169.55 | 68,614,055 | 70,378,699 | 71,094,576 |
| Substitute Teacher | - | - | - | 1,222,794 | 1,279,494 | 1,214,956 |
| Counselor | 81.00 | 82.50 | 86.50 | 4,876,947 | 5,480,887 | 5,658,028 |
| Teacher Librarian | 18.00 | 18.10 | 18.10 | 1,196,847 | 1,203,378 | 1,256,231 |
| Resource Teachers | - | 3.00 | 1.00 | 273,424 | 176,495 | 45,267 |
| Instructional Coach. | 14.20 | 13.20 | 11.90 | 626,657 | 848,440 | 797,181 |
| Nurse | 1.00 | 1.00 | 1.00 | 65,586 | 68,669 | 47,190 |
| Psychologist | 0.50 | 1.00 | 1.00 | 64,484 | 68,264 | 71,925 |
| Social Worker | 2.50 | 1.00 | 3.75 | 34,156 | 65,332 | 236,250 |
| Certificated - Hourly | - | - | - | 3,066 | - | - |
| Specialist - Classified | 3.50 | 3.50 | 3.50 | 150,051 | 131,307 | 142,849 |
| Technician - Classified | 2.00 | 2.00 | 2.00 | 56,319 | 72,552 | 75,608 |
| School Secretary | 82.50 | 81.00 | 81.88 | 2,755,573 | 2,946,295 | 3,022,401 |
| Substitute Secretary | - | - | - | 35,623 | 2,000 | 2,000 |
| Paraprofessional | 57.14 | 59.90 | 57.39 | 1,731,230 | 1,422,144 | 1,432,145 |
| Special Interpreter/Tutor | - | - | 0.11 | 10,886 | - | 2,625 |
| Clinic Aides | 9.81 | 11.71 | 15.60 | 211,727 | 277,970 | 389,037 |
| Athletic Game Workers | - | - | - | - | - | - |
| Custodian | - | - | - | - | - | - |
| Campus Supervisor. | 64.58 | 62.30 | 59.50 | 1,678,743 | 1,760,765 | 1,675,425 |
| Security Officer | - | - | - | 34,548 | - | - |
| Classified - Hourly | 1.28 | 4.85 | 6.61 | 169,332 | 115,196 | 165,007 |
| One-Time Add'l Salary Pymts | - | - | - | 24,317 | - | - |
| Additional Pay - Certificated | - | - | - | 523,423 | 264,700 | 329,010 |
| Additional Pay-Classified | - | - | - | 35,441 | 36,425 | 19,725 |
| Additional Pay-Administrative | - | - | - | 53,797 | 2,400 | 2,400 |
| Overtime - Classified | - | - | - | 58,977 | 23,475 | 49,199 |
| Payroll Total | 1,621.01 | 1,627.33 | 1,624.39 | 93,381,963 | 95,847,545 | 97,341,898 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 26,848,152 | 27,909,318 | 28,757,656 |
| Benefits Total | - | - | - | 26,848,152 | 27,909,318 | 28,757,656 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 83,356 | 42,950 | 47,100 |
| Employee Training & Conf | - | - | - | 257,292 | 141,820 | 151,821 |
| Awards And Banquets | - | - | - | 10,459 | 14,385 | 10,300 |
| Meals/Refreshments | - | - | - | 29,002 | 14,300 | 16,400 |
| Athletic Game Costs | - | - | - | - | - | - |
| Student Transportation. | - | - | - | 57,053 | 21,300 | 27,200 |
| Student Admission/Entry Fees | - | - | - | 42,352 | 34,930 | 33,095 |
| Legal Fees | - | - | - | 56,265 | 60,000 | 60,000 |
| Printing | - | - | - | 39,572 | 30,184 | 20,946 |
| Consultants | - | - | - | 46,349 | 33,000 | 33,000 |
| Contracted Services | - | - | - | 296,669 | 84,086 | 127,727 |
| Equipment Rental | - | - | - | 2,259 | 6,000 | 1,360 |
| Contract Maint/Eq Repair | - | - | - | 3,649 | 5,400 | 6,420 |
| Software Purch | - | - | - | 74 | - | - |
| Marketing - Advertising | - | - | - | 3,237 | 1,100 | 1,700 |
| Telephone/Pagers/Modems | - | - | - | 31,447 | 20,400 | 19,950 |
| Postage | - | - | - | 37,761 | 30,861 | 28,030 |
| Permits/Licenses/Fees | - | - | - | 53,936 | 29,482 | 34,627 |
| Risk Management Charges | - | - | - | 2,050 | 600 | 250 |
| Fees For Dist Membership | - | - | - | - | - | - |
| Community Relations | - | - | - | 12,169 | 10,150 | 6,150 |
| Tuition Reimb-Other Facilities | - | - | - | 199 | 500 | 500 |
| Purchased Services Total | - | - | - | 1,065,150 | 581,448 | 626,576 |
| Materials and Supplies | | | | | | |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Senior Level Detail

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Contingency | - | - | - | - | 2,625,893 | 1,083,624 |
| Offset Budget Adjustment | - | - | - | - | - | 213,396 |
| Office Material/Supplies | - | - | - | 218,151 | 214,792 | 172,767 |
| Office Equipment - Under \$5K | - | - | - | 65,003 | 12,400 | 15,900 |
| Curriculum Dev/Staff Training | - | - | - | 16,434 | 11,250 | 25,350 |
| Clinic Supplies/Materials | - | - | - | 5,873 | 5,080 | 8,030 |
| Custodial Supplies | - | - | - | 139 | - | - |
| Instructional Material/Supply | - | - | - | 943,329 | 1,829,659 | 1,444,635 |
| Instructional Equip-Under \$5K | - | - | - | 784,747 | 380,250 | 789,900 |
| Repair Parts-Instr Equip | - | - | - | 638 | 500 | 300 |
| Textbooks | - | - | - | 181,560 | 143,100 | 110,678 |
| Copier Usage | - | - | - | 661,553 | 381,001 | 526,601 |
| Testing Materials | - | - | - | 18,020 | 1,039 | 34,600 |
| Graduation Materials | - | - | - | 17,955 | 15,933 | 17,700 |
| Athletic Supplies | - | - | - | 442 | 2,500 | 2,500 |
| Maint Materials/Supplies | - | - | - | 20,816 | 2,750 | 12,150 |
| Vehicle Parts & Supplies | - | - | - | 3,158 | - | 2,000 |
| Library Materials | - | - | - | 102,359 | 35,500 | 144,353 |
| Audio Visual Materials | - | - | - | 25,393 | - | - |
| Miscellaneous Expense | - | - | - | 3,068 | - | 3,500 |
| Materials and Supplies Total | - | - | - | 3,068,638 | 5,661,647 | 4,607,984 |
| Capital | | | | | | |
| Office Equipment | - | - | - | - | 6,000 | 6,000 |
| Instructional/Curric Equipmnt | - | - | - | 28,155 | 10,000 | 10,000 |
| Athletic Equipment | - | - | - | 6,000 | - | - |
| Building Improvements. | - | - | - | 63,440 | 75,000 | 28,000 |
| Capital Total | - | - | - | 97,595 | 91,000 | 44,000 |
| Total | 1,621.01 | 1,627.33 | 1,624.39 | \$124,461,498 | \$130,090,958 | \$131,378,114 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Option Level Detail

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: Option Level | | | | | | |
| Payroll | | | | | | |
| Principal. | 5.00 | 4.00 | 5.00 | \$429,910 | \$459,844 | \$582,750 |
| Director | - | 1.00 | - | 101,574 | 114,961 | - |
| Assistant Principal | 9.00 | 9.00 | 10.65 | 797,294 | 759,493 | 897,267 |
| Technical Specialist | 1.00 | 1.00 | 1.00 | 82,454 | 85,016 | 85,575 |
| Teacher | 146.00 | 140.70 | 140.90 | 8,955,865 | 8,783,545 | 8,822,196 |
| Substitute Teacher | - | - | - | 130,538 | 155,943 | 160,700 |
| Counselor | 16.00 | 16.00 | 17.00 | 1,117,941 | 1,048,675 | 1,090,635 |
| Teacher Librarian | 4.00 | 4.00 | 4.00 | 268,572 | 265,940 | 277,620 |
| Resource Teachers | - | - | - | 148,993 | - | - |
| Instructional Coach. | 7.60 | 9.00 | 8.60 | 120,531 | 580,456 | 576,114 |
| Psychologist | - | - | 0.50 | 28,268 | - | 35,963 |
| Social Worker | 1.50 | 0.50 | - | - | 32,666 | - |
| Certificated - Hourly | - | 3.79 | 3.92 | 120,646 | 90,147 | 97,965 |
| Technician - Classified | 13.50 | 14.00 | 14.00 | 493,006 | 550,303 | 545,370 |
| School Secretary | 19.25 | 21.25 | 21.63 | 639,911 | 789,382 | 799,445 |
| Substitute Secretary | - | - | - | 9,644 | - | 1,000 |
| Secretary | 1.50 | - | - | 87,893 | - | - |
| Paraprofessional | 7.17 | 3.79 | 5.25 | 234,038 | 89,837 | 130,962 |
| Clinic Aides | 1.75 | 1.45 | 3.10 | 44,750 | 34,431 | 77,359 |
| Custodian | - | - | - | - | - | - |
| Campus Supervisor. | 8.00 | 3.50 | 3.10 | 200,216 | 98,942 | 87,234 |
| Classified - Hourly | 0.33 | 0.36 | 2.45 | 55,924 | 8,460 | 61,226 |
| One-Time Add'l Salary Pymts | - | - | - | 21,038 | - | - |
| Additional Pay - Certificated | - | - | - | 261,280 | 59,250 | 197,300 |
| Additional Pay-Classified | - | - | - | 10,918 | 5,500 | - |
| Additional Pay-Administrative | - | - | - | 40,439 | 1,500 | - |
| Overtime - Classified | - | - | - | 19,383 | 15,000 | 1,000 |
| Payroll Total | 241.60 | 233.34 | 241.10 | 14,421,026 | 14,029,291 | 14,527,681 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 4,132,454 | 4,079,157 | 4,292,191 |
| Benefits Total | - | - | - | 4,132,454 | 4,079,157 | 4,292,191 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 25,995 | 9,000 | 9,900 |
| Employee Training & Conf | - | - | - | 59,179 | 34,025 | 43,000 |
| Awards And Banquets | - | - | - | 1,896 | 2,000 | 2,000 |
| Meals/Refreshments | - | - | - | 18,164 | 9,500 | 9,500 |
| Student Transportation. | - | - | - | 36,015 | 127,000 | 24,000 |
| Student Admission/Entry Fees | - | - | - | 6,936 | - | 1,600 |
| Printing | - | - | - | 4,822 | 2,250 | 4,750 |
| Contracted Services | - | - | - | 52,178 | 47,150 | 70,000 |
| Fleet Maintenance. | - | - | - | 36,707 | 26,000 | 26,000 |
| Equipment Rental | - | - | - | 1,845 | - | - |
| Contract Maint/Eq Repair | - | - | - | 10,882 | 28,700 | 30,000 |
| Software Purch | - | - | - | 38,726 | 40,000 | - |
| Marketing - Advertising | - | - | - | 7,916 | 7,650 | 8,500 |
| Telephone/Pagers/Modems | - | - | - | 8,391 | 7,350 | 10,350 |
| Postage | - | - | - | 7,358 | 8,100 | 8,000 |
| Permits/Licenses/Fees | - | - | - | 4,459 | 990 | 31,500 |
| Risk Management Charges | - | - | - | 27,600 | 25,000 | 22,000 |
| Community Relations | - | - | - | 1,993 | - | - |
| Purchased Services Total | - | - | - | 351,062 | 374,715 | 301,100 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Option Level Detail

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Materials and Supplies | | | | | | |
| Contingency | - | - | - | - | 337,377 | 147,395 |
| Office Material/Supplies | - | - | - | 87,273 | 66,870 | 44,700 |
| Office Equipment - Under \$5K | - | - | - | 12,216 | 10,500 | 4,250 |
| Curriculum Dev/Staff Training | - | - | - | 10,206 | 1,200 | 500 |
| Clinic Supplies/Materials | - | - | - | 2,256 | 1,350 | 1,100 |
| Instructional Material/Supply | - | - | - | 410,749 | 272,396 | 425,120 |
| Instructional Equip-Under \$5K | - | - | - | 239,342 | 292,884 | 161,258 |
| Repair Parts-Instr Equip | - | - | - | 9,325 | 700 | - |
| Textbooks | - | - | - | 1,970 | 26,800 | - |
| Copier Usage | - | - | - | 63,694 | 36,750 | 53,600 |
| Testing Materials | - | - | - | 2,408 | 2,500 | 1,000 |
| Graduation Materials | - | - | - | 6,812 | 10,100 | 11,000 |
| Athletic Supplies | - | - | - | 5,619 | - | - |
| Maint Materials/Supplies | - | - | - | 5,161 | 4,300 | 4,500 |
| Small Hand Tools | - | - | - | 7,625 | 27,200 | - |
| Vehicle Parts & Supplies | - | - | - | 714 | - | 91,000 |
| Library Materials | - | - | - | 12,684 | 4,500 | 27,600 |
| Transfers Out | - | - | - | 56,578 | - | 44,500 |
| Materials and Supplies Total | - | - | - | 934,632 | 1,095,427 | 1,017,523 |
| Capital | | | | | | |
| Office Equipment | - | - | - | 7,753 | - | - |
| Instructional/Curric Equipmnt | - | - | - | 80,935 | 90,693 | 91,000 |
| Building Improvements. | - | - | - | 79,350 | - | - |
| Capital Total | - | - | - | 168,038 | 90,693 | 91,000 |
| Total | 241.60 | 233.34 | 241.10 | \$20,007,212 | \$19,669,283 | \$20,229,495 |



Building Bright Futures



Athletics and Activities

Divisions within the General Fund participated in Budgeting for Outcomes, a process where departments evaluated their programs and services to assure alignment with district goals. Detailed information that follows includes:

- Department Renewal Summary
- Activity Description
- Performance Measures
- Improvement & Efficiencies
- Support of Strategic Objectives
- Budget Changes from prior year

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-----------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| General Instruction | | | | | | |
| Payroll | 7.95 | 8.59 | 8.59 | 5,562,653 | 6,200,241 | 6,473,989 |
| Non-Payroll | - | - | - | 2,940,894 | 3,240,700 | 3,070,700 |
| Instructional Support | | | | | | |
| Payroll | 3.50 | 3.50 | 4.00 | 260,778 | 280,326 | 324,740 |
| Non-Payroll | - | - | - | 8,054 | 11,100 | 11,100 |
| Total | 11.45 | 12.09 | 12.59 | \$8,772,379 | \$9,732,367 | \$9,880,529 |

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|------------------------|-------|----------------|-------------|
| DEPARTMENT | | Athletics & Activities | | | |
| DEPT ID | 82430 | FTE | 12.09 | Adopted Budget | \$9,732,367 |

RENEWAL REQUEST SUMMARY

Central Athletics oversees high school sports and activities, which includes approximately 12,500 athletic participants in 26 sports and 9,200 student participants in 9 activities (students may participate in more than one sport and/or activity).

All sports, and the majority of activities, fall under the sanctioning body of the Colorado High School Activities Association (CHSAA) and are susceptible to increased fees and membership dues each year.

Increases in Additional Performance Pay*, Trainers, Officials, Transportation, and some recovery of Equipment & Supply (Account 829000) funding to schools continue to hit the budget annually.

*For the past three years, pay increases for coaches and sponsors, to match district wide increases, has hit our non-personnel line on our budget, thus, affecting the amount of Equipment & Supply dollars going out to schools by approximately \$200,000

ACTIVITY DESCRIPTION

- School based (gymnasium) sports: Gymnastics, Volleyball, Girls and Boys Basketball, Wrestling
- Field sports: Football, Girls and Boys Soccer, Field Hockey, Softball, Girls and Boys Lacrosse, Baseball
- Outside facility sports: Girls and Boys Golf, Girls and Boys Cross Country, Girls and Boys Skiing, Ice Hockey, Girls and Boys Track & Field, Girls and Boys Tennis, Girls and Boys Swimming
- Sanctioned activities and numerous clubs: Stipend positions; Spirit (Cheer and Dance), Student Leadership, Instrumental Music, Choir, Theatre, Forensics, Newspaper, and Yearbook. Numerous clubs within the schools.
- Athletics trainers: 18 (one per school) certified trainers plus one facilitating trainer provide coverage for varsity events. Contract through Panorama Orthopedic & Spine Center.
- Event security: Local police and sheriff's departments provide coverage at most stadium events and specified school base contests.
- Equipment reconditioning: Football helmets tested after each season and re-certified if tests are passed.
- Stadium operations: Six full-time stadium managers who provide turf management of our fields, maintenance and upkeep of the facilities and equipment, and become event managers for contests in the evenings.
- Administration: Central Athletics is responsible for scheduling oversight of nearly 5,500 contests annually, the assigning of officials to cover most of these contests, hiring and paying of game workers, oversight of the five stadium complexes, liaison with the Colorado High School Activities Association (CHSAA) for our league, and overall management of the budget.
- Transportation: District transportation covers the majority of requested trips to event locations, which could take place anywhere in the state (the eastern slope being the exception). Other modes of transportation have included charter buses and rental vans.

PERFORMANCE MEASURES

- Increase student participation by 1% annually.
- Revenue goal of approximately \$2.4 million annually

IMPROVEMENT & EFFICIENCIES

Additional Pay to add coaching stipends provides a safe and better learning environment for our student participants.

Additional funds to Equipment & Supply (82900) lessen the monetary impact on parents.

Additional funds for Trainers ensures a quality, medical supported trainer at each of our high schools.

Additional funds, \$10,000 per school, were distributed to our Title I schools; Alameda, Arvada, Jefferson.

Funds for Officials costs, Dues & Fees are mandated by the state association (CHSAA) and help to ensure quality programs and contests.

Measurable Goals: Increase in student participation, Increase revenue through gate receipts and participation.

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower to Educate, Inspire to Learn

Education-based athletics and activities are referred to by many as some of our best classrooms in the district. The requirement for cooperation and competitiveness within our capitalistic society are taught every day to hundreds of our students on our fields and courts. Lifelong skills, i.e., working through adversity, handling failure and success, working with others, time management, and leadership, to name a few, are helping our students to meet the mission of our district, that of preparing students for post-high school by achieving college and career readiness.

Student learning expectations are monitored through an eligibility system required by the Colorado High School Activities Association (CHSAA). The process of collaboration is encouraged daily. Leaders are developed and recognized daily. As students mature, leaders will emerge.

BUDGET CHANGES FROM PRIOR YEAR

The Board of Education provided one-time funds in the amount of \$639,000 for the following:

- Additional Pay - Certified (Coach Pay) - \$350,000.
- Game Cost - \$60,000 to cover increased expenses incurred for playoffs.
- Trainers - \$24,000 for negotiated increase within the contract.
- Officials - \$20,000 for increased fees paid to officials. Fees are set by CHSAA.
- Fees for District Membership to CHSAA - \$10,000 increase for 2016-2017.
- Equipment & Supply - \$175,000 distributed to our 18 high schools athletic departments, with an additional \$10,000 going each of our three Title I schools.

ADDITIONAL INFORMATION

The Central Athletics and Activities website is linked to both the Employee Connections and public sites <http://www.jeffcopublicschools.org/athletics/index.html>. This site provides information to parents and guardians in terms of forms, fees, schedules, etc. In addition, individual schools have their own websites that provide more school specific information which may be accessed through the public site.

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

Ongoing match to this year's one-time money, \$639,000. Much of the one-time money was committed to annual increases that will be ongoing. Plus:

Coach/Sponsor Pay: Step increases to the Additional Performance Pay schedule; approximately \$80,000.

Trainers: 3% cap increase, per contract, approximately \$24,000.

Officials: Annual increase to budget, approximately \$10,000

CHSAA Fees and Membership Dues: Approximately \$9,000 increase

Equipment & Supply for schools: \$200,000; \$10,000 (\$15/participant) per school plus additional to Title I schools.





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Athletics and Activities

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Payroll | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$98,490 | \$106,121 | \$109,086 |
| Manager | 1.00 | 1.00 | 1.00 | 67,162 | 70,678 | 73,007 |
| Technical Specialist | - | 0.50 | 1.00 | - | 31,410 | 24,231 |
| Substitute Teacher | - | - | - | 29,512 | 12,000 | 12,000 |
| Technician - Classified | 1.50 | 1.50 | 1.50 | 57,147 | 55,174 | 59,865 |
| Substitute Secretary | - | - | - | 86 | - | - |
| Secretary | 1.00 | 1.00 | 1.00 | 39,119 | 39,358 | 41,059 |
| Trades Technician | 5.00 | 5.00 | 5.00 | 214,390 | 219,050 | 269,194 |
| Athletic Game Workers | - | - | - | 162,618 | 140,000 | 140,000 |
| Classified - Hourly | 1.95 | 2.09 | 2.09 | 44,422 | 49,595 | 52,075 |
| Additional Pay - Certificated | - | - | - | 3,856,629 | 4,228,170 | 4,397,131 |
| Additional Pay-Classified | - | - | - | 32,179 | - | - |
| Overtime - Classified | - | - | - | 64,259 | 54,400 | 54,400 |
| Payroll Total | 11.45 | 12.09 | 12.59 | 4,666,013 | 5,005,956 | 5,232,048 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 1,157,418 | 1,474,611 | 1,566,681 |
| Benefits Total | - | - | - | 1,157,418 | 1,474,611 | 1,566,681 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 24,077 | 3,100 | 3,100 |
| Employee Training & Conf | - | - | - | 16,377 | 3,800 | 3,800 |
| Awards And Banquets | - | - | - | 36,712 | 18,000 | 18,000 |
| Meals/Refreshments | - | - | - | 5,940 | 200 | 200 |
| Athletic Game Costs | - | - | - | 110,697 | 150,000 | 210,000 |
| Student Transportation. | - | - | - | 613,451 | 666,000 | 666,000 |
| Excess Athletic Transportation | - | - | - | 25,015 | - | - |
| Student Admission/Entry Fees | - | - | - | 85,563 | - | - |
| Athletic Trainers | - | - | - | 806,403 | 835,200 | 859,200 |
| Game Officials | - | - | - | 429,696 | 425,000 | 450,000 |
| Athletics - Security | - | - | - | 30,921 | 32,000 | 32,000 |
| Printing | - | - | - | 3,038 | 1,000 | 1,000 |
| Contract Labor | - | - | - | 2,965 | - | - |
| Contracted Services | - | - | - | 119,404 | 12,500 | 12,500 |
| Fleet Maintenance. | - | - | - | 9,872 | 19,000 | 19,000 |
| Building Rental | - | - | - | 2,587 | 7,000 | 7,000 |
| Equipment Rental | - | - | - | 7,259 | - | - |
| Contract Maint/Eq Repair | - | - | - | 72,086 | 60,000 | 60,000 |
| Telephone/Pagers/Modems | - | - | - | 6,180 | 3,200 | 3,200 |
| Postage | - | - | - | 161 | 300 | 300 |
| Permits/Licenses/Fees | - | - | - | 4,495 | - | - |
| Fees For Dist Membership | - | - | - | 78,288 | 65,000 | 89,000 |
| Purchased Services Total | - | - | - | 2,491,187 | 2,301,300 | 2,434,300 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 1,393 | 3,000 | 3,000 |
| Office Equipment - Under \$5K | - | - | - | 4,776 | - | - |
| Curriculum Dev/Staff Training | - | - | - | 616 | - | - |
| Instructional Material/Supply | - | - | - | 6,902 | - | - |
| Repair Parts-Instr Equip | - | - | - | 5 | - | - |
| Copier Usage | - | - | - | 5,079 | 400 | 400 |
| Athletic Supplies | - | - | - | 354,542 | 868,000 | 565,000 |
| Maint Materials/Supplies | - | - | - | 84,448 | 79,100 | 79,100 |
| Materials and Supplies Total | - | - | - | 457,761 | 950,500 | 647,500 |
| Athletics and Activities Total | 11.45 | 12.09 | 12.59 | \$8,772,379 | \$9,732,367 | \$9,880,529 |



Building Bright Futures



Board of Education

Divisions within the General Fund participated in Budgeting for Outcomes, a process where departments evaluated their programs and services to assure alignment with district goals. Detailed information that follows includes:

- Department Renewal Summary
- Activity Description
- Performance Measures
- Improvement & Efficiencies
- Support of Strategic Objectives
- Budget Changes from prior year

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| General Administration | | | | | | |
| Payroll | - | - | - | \$11,979 | \$25,000 | \$25,000 |
| Non-Payroll | - | - | - | 679,411 | 557,800 | 534,099 |
| Total | - | - | - | \$691,390 | \$582,800 | \$559,099 |

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



| | | | | | |
|-------------------|-------|--------------------|-----|----------------|-----------|
| DEPARTMENT | | Board of Education | | | |
| DEPT ID | 91000 | FTE | 0.0 | Adopted Budget | \$582,800 |

RENEWAL REQUEST SUMMARY

The Jefferson County Board of Education is the policy-making body of the school district. Its powers and duties are set by state law. The Board is responsible for educational planning and evaluation, staffing and appraisal, school facilities, financial resources and communication. The Board acts as a court of appeal for staff members, students and the public on issues involving board policy or implementation of that policy. In addition, they direct and evaluate the superintendent in accomplishment of district goals.

ACTIVITY DESCRIPTION

- Community relations
- School relations
- Support for parents, guardians and families
- Board of Education meetings and forums
- Graduation requirements
- Board of Education correspondence/calendar
- Policy decision making
- Budget decision making
- Board leadership development
- Elections

PERFORMANCE MEASURES

IMPROVEMENT & EFFICIENCIES

SUPPORT OF STRATEGIC OBJECTIVES

STRATEGY ONE: EMPOWER TO EDUCATE, INSPIRE AND LEARN
 Family and Community Engagement:
 The Board of Education will encourage family, community groups and businesses to foster positive relationships with our schools and students.

STRATEGY TWO: CONNECT TO COLLEGE, CAREER AND LIFE ASPIRATIONS
 High Quality Standards-based Teaching for Engaged Learning
 The Board of Education will ensure high quality educators are hired and retained.

STRATEGY THREE: LEADERSHIP DEVELOPMENT FOR ALL STAKEHOLDERS
 Leadership Development and Collaboration:
 The Board of Education will support educator and stakeholder leadership by providing an atmosphere of mutual respect, engagement and accountability at Board of Education meetings and forums.

BUDGET CHANGES FROM PRIOR YEAR

N/A

ADDITIONAL INFORMATION

Board of Education page on Jeffco website <http://www.jeffcopublicschools.org/board/index.html>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

N/A



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Board of Education

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: Board of Education | | | | | | |
| Payroll | | | | | | |
| Director | - | - | - | \$10,084 | - | - |
| Additional Pay-Administrative | - | - | - | - | 19,305 | 17,500 |
| Payroll Total | - | - | - | 10,084 | 19,305 | 17,500 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 1,895 | 5,695 | 7,500 |
| Benefits Total | - | - | - | 1,895 | 5,695 | 7,500 |
| Purchased Services | | | | | | |
| Employee Training & Conf | - | - | - | 5,348 | 16,000 | 16,000 |
| Meals/Refreshments | - | - | - | 360 | - | - |
| Audit Fees | - | - | - | 139,326 | 150,000 | 136,299 |
| Legal Fees | - | - | - | 105,346 | 132,000 | 132,000 |
| Election Expenses | - | - | - | 324,120 | 150,000 | 150,000 |
| Printing | - | - | - | - | 9,000 | 9,000 |
| Consultants | - | - | - | - | 5,500 | 5,500 |
| Contracted Services | - | - | - | 40,880 | - | - |
| Telephone/Pagers/Modems | - | - | - | - | 1,000 | 1,000 |
| Postage | - | - | - | 108 | 1,000 | 1,000 |
| Fees For Dist Membership | - | - | - | 59,992 | 80,500 | 70,500 |
| Community Relations | - | - | - | 2,035 | 1,000 | 1,000 |
| Purchased Services Total | - | - | - | 677,515 | 546,000 | 522,299 |
| Materials and Supplies | | | | | | |
| Contingency | - | - | - | - | 10,000 | 10,000 |
| Office Material/Supplies | - | - | - | 1,896 | 1,800 | 1,800 |
| Materials and Supplies Total | - | - | - | 1,896 | 11,800 | 11,800 |
| Capital | | | | | | |
| Total | - | - | - | \$691,390 | \$582,800 | \$559,099 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Board of Education.

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 91000 | | | | | | |
| Purchased Services | | | | | | |
| Employee Training & Conf | - | - | - | \$5,348 | \$16,000 | \$16,000 |
| Meals/Refreshments | - | - | - | 360 | - | - |
| Audit Fees | - | - | - | 139,326 | 150,000 | 136,299 |
| Legal Fees | - | - | - | 105,346 | 132,000 | 132,000 |
| Election Expenses | - | - | - | 324,120 | 150,000 | 150,000 |
| Printing | - | - | - | - | 9,000 | 9,000 |
| Consultants | - | - | - | - | 5,500 | 5,500 |
| Contracted Services | - | - | - | 40,880 | - | - |
| Telephone/Pagers/Modems | - | - | - | - | 1,000 | 1,000 |
| Postage | - | - | - | 108 | 1,000 | 1,000 |
| Fees For Dist Membership | - | - | - | 59,992 | 80,500 | 70,500 |
| Community Relations | - | - | - | 2,035 | 1,000 | 1,000 |
| Purchased Services Total | - | - | - | 677,515 | 546,000 | 522,299 |
| Materials and Supplies | | | | | | |
| Contingency | - | - | - | - | 10,000 | 10,000 |
| Office Material/Supplies | - | - | - | 1,896 | 1,800 | 1,800 |
| Materials and Supplies Total | - | - | - | 1,896 | 11,800 | 11,800 |
| Capital | | | | | | |
| Total | - | - | - | \$679,411 | \$557,800 | \$534,099 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Jeffco Schools Foundation

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 98100 | | | | | | |
| Payroll | | | | | | |
| Director | - | - | - | \$10,084 | - | - |
| Additional Pay-Administrative | - | - | - | - | 19,305 | 17,500 |
| Payroll Total | - | - | - | 10,084 | 19,305 | 17,500 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 1,895 | 5,695 | 7,500 |
| Benefits Total | - | - | - | 1,895 | 5,695 | 7,500 |
| Materials and Supplies | | | | | | |
| Capital | | | | | | |
| Total | - | - | - | \$11,979 | \$25,000 | \$25,000 |



Building Bright Futures



Custodial Services

Divisions within the General Fund participated in Budgeting for Outcomes, a process where departments evaluated their programs and services to assure alignment with district goals. Detailed information that follows includes:

- Department Renewal Summary
- Activity Description
- Performance Measures
- Improvement & Efficiencies
- Support of Strategic Objectives
- Budget Changes from prior year

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|----------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Operations and Maintenance | | | | | | |
| Payroll | 480.37 | 480.40 | 480.40 | \$24,002,046 | \$24,733,015 | \$24,889,141 |
| Non-Payroll | - | - | - | 1,351,194 | 841,900 | 873,507 |
| Total | 480.37 | 480.40 | 480.40 | \$25,353,240 | \$25,574,915 | \$25,762,648 |

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|-------------------------------------|--------|----------------|--------------|
| DEPARTMENT | | Field Services – Custodial Services | | | |
| DEPT ID | 93602 | FTE | 480.40 | Adopted Budget | \$25,574,915 |

RENEWAL REQUEST SUMMARY

Custodial Services consists of full-time, part-time, and substitute employees. Covering more than 150 facilities, these individuals are responsible for providing a safe, healthy, and clean environment for all of Jeffco’s students, staff, and visitors.

Custodial Services is also a key component in the numerous site-based conservation and recycling programs established within the district including the recycling of everything from paper to printer cartridges.

The Small Engines department is also part of Custodial Services. Small Engines repairs and maintains all electrical and gasoline powered air cooled, equipment, for all departments, district wide.

ACTIVITY DESCRIPTION

- Building Security
- Facility Cleaning, Including Grounds
- Ornamental Landscaping
- Minor Building Maintenance
- Regulatory Compliance
- Monitoring and Supporting of School Activities
- Sidewalk Snow Removal
- Outdoor Equipment Preventative Maintenance
- Outdoor Equipment Repair
- Back-up Generator Refueling
- Administration

PERFORMANCE MEASURES

- Building Cleaning Assessments are completed at every site a minimum of once per year. Follow-up assessments are completed at all sites that fail to achieve a passing score during the initial assessment.
- Of the cleaning assessments completed for the 2015-2016 school year, 86% of all buildings passed the initial assessment. 14% of all buildings scored below the passing score of 86% and 8% of all buildings scored below the follow-up score of 80% which is failing. Therefore, all of these buildings required follow-up work and assessment(s) to correct deficiencies.
- Our goal over the next year is to increase the number of buildings passing the initial assessment from 86% to 88%.

IMPROVEMENT & EFFICIENCIES

Custodial Services is currently in the process of gathering additional data including industry standards in regards to the average amount of cleaning sq. ft. per custodian within K-12 environments.

MEASURABLE GOALS: This information will help to confirm that the department standard of 25,395 sq. ft. per custodian is efficient and within the range of the industry standard for cleaning expectations and/or give the necessary information to make any needed adjustments to ensure efficiency.

SUPPORT OF STRATEGIC OBJECTIVES

- Strategy One - Empower to Educate, Inspire to Learn:
- Provide a clean, safe and welcoming environment for students, staff and visitors to promote the social, emotional and physical wellness for the whole child and enhance parent and community engagement.

Strategy Two - Connect to College, Career and Life Aspirations:

- Support of quality instruction by providing clean, safe educational environments.

BUDGET CHANGES FROM PRIOR YEAR

The budget was unchanged from the prior year.

ADDITIONAL INFORMATION

Internal Facilities website

http://www.jeffcopublicschools.org/departments/profiles/?deartment_id=35

<https://sites.google.com/a/jeffcoschools.us/facilities/custodial>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

- Due to the opening of the new K-8 school in the northwest area of the school district it is necessary to add custodial supplies budget and custodial staffing for that building. The supplies budget and staffing are based on the square footage of the building being 101,000 sq. ft. The supplies budget will be \$8,209. The custodial staffing will consist of one facility manager, one head custodian and two custodians. The cost of that staffing based on the average salary in the custodian budget line of \$38,189 per employee plus benefits cost of \$11,265 totaling \$49,454 per employee. The total for the four employees is approximately \$197,816. Total for Supplies and Staffing: based on an estimate of 101,000 sq. ft. is \$206,025.
- Significant reductions in full time custodian positions from 2009 through 2012 resulted in Custodial Services instituting Deferred Area Cleaning (DAC) to manage the increased workload caused by these reductions, increased building area due to new construction and greater building utilization. The effect of DAC is that a percentage of each facility receives minimal cleaning. 'Minimal cleaning' refers to the emptying of waste baskets, disinfecting sinks and securing the room. DAC contributes to the overall 'wear and tear' of our buildings. The cleanliness levels of the buildings indicate that they are receiving an 80% cleaning. Removing the DAC is a high priority of this department. To accomplish this, a three year plan that increases the number of staff to pre-cut levels is proposed. Phase One will reinstate 32 FTE with a cost of \$1,095,000. This will reduce DAC from 21% to 13%.



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Custodial

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Payroll | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$83,373 | \$86,921 | \$89,786 |
| Supervisor | 2.00 | 2.00 | 2.00 | 149,050 | 142,494 | 143,850 |
| Technician - Classified | 1.00 | 1.00 | 1.00 | 38,094 | 40,558 | 42,335 |
| Group Leader | 1.00 | 1.00 | 1.00 | 59,187 | 62,625 | 63,119 |
| Secretary | 2.00 | 2.00 | 2.00 | 82,165 | 83,475 | 83,161 |
| Trades Technician | 9.00 | 9.00 | 9.00 | 493,156 | 519,162 | 513,409 |
| Custodian | 464.00 | 464.00 | 464.00 | 16,120,731 | 17,719,861 | 17,776,849 |
| Substitute Custodian | - | - | - | 523,368 | 253,100 | 253,100 |
| Classified - Hourly | 0.37 | 0.40 | 0.40 | - | 9,517 | 9,993 |
| Additional Pay-Classified | - | - | - | 77,188 | 70,000 | 70,000 |
| Additional Pay-Administrative | - | - | - | 600 | - | - |
| Overtime - Classified | - | - | - | 472,835 | 167,100 | 167,100 |
| Payroll Total | 480.37 | 480.40 | 480.40 | 18,099,747 | 19,154,813 | 19,212,702 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 5,902,299 | 5,578,202 | 5,676,439 |
| Benefits Total | - | - | - | 5,902,299 | 5,578,202 | 5,676,439 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 12,327 | 6,700 | 6,700 |
| Employee Training & Conf | - | - | - | 1,028 | 4,600 | 4,600 |
| Awards And Banquets | - | - | - | 138 | 2,000 | 2,000 |
| Recruiting Costs | - | - | - | 1,836 | - | - |
| Contract Maint/Eq Repair | - | - | - | - | 3,000 | 3,000 |
| Const Maint/Repair - Building | - | - | - | 22 | - | - |
| Computer Hardware | - | - | - | 317 | - | - |
| Telephone/Pagers/Modems | - | - | - | 10,363 | 15,600 | 15,600 |
| Postage | - | - | - | 53 | 300 | 300 |
| Purchased Services Total | - | - | - | 26,084 | 32,200 | 32,200 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 11,477 | 8,000 | 8,000 |
| Custodial Supplies | - | - | - | 668,585 | 640,900 | 637,507 |
| Copier Usage | - | - | - | 2,344 | 1,800 | 1,800 |
| Maint Materials/Supplies | - | - | - | 155,217 | 150,000 | 150,000 |
| Small Hand Tools | - | - | - | 223,813 | 2,000 | 2,000 |
| Uniforms | - | - | - | 8,832 | 3,500 | 38,500 |
| Physical Invty Gain/Loss | - | - | - | 66,003 | - | - |
| Materials and Supplies Total | - | - | - | 1,136,271 | 806,200 | 837,807 |
| Capital | | | | | | |
| Plant/Shop Equipment | - | - | - | 188,839 | 3,500 | 3,500 |
| Capital Total | - | - | - | 188,839 | 3,500 | 3,500 |
| Custodial Total | 480.37 | 480.40 | 480.40 | \$25,353,240 | \$25,574,915 | \$25,762,648 |

District Leadership and Communications

Divisions within the General Fund participated in Budgeting for Outcomes, a process where departments evaluated their programs and services to assure alignment with district goals. Detailed information that follows includes:

Department Renewal Summary
Activity Description
Performance Measures
Improvement & Efficiencies
Support of Strategic Objectives
Budget Changes from prior year

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|----------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| General Administration | | | | | | |
| Payroll | 17.00 | 17.50 | 17.85 | \$1,607,862 | \$2,096,284 | \$2,235,172 |
| Non-Payroll | - | - | - | 523,284 | 646,500 | 440,500 |
| Operations and Maintenance | | | | | | |
| Payroll | 2.00 | 2.00 | 2.00 | 275,653 | 304,932 | 314,453 |
| Non-Payroll | - | - | - | 66,766 | 80,300 | 80,300 |
| Total | 19.00 | 19.50 | 19.85 | \$2,473,565 | \$3,128,016 | \$3,070,425 |

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|-------------------------|-----|----------------|-----------|
| DEPARTMENT | | Superintendent's Office | | | |
| DEPT ID | 91010 | FTE | 4.0 | Adopted Budget | \$773,172 |

RENEWAL REQUEST SUMMARY

The Superintendent's Office consists of two full-time employees (Superintendent and Chief of Staff) and two part-time Administrative Assistants. These individuals provide oversight, support and leadership for the education of more than 85,000 students in 155 schools and programs. In addition, the Superintendent's Office provides business support to the five elected officials on the Board of Education and voters of Jeffco Public Schools.

The Superintendent's Office will provide the same service in the 2017-2018 school year as in 2016-2017. Additionally, a recording secretary will be hired (see Budget Requests for Next Budget Cycle section).

ACTIVITY DESCRIPTION

- Community outreach and learning opportunities
- School relations
- Communications liaison
- Graduation requirements
- Leadership meetings and guidance
- Superintendent correspondence/calendar
- Board of Education support
- Support for schools and district departments
- Support for students, parents, guardians and families
- Website maintenance
- Administrative duties per district guidelines (i.e., p-cards, payroll, budget submission)

PERFORMANCE MEASURES

- All current and new projects will be completed according to deadlines.
- All work will be completed within the approved budget with the exception of the November 2017 election defined by voter participation.
- Tracking Board of Education correspondence so that every response is known to be answered or pending.
- Board of Education meetings, which occur at least twice a month for nine months (September – May), will be organized and communicated so community members are informed and able to participate.

IMPROVEMENT & EFFICIENCIES

- The Superintendent's Office is currently in the process of training a new part time administrative assistant to assist in supporting work in the office, board members, and community.

SUPPORT OF STRATEGIC OBJECTIVES

STRATEGY ONE: EMPOWER TO EDUCATE, INSPIRE AND LEARN
 Family and Community Engagement:
 The Superintendent's Office will support community and business groups to help foster positive relationships with our schools. The Superintendent's Office will continue to support websites for families and communities to easily access current information regarding schools and district resources.

STRATEGY TWO: LEADERSHIP DEVELOPMENT FOR ALL STAKEHOLDERS
 Leadership Development and Collaboration:
 The Superintendent's Office will support educator leadership by holding monthly leadership meetings and through daily support to district departments.

BUDGET CHANGES FROM PRIOR YEAR

N/A

ADDITIONAL INFORMATION

As a consequence of three straight years of elections involving the Board of Education, the office has had increased need for coordination and communication among board members, superintendent, parents, staff, community and students. Additionally,

with new leadership staff in place, office resources are engaged to support each to be his/her most successful.

- Board of Education page on Jeffco website <http://www.jeffcopublicschools.org/board/index.html>
- Superintendent's page on Jeffco website <http://www.jeffcopublicschools.org/superintendent/index.html>
- Board of Education meeting minutes/video streaming <http://www.jeffcopublicschools.org/board/minutes.html>
- Leadership presentations <http://www.jeffcopublicschools.org/superintendent/presentations.html>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

The Superintendent's Office will be hiring a recording secretary to record and produce minutes of the Board of Education meetings.

Anticipated request for salary is \$1500/year.

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|-------------------------|------|----------------|-----------|
| DEPARTMENT | | Communications Services | | | |
| DEPT ID | 91300 | FTE | 6.50 | Adopted Budget | \$857,248 |

RENEWAL REQUEST SUMMARY

The Communication Services Department handles all internal and external communications for Jeffco Public Schools. Communication Services is dedicated to efficiently using resources to inform and engage our students, parents, staff, and community in support of the Jeffco 2020 Vision. Crisis communication, media response, public relations, marketing, multimedia (social media, video, web), and outreach are the core functions handled by a staff of seven. We coordinate with internal groups in order to properly frame and convey messages to the public and partner with community groups to share information relevant to our students and staff.

ACTIVITY DESCRIPTION

- Annual report - winter publication highlighting district achievements and accomplishments.
- Community outreach - work with members of community organizations to build relationships and family engagement.
- Community/staff event coordination - plan and support community meetings on behalf of the superintendent and other district departments; put on annual employee recognition event.
- Crisis communications - assist schools and departments with communications regarding school and community incidents; manage media inquiries.
- Employee website management
- High school athletics and activities reporting - attend and produce stories about athletics and activities to promote Jeffco schools' programs.
- Jeffco Public Schools mobile app - update and manage mobile app for parents.
- Jeffco Public Schools website management - evaluate and clean-up district website; update content; manage process to upgrade website.
- Marketing for schools and programs - assist schools with materials or methods for marketing their school to the community.
- Media & Public relations - publicize and promote Jeffco's good news, events, activities, awards, etc.
- Newsletters - *Leadership Memo, The Messenger, Key Communique, Chalk Talk, Jeffco Schools Quarterly*
- Photography - in addition to video production, we can attend events to take photos for use on our website, social media or other.
- Social media management - manage district Twitter, Facebook, Instagram and YouTube accounts.
- Story development for internal use and external submission - build upon great story ideas shared with us, develop new ideas, produce stories through interviews, research and attendance at events.
- Video production - produce video and digital video essays to tell the Jeffco story and share good news.

PERFORMANCE MEASURES

- The department was staffed by only two people for some months and all but those two Communication Services staff turned over in 2016 - 17, with all final hires in place as of April 1, 2016 (*with the exception of our Athletics and Activities Multimedia Specialist who follows the teacher schedule/calendar and started August 11, 2016*) therefore a history of measurable data does not exist.
 - We begin our true, formal measurement of all objectives below with the numbers with which we close out the 2016 - 17 school year (*July 1, 2016 - June 30, 2017*).
- **Digital analytics**
 - Facebook - @JeffcoPublicSchoolsColorado - increase in total page "Likes" by 5%
 - As of July 1, 2016 total page "Likes" = 11,462
 - Goal for 2016 - 17: increase by 5% = 573 more "Likes"; total 12,035
 - @jeffcoathletics - new as of June 2016
 - Twitter - @jeffcoschoolsco - increase followers by 5%
 - As of July 1, 2016 total followers = 7,597
 - Goal for 2016 - 17: increase followers by 5% = 380 more followers; total 7,977
 - @JeffcoAthletics - new as of June 2016
 - Instagram - jeffcoschoolsco - increase in followers by 100%
 - October 2016 - 75 followers
 - Goal for 2016 - 17: 150 followers
 - YouTube - JPS-TV - increase average video views per month

- July 1, 2015 - June 30, 2016: 17,422 total average video views per month
- Goal for 2016 - 17: increase by 3.3% for total of 18,000 average video views per month
- (Video views are measured both in YouTube and Facebook, as videos are "funneled" to Facebook for sharing with community)

- **Outreach interactions**

- We have one dedicated outreach staff member who does nothing but outreach activities for 8+ hours a day. This may include school visits, community meetings, emails and phone calls with schools and community members and many after-hours activities. We measure her work through all the other measurables such as publication of school-related stories, digital media interest in stories and information brought forth by her interactions, increase in community engagement, etc.

- **Media mentions** - increase average monthly mention by 10%

- For 2015 -16, total media mentions = 5,710; average of 815/month (5 months' data missing/not tracked due to staffing issues in department; Dec 2015 - April 2016 missing from total)
- Goal for 2016 - 17: increase monthly average by 10% to equal 897 average monthly mentions

IMPROVEMENT & EFFICIENCIES

Explanation:

Website and digital app – will upgrade both this year to improve engagement with all stakeholders.

Communications plan – identified key audiences and how we are reaching/serving them; designated efforts to address each group (Board, staff, students, parents, community, media, etc.). Evaluated current expenses to streamline (i.e. no paid-for group email service; now using School Messenger) and prioritize (i.e. using Sitewise to evaluate website issues that may compromise accessibility).

Measurable Goals: Media mentions/coverage, media response, social media interaction, webpage visits, correspondence, tracking of schools covered

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower to Educate, Inspire to Learn

Communication is key to sharing information that will help students learn about the resources available to support this strategy. Family and Community engagement is a major effort of the entire department and the focus of the Outreach position.

Strategy Two: Connect to College, Career and Life Aspirations

The department shares information that supports this strategy. Assessment results, testing changes, school choice, and district goals are just a few examples of efforts the department has made to promote this strategy to Jeffco Public Schools' stakeholders.

Strategy Three: Leadership Development for all Stakeholders

Professional learning and growth, leadership opportunity and improvement strategies are all communicated to employees and others via communications services.

BUDGET CHANGES FROM PRIOR YEAR

Communication Services was granted a one-time increase from the Board of Education of \$200,000.00 in order to redesign the Jeffco Public Schools website and integrate the mobile application.

ADDITIONAL INFORMATION

www.jeffcopublicschools.org

https://www.youtube.com/channel/UCIgK0e_ON-Xh16X-05Cyn-w/videos

<http://chsaanow.com/jeffco/>

<https://sites.google.com/a/jeffcoschools.us/communications/>

<https://www.facebook.com/JeffcoPublicSchoolsColorado/>

<https://twitter.com/JeffcoSchoolsCo>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

- Additional staffing funding to support 50% of the Communications Specialist – Athletics & Activities position (*position shared with athletics department*): \$30,000
- Subscriptions – Sitewise (*quality control of web pages to maintain accuracy and accessibility*), Meltwater (*media tracking*), Audio Network US (*music subscription for use in videos*): \$15,000
- Telephone town halls (*family engagement on critical district issues*) and advertising (*promote school registration/ choice and positive stories in local print*): \$10,000

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



| | | | | | |
|-------------------|-------|-----------------------------|---|----------------|-----------|
| DEPARTMENT | | Support Services Management | | | |
| DEPT ID | 93000 | FTE | 2 | Adopted Budget | \$385,232 |

RENEWAL REQUEST SUMMARY

Central-based Support Services department consists of the Chief Operating Officer and Manager. The department oversees Facilities, Athletics, Food Services, Security and Emergency Management and Transportation.

ACTIVITY DESCRIPTION

The Chief Operating Officer is a member of Cabinet. He oversees the operations divisions of the school district which are responsible for providing safe, healthy environments for students, staff and visitors.

The Manager acts as the Chief Operating Officer's assistant and manages the Education Center.

PERFORMANCE MEASURES

- Turn around time for requests on Ed Center projects and needs

IMPROVEMENT & EFFICIENCIES

Improve purchasing process through wider selection of vendors

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One – Empower to Educate, Inspire to Learn:
 Support services provides leadership and growth opportunities improving performance and resources for leadership that supports the education of students.

BUDGET CHANGES FROM PRIOR YEAR

none

ADDITIONAL INFORMATION

Websites of departments supported by Support Services:
 Athletics: <https://sites.google.com/a/jeffcoschools.us/central-athletics/home>
 Facilities: <https://sites.google.com/a/jeffcoschools.us/facilities/>
 Food and Nutrition: <https://sites.google.com/a/jeffcoschools.us/facilities/>
 Security and Emergency Management: <https://sites.google.com/a/jeffcoschools.us/safety-security/>
 Transportation: <https://sites.google.com/a/jeffcoschools.us/transportation/>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|--------------------|-----|----------------|-----------|
| DEPARTMENT | | Employee Relations | | | |
| DEPT ID | 97020 | FTE | 7.0 | Adopted Budget | \$993,464 |

RENEWAL REQUEST SUMMARY

The Employee Relations department handles legal questions and issues that arise within Jefferson County for both internal and external stakeholders. Our department also handles all Colorado Open Records Requests, provides Board of Education support, and contract review. Employee Relations also leads many investigations for the district. Our current year budget aligns with Jefferson Counties needs and allows us to contribute to the strategic plan.

In partnership with the School Innovation and Effectiveness Team, the department was granted a one year G-06 Manager level FTE to work on a few new district wide impacting projects including guiding leaders through employee performance management situations. After about 10 months, we will reassess the situation and determine if we have a need to continue this position, and if so, will seek the budget to convert it to a full-time job.

ACTIVITY DESCRIPTION

- Advice and Counsel/General Counsel
- Engage in Collective Bargaining
- Conduct Investigations
- Legal Compliance
- Litigation and Mediation Support/Outside Counsel

PERFORMANCE MEASURES

- Increase number of resignation in lieu of termination through effective performance management, reducing salary and litigation costs. Goal of achieving over a 50% resignation rate of all performance management related terminations. The approximately savings is between \$75,000 and \$100,000 per licensed professional resignation.

IMPROVEMENT & EFFICIENCIES

- Implemented monthly retainer fee with outside law firm reducing litigation costs.
- With converting director position to attorney position, will bring more legal work in-house reducing outside counsel fees.
- Development of templates for client use reduces time and improves consistency and efficiency.
- Proactive training of clients reduces time and improves consistency and efficiency.

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower to Educate, Inspire to Learn
 Employee Relations lays the foundation of this strategy by ensuring that district resources fall within legal guidelines so that educational and support staff can focus on the education and well-being of our students. Our department facilitates the interaction between stakeholders, ensuring that legal requirements are respected.

BUDGET CHANGES FROM PRIOR YEAR

This year our department will be adding a Manager position (temporary for one year).

ADDITIONAL INFORMATION

http://www.jeffcopublicschools.org/departments/profiles/?department_id=8

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

For the next budget cycle we will be requesting that the above mentioned Manager be fully funded by the district as we move forward. We will reassess this position in 10 months and believe that this is a value added position that will enable us to continue to contribute to the strategic plan.

Summary of Manager position - Manage and direct the administration and interpretation of one or more labor contracts in accordance with state and federal laws, Board policies and negotiated agreements. Provide advice and counsel to administrators, licensed and classified staff regarding labor relations concerns, and assist in supervising the daily operations of the Employee Relations Department.



Building Bright Futures



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

District Leadership and Communications

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: District Leadership and Communications | | | | | | |
| Payroll | | | | | | |
| Superintendent | 1.00 | 1.00 | 1.00 | \$245,344 | \$280,000 | \$300,000 |
| Chief Officer | 3.00 | 3.00 | 3.00 | 362,529 | 431,994 | 441,497 |
| Director | 2.00 | 2.00 | 2.00 | 188,558 | 197,607 | 201,221 |
| Manager | 2.00 | 2.00 | 3.00 | 150,878 | 151,507 | 242,453 |
| Technical Specialist | 4.00 | 4.50 | 5.00 | 182,082 | 324,010 | 348,593 |
| Administrative Assistant | 5.00 | 5.00 | 3.85 | 201,169 | 301,169 | 256,619 |
| School Secretary | - | - | - | 461 | - | - |
| Substitute Secretary | - | - | - | 8,304 | 1,400 | 1,400 |
| Investigator | 2.00 | 2.00 | 2.00 | 156,874 | 164,460 | 168,624 |
| Variable/Performance Pay | - | - | - | 9,500 | - | - |
| Additional Pay-Administrative | - | - | - | - | 6,800 | 6,800 |
| Payroll Total | 19.00 | 19.50 | 19.85 | 1,505,699 | 1,858,947 | 1,967,207 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 377,816 | 542,269 | 582,418 |
| Benefits Total | - | - | - | 377,816 | 542,269 | 582,418 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 12,477 | 6,100 | 6,100 |
| Employee Training & Conf | - | - | - | 15,519 | 12,200 | 8,200 |
| Awards And Banquets | - | - | - | 210 | - | - |
| Required Physical Exams | - | - | - | 773 | 1,000 | 1,000 |
| Meals/Refreshments | - | - | - | 9,005 | - | - |
| Legal Fees | - | - | - | 201,028 | 281,400 | 281,400 |
| Printing | - | - | - | 2,246 | 9,100 | 9,100 |
| ADA/Legal Settlement | - | - | - | 12,373 | 8,900 | 8,900 |
| Consultants | - | - | - | - | 800 | 800 |
| Contracted Services | - | - | - | 169,237 | 286,800 | 90,800 |
| Contract Maint/Eq Repair | - | - | - | 897 | 500 | 500 |
| Software Purch | - | - | - | 81 | 200 | 200 |
| Marketing - Advertising | - | - | - | 4,946 | 2,550 | 2,550 |
| Telephone/Pagers/Modems | - | - | - | 1,634 | 4,050 | 2,050 |
| Postage | - | - | - | 390 | 670 | 670 |
| Permits/Licenses/Fees | - | - | - | 1,500 | - | - |
| Fees For Dist Membership | - | - | - | 18,709 | 17,800 | 17,800 |
| Community Relations | - | - | - | 11,262 | 19,100 | 14,100 |
| Purchased Services Total | - | - | - | 462,287 | 651,170 | 444,170 |
| Materials and Supplies | | | | | | |
| Contingency | - | - | - | - | 28,530 | 28,530 |
| Office Material/Supplies | - | - | - | 103,656 | 33,700 | 33,700 |
| Copier Usage | - | - | - | 4,951 | 5,900 | 6,900 |
| Photographic Supplies | - | - | - | 12,953 | 7,500 | 7,500 |
| Miscellaneous Expense | - | - | - | 203 | - | - |
| Materials and Supplies Total | - | - | - | 121,763 | 75,630 | 76,630 |
| Capital | | | | | | |
| Athletic Equipment | - | - | - | 6,000 | - | - |
| Capital Total | - | - | - | 6,000 | - | - |
| Total | 19.00 | 19.50 | 19.85 | \$2,473,565 | \$3,128,016 | \$3,070,425 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Superintendent Office

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 91010 | | | | | | |
| Payroll | | | | | | |
| Superintendent | 1.00 | 1.00 | 1.00 | \$245,344 | \$280,000 | \$300,000 |
| Manager | 1.00 | 1.00 | 1.00 | 86,510 | 89,803 | 96,454 |
| Administrative Assistant | 2.00 | 2.00 | 0.85 | 64,601 | 132,682 | 86,937 |
| Substitute Secretary | - | - | - | 8,304 | - | - |
| Variable/Performance Pay | - | - | - | 9,500 | - | - |
| Payroll Total | 4.00 | 4.00 | 2.85 | 414,259 | 502,485 | 483,391 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 95,318 | 147,387 | 144,161 |
| Benefits Total | - | - | - | 95,318 | 147,387 | 144,161 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 3,581 | - | - |
| Employee Training & Conf | - | - | - | 9,594 | 5,300 | 1,300 |
| Meals/Refreshments | - | - | - | 1,436 | - | - |
| Legal Fees | - | - | - | 50,527 | 55,000 | 55,000 |
| Printing | - | - | - | - | 1,200 | 1,200 |
| Contracted Services | - | - | - | 9,000 | 15,000 | 10,000 |
| Telephone/Pagers/Modems | - | - | - | - | 150 | 150 |
| Postage | - | - | - | 72 | 120 | 120 |
| Fees For Dist Membership | - | - | - | 15,892 | 15,000 | 15,000 |
| Community Relations | - | - | - | 7,180 | 10,000 | 5,000 |
| Purchased Services Total | - | - | - | 97,282 | 101,770 | 87,770 |
| Materials and Supplies | | | | | | |
| Contingency | - | - | - | - | 14,530 | 14,530 |
| Office Material/Supplies | - | - | - | 12,978 | 4,000 | 4,000 |
| Copier Usage | - | - | - | 1,640 | 3,000 | 3,000 |
| Materials and Supplies Total | - | - | - | 14,618 | 21,530 | 21,530 |
| Capital | | | | | | |
| Total | 4.00 | 4.00 | 2.85 | \$621,477 | \$773,172 | \$736,852 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Communications Office

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 91300 | | | | | | |
| Payroll | | | | | | |
| Chief Officer | 1.00 | 1.00 | 1.00 | \$55,178 | \$112,029 | \$116,282 |
| Manager | - | - | - | 3,912 | - | - |
| Technical Specialist | 4.00 | 4.50 | 5.00 | 182,082 | 324,010 | 348,593 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 27,737 | 54,356 | 52,164 |
| School Secretary | - | - | - | 461 | - | - |
| Payroll Total | 6.00 | 6.50 | 7.00 | 269,370 | 490,395 | 517,039 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 72,525 | 142,753 | 152,698 |
| Benefits Total | - | - | - | 72,525 | 142,753 | 152,698 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 4,770 | 2,000 | 2,000 |
| Employee Training & Conf | - | - | - | 125 | 700 | 700 |
| Awards And Banquets | - | - | - | 210 | - | - |
| Meals/Refreshments | - | - | - | 7,569 | - | - |
| Printing | - | - | - | 1,278 | 5,000 | 5,000 |
| Contracted Services | - | - | - | 88,216 | 200,000 | - |
| Marketing - Advertising | - | - | - | 4,946 | 2,550 | 2,550 |
| Telephone/Pagers/Modems | - | - | - | 90 | 800 | 800 |
| Postage | - | - | - | 6 | 150 | 150 |
| Community Relations | - | - | - | 675 | 300 | 300 |
| Purchased Services Total | - | - | - | 107,885 | 211,500 | 11,500 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 60,935 | 4,500 | 4,500 |
| Copier Usage | - | - | - | 903 | 600 | 600 |
| Photographic Supplies | - | - | - | 12,953 | 7,500 | 7,500 |
| Materials and Supplies Total | - | - | - | 74,791 | 12,600 | 12,600 |
| Capital | | | | | | |
| Total | 6.00 | 6.50 | 7.00 | \$524,571 | \$857,248 | \$693,837 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Superintendent Legal

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 91330 | | | | | | |
| Purchased Services | | | | | | |
| Legal Fees | - | - | - | - | \$82,900 | \$82,900 |
| Purchased Services Total | - | - | - | - | 82,900 | 82,900 |
| Materials and Supplies | | | | | | |
| Capital | | | | | | |
| Total | - | - | - | - | \$82,900 | \$82,900 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2017/2018

General Fund Department Detail

Support Services Management

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 93000 | | | | | | |
| Payroll | | | | | | |
| Chief Officer | 1.00 | 1.00 | 1.00 | \$161,150 | \$167,689 | \$168,685 |
| Manager | 1.00 | 1.00 | 1.00 | 60,456 | 61,704 | 67,249 |
| Additional Pay-Administrative | - | - | - | - | 6,800 | 6,800 |
| Payroll Total | 2.00 | 2.00 | 2.00 | 221,606 | 236,193 | 242,734 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 54,047 | 68,739 | 71,719 |
| Benefits Total | - | - | - | 54,047 | 68,739 | 71,719 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 295 | 1,100 | 1,100 |
| Employee Training & Conf | - | - | - | 30 | - | - |
| Legal Fees | - | - | - | 1,482 | 12,000 | 12,000 |
| Printing | - | - | - | - | 900 | 900 |
| Consultants | - | - | - | - | 800 | 800 |
| Contracted Services | - | - | - | 35,796 | 35,300 | 35,300 |
| Contract Maint/Eq Repair | - | - | - | 897 | - | - |
| Telephone/Pagers/Modems | - | - | - | 855 | 1,100 | 1,100 |
| Postage | - | - | - | 2 | - | - |
| Permits/Licenses/Fees | - | - | - | 1,500 | - | - |
| Community Relations | - | - | - | 3,206 | 8,600 | 8,600 |
| Purchased Services Total | - | - | - | 44,063 | 59,800 | 59,800 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 22,374 | 20,000 | 20,000 |
| Copier Usage | - | - | - | 126 | 500 | 500 |
| Miscellaneous Expense | - | - | - | 203 | - | - |
| Materials and Supplies Total | - | - | - | 22,703 | 20,500 | 20,500 |
| Capital | | | | | | |
| Total | 2.00 | 2.00 | 2.00 | \$342,419 | \$385,232 | \$394,753 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Employee Relations

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 97020 | | | | | | |
| Payroll | | | | | | |
| Chief Officer | 1.00 | 1.00 | 1.00 | \$146,201 | \$152,276 | \$156,530 |
| Director | 2.00 | 2.00 | 2.00 | 188,558 | 197,607 | 201,221 |
| Manager | - | - | 1.00 | - | - | 78,750 |
| Administrative Assistant | 2.00 | 2.00 | 2.00 | 108,831 | 114,131 | 117,518 |
| Substitute Secretary | - | - | - | - | 1,400 | 1,400 |
| Investigator | 2.00 | 2.00 | 2.00 | 156,874 | 164,460 | 168,624 |
| Payroll Total | 7.00 | 7.00 | 8.00 | 600,464 | 629,874 | 724,043 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 155,926 | 183,390 | 213,840 |
| Benefits Total | - | - | - | 155,926 | 183,390 | 213,840 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 3,831 | 3,000 | 3,000 |
| Employee Training & Conf | - | - | - | 5,770 | 6,200 | 6,200 |
| Required Physical Exams | - | - | - | 773 | 1,000 | 1,000 |
| Legal Fees | - | - | - | 149,019 | 131,500 | 131,500 |
| Printing | - | - | - | 968 | 2,000 | 2,000 |
| ADA/Legal Settlement | - | - | - | 12,373 | 8,900 | 8,900 |
| Contracted Services | - | - | - | - | 500 | 9,500 |
| Contract Maint/Eq Repair | - | - | - | - | 500 | 500 |
| Software Purch | - | - | - | 81 | 200 | 200 |
| Telephone/Pagers/Modems | - | - | - | 689 | 2,000 | - |
| Postage | - | - | - | 310 | 400 | 400 |
| Fees For Dist Membership | - | - | - | 2,817 | 2,800 | 2,800 |
| Community Relations | - | - | - | 201 | 200 | 200 |
| Purchased Services Total | - | - | - | 176,832 | 159,200 | 166,200 |
| Materials and Supplies | | | | | | |
| Contingency | - | - | - | - | 14,000 | 14,000 |
| Office Material/Supplies | - | - | - | 7,369 | 5,200 | 5,200 |
| Copier Usage | - | - | - | 2,282 | 1,800 | 2,800 |
| Materials and Supplies Total | - | - | - | 9,651 | 21,000 | 22,000 |
| Capital | | | | | | |
| Athletic Equipment | - | - | - | 6,000 | - | - |
| Capital Total | - | - | - | 6,000 | - | - |
| Total | 7.00 | 7.00 | 8.00 | \$948,873 | \$993,464 | \$1,126,083 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Governmental Relations

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 97800 | | | | | | |
| Purchased Services | | | | | | |
| Contracted Services | - | - | - | \$36,225 | \$36,000 | \$36,000 |
| Purchased Services Total | - | - | - | 36,225 | 36,000 | 36,000 |
| Materials and Supplies | | | | | | |
| Capital | | | | | | |
| Total | - | - | - | \$36,225 | \$36,000 | \$36,000 |



Building Bright Futures



Districtwide

The Districtwide budget includes expenditures related to overall district operations that do not directly align to a district division.

Expenditures in this section include:

Administration and legal fees associated with the supplemental retirement plan. Employee payouts for unused sick and personal leave balances upon ending employment with the district (generally speaking, payouts are less than 15 percent of accumulated leave balances).

Principal and interest payments for Supplemental Retirement Certificates of Participation (COPs).

District bank fees and other banking expenses such as supplies, deposit slips, and charge-backs.

Repayment to the Colorado Department of Education for the one-day count audit adjustments. Audit repayment for federal grant programs.

Fee waiver reimbursements that are issued by schools to help offset lost fee revenue for students who have their fees waived.

Fees that are statutorily charged to the district by the County Treasurer for the administration, collection, and distribution of property tax are also covered by this budget.

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| General Administration | | | | | | |
| Payroll | - | - | - | \$1,016,749 | \$2,161,100 | \$1,170,000 |
| Non-Payroll | - | - | - | 3,879,094 | 4,050,753 | 4,050,753 |
| Special Ed Instruction | | | | | | |
| Payroll | - | - | - | - | - | - |
| Total | - | - | - | \$4,895,843 | \$6,211,853 | \$5,220,753 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Districtwide

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: Districtwide | | | | | | |
| Payroll | | | | | | |
| Substitute Teacher | - | - | - | \$48 | - | - |
| Group Leader | - | - | - | 11,312 | - | - |
| Substitute Secretary | - | - | - | 1,710 | - | - |
| Unused Sick Leave | - | - | - | 976,567 | 2,120,000 | 1,120,000 |
| Overtime - Classified | - | - | - | 22 | - | - |
| Payroll Total | - | - | - | 989,659 | 2,120,000 | 1,120,000 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 27,090 | 41,100 | 50,000 |
| Benefits Total | - | - | - | 27,090 | 41,100 | 50,000 |
| Purchased Services | | | | | | |
| Legal Fees | - | - | - | - | 40,000 | 40,000 |
| Printing | - | - | - | - | 2,500 | 2,500 |
| Consultants | - | - | - | 1,858 | - | - |
| Contracted Services | - | - | - | - | 82,300 | 82,300 |
| Bank Fees & Other Expense | - | - | - | 48,796 | 85,000 | 85,000 |
| County Treasurer's Fees | - | - | - | 824,041 | 640,000 | 640,000 |
| Lease Purch-Other-Principal | - | - | - | 2,235,000 | 1,815,000 | 1,815,000 |
| Lease Purch-Other-Interest | - | - | - | 769,399 | 1,385,953 | 1,385,953 |
| Purchased Services Total | - | - | - | 3,879,094 | 4,050,753 | 4,050,753 |
| Materials and Supplies | | | | | | |
| Capital | | | | | | |
| Total | - | - | - | \$4,895,843 | \$6,211,853 | \$5,220,753 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Early Retirement.

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 91310 | | | | | | |
| Payroll | | | | | | |
| Substitute Teacher | - | - | - | \$48 | - | - |
| Group Leader | - | - | - | 11,312 | - | - |
| Substitute Secretary | - | - | - | 1,710 | - | - |
| Unused Sick Leave | - | - | - | 976,567 | 2,120,000 | 1,120,000 |
| Overtime - Classified | - | - | - | 22 | - | - |
| Payroll Total | - | - | - | 989,659 | 2,120,000 | 1,120,000 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 27,090 | 41,100 | 50,000 |
| Benefits Total | - | - | - | 27,090 | 41,100 | 50,000 |
| Purchased Services | | | | | | |
| Legal Fees | - | - | - | - | 40,000 | 40,000 |
| Printing | - | - | - | - | 2,500 | 2,500 |
| Consultants | - | - | - | 1,858 | - | - |
| Contracted Services | - | - | - | - | 82,300 | 82,300 |
| Bank Fees & Other Expense | - | - | - | - | 64,000 | 64,000 |
| Purchased Services Total | - | - | - | 1,858 | 188,800 | 188,800 |
| Materials and Supplies | | | | | | |
| Capital | | | | | | |
| Total | - | - | - | \$1,018,607 | \$2,349,900 | \$1,358,800 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Non Departmental

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 93900 | | | | | | |
| Purchased Services | | | | | | |
| Bank Fees & Other Expense | - | - | - | \$48,796 | \$21,000 | \$21,000 |
| County Treasurer's Fees | - | - | - | 824,041 | 640,000 | 640,000 |
| Lease Purch-Other-Principal | - | - | - | 2,235,000 | 1,815,000 | 1,815,000 |
| Lease Purch-Other-Interest | - | - | - | 769,399 | 1,385,953 | 1,385,953 |
| Purchased Services Total | - | - | - | 3,877,236 | 3,861,953 | 3,861,953 |
| Materials and Supplies | | | | | | |
| Capital | | | | | | |
| Total | - | - | - | \$3,877,236 | \$3,861,953 | \$3,861,953 |



Educational Research & Design

Divisions within the General Fund participated in Budgeting for Outcomes, a process where departments evaluated their programs and services to assure alignment with district goals. Detailed information that follows includes:

- Department Renewal Summary
- Activity Description
- Performance Measures
- Improvement & Efficiencies
- Support of Strategic Objectives
- Budget Changes from prior year

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| General Administration | | | | | | |
| Payroll | - | - | - | - | - | - |
| General Instruction | | | | | | |
| Payroll | 124.26 | 140.40 | 139.37 | \$9,601,030 | \$9,836,393 | \$9,760,841 |
| Non-Payroll | - | - | - | 72,447 | - | - |
| Instructional Support | | | | | | |
| Payroll | 117.20 | 123.52 | 113.02 | 11,296,193 | 11,659,400 | 10,631,563 |
| Non-Payroll | - | - | - | 2,806,237 | 3,418,119 | 2,908,119 |
| Total | 241.46 | 263.92 | 252.39 | \$23,775,907 | \$24,913,912 | \$23,300,523 |

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|--------------------|-----|----------------|-----------|
| DEPARTMENT | | Choice Programming | | | |
| DEPT ID | 84002 | FTE | 4.0 | Adopted Budget | \$627,693 |

RENEWAL REQUEST SUMMARY

The Choice Programming department consists of a staff responsible for a variety of content areas, pathways, and choices for students in our district.

Career and Technical Education (CTE) provides the strong workforce training needed to fill the jobs vital to restoring the economic health of our nation. CTE programs produce strong educational returns, strengthening student engagement in school, achievement in academics and technical skills, and transitions from high school to post-secondary education and from education to careers.

ACTIVITY DESCRIPTION

In addition to coordinating curriculum for World Language, Visual Art, Music/Theatre, Physical Education, Career and Technical Education (CTE), STEM (Science, Technology, Engineering, and Mathematics), and Postsecondary Readiness, our department works closely with teachers and administrators at all of our neighborhood and option schools on professional development and ways to integrate our content areas with those taught in core content classrooms. Choice Programming is also responsible for coordinating opportunities for our high school students to earn college credit through advanced placement (AP) and international baccalaureate (IB) classes, Concurrent/Dual Enrollment opportunities, and providing opportunities for our students to earn industry recognized skill certificates at our schools.

To support the vocational education within Jeffco, the Choice department receives an allocated amount of the Carl Perkins Grant. Under the Perkins Act, federal funds are made available to help provide vocational-technical education programs and services to youth and adults. The vast majority of funds appropriated under the Perkins Act are awarded as grants to state education agencies. These State Basic Grants are allocated to states according to a formula based on states' populations in certain age groups and their per capita income.

These funds are used in accordance to the Act to purchase: occupationally-relevant equipment, vocational curriculum materials, materials for learning labs, curriculum development or modification, staff development, efforts for academic-vocational integration, supplemental services for special populations, and expansion of tech prep programs.

Without these funds the department would not be able to continue the supplemental support offered to tech programs at many Jeffco schools.

PERFORMANCE MEASURES

In addition to supporting Jeffco's Strategic Plan and District Unified Improvement plan measures, the Choice Department will support schools and the district in performance measures that include:

Every school and the district will ensure that every student has the opportunity to work towards being connected to career, college and/or life aspirations through systems and practices that:

- Provide effective teaching and measurement of rigorous student learning expectations
- Provide access to and opportunity for multiple learning pathways aligned to student needs and interests
- Ensure the development of academic confidence through Self-direction and Personal Responsibility skills
- Use relevant measures to track progress and communicate meaningful results to students and families
- Address opportunity and achievement gaps through an integrated system of support that ensures equity in meeting all students needs

With the expectation that:

- Every student will demonstrate a year or more of growth on their way to mastery of Colorado Academic Standards (Content Mastery competency)
- Every student will be able to apply and transfer learning across disciplines and real world contexts (Critical Thinking & Creativity competency)
- Every student will have the opportunity and expectation to demonstrate leadership attributes (Civic & Global

Engagement competency)

Every student will communicate effectively in a variety of formats and situations (Communication competency). Also to increase students who receive credit for Concurrent Enrollment/Advanced Placement/International Baccalaureate/apprenticeships/ Industry Certificates at identified high interest pathways for 8th graders entering high school.

IMPROVEMENT & EFFICIENCIES

EXPLANATION: Choice programming completes and submits the Vocational Education reimbursement through the Colorado Community College System, working within the department and at schools on credentialing, scheduling, and other areas that allow for greater reimbursement. Also, with the changes in graduation requirements and allowing students to meet the graduation requirements through a menu of options, the department's niche will grow into more necessity.

SUPPORT OF STRATEGIC OBJECTIVES

STRATEGY ONE: EMPOWER TO EDUCATE, INSPIRE TO LEARN:

- Provide meaningful and authentic learning environments that provide our students with a skill set that will allow them to be successful in today's society.

STRATEGY TWO: CONNECT TO COLLEGE, CAREER AND LIFE ASPIRATIONS:

- Offering a large variety of Concurrent/Dual Enrollment opportunities across our district through partnerships with multiple Community Colleges and Universities.
- Offer authentic and meaningful internship and apprenticeship opportunities through CTE programming.
- Create a digital library of videos detailing a large array of current careers and what they entail.

STRATEGY THREE: DEVELOP LEADERSHIP FOR ALL STAKEHOLDERS:

- Through Career and Technical Student Organization (CTSO's), athletics, performing/visual arts, and other activities, create leadership opportunities for students.

BUDGET CHANGES FROM PRIOR YEAR

ADDITIONAL INFORMATION

CTE: <https://sites.google.com/a/jeffcoschools.us/career-and-technical-education/>

<https://sites.google.com/a/jeffcoschools.us/career-and-technical-education/course-information>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| DEPARTMENT | | Curriculum and Instruction | | | |
|------------|------------------------------------|----------------------------|-------|----------------|-------------|
| DEPT ID | 84035 - Curriculum and Instruction | FTE | 61.50 | Adopted Budget | \$6,614,176 |
| DEPT ID | 84062 - Educational Technology | FTE | 12.5 | Adopted Budget | \$1,436,534 |
| DEPT ID | 84040 - Library Automation | FTE | 2.5 | Adopted Budget | \$189,787 |

RENEWAL REQUEST SUMMARY

The Department for Learning and Educational Achievement provides support and services to teachers and schools in the areas of curriculum, instruction, and professional learning in order to help the district achieve its mission, Jeffco 2020 Vision and to meet state and federal laws required of K-12 Public Education.

The Educational Technology Department includes Educational Technology, Libraries, Online Staff and Student Learning Curriculum and Instruction (Educational Research and Design). In order to continue the level of support this department provides, a renewal of our current adopted budget is being requested. Ed Tech's goal is to build capacity in technology integration to increase communication, collaboration, creativity and critical thinking.

ACTIVITY DESCRIPTION

Curriculum research, development, implementation, and support are available in the following areas:
 Visual Arts, English Language Arts, Mathematics, Instrumental and Vocal Music, Physical Education, Science, Social Studies, World Languages, Preschools Curriculum.

By offering curriculum and academic programs designed to give students the skills they need to compete in college or the workplace. Our mission is to provide a quality education that prepares all children for a successful future.

In addition, the department works to coordinate:

- Curriculum by Grade Level
- Setting expectations to meet the Colorado Academic Standards
- Textbook and Material selections
- Grading and report card rubrics
- Graduation requirements

All in the following programs and school supports:
 Early Childhood Education Services, Before and After School Aged Care, Secondary Reform, School Improvement, Professional Learning, Coaching, READ Act, Instructional Leaders, ESL/Dual Language Programs, Family Literacy/HIPPY, Translation Services, University Partnerships, Report Cards, Educational Technology, Library Services, Choice Programming, CTE, STEM, Postsecondary Workforce Readiness

The Educational Technology Department provides many school and district supports and resources.

- Coordinates our school libraries and digital teacher librarians who lead the work of information and technology literacies as well as traditional library programming.
- Jeffcat also supports our school libraries in cataloging and managing school resources including library, classroom, learning and technology.
- Ed Tech leads the work of instructional technology visioning, planning, purchasing, and classroom integration in support of 21st century classroom and digital citizenship.
- Ed Tech is responsible for the development of our online platform that supports curriculum planning, professional learning, and student personalized learning.
- The Online Staff and Student Learning team is responsible for online teacher professional learning and student online course development.
- The IT Training Center provides a variety of training opportunities for all school and central based staff.

PERFORMANCE MEASURES

In addition to supporting Jeffco's Strategic Plan and District Unified Improvement Plan measures, Curriculum & Instruction

Department performance measures include: SPF grade level expectations: math, reading, writing, and science.

High quality standards-based teaching for engaged learning:

- Learning opportunities for rigorous, flexible, original complex thinking
- Formative practices for growth-producing feedback
- Instructional practices with demonstrated evidence of impact

IMPROVEMENT & EFFICIENCIES

EXPLANATION: Student Learning Expectations

- Comprehensive aligned curriculum; integration/ Learning progressions of competencies
- Prioritized learning targets of Jeffco 2020 competencies
- Student ownership of learning

All students are technologically literate

All staff is technologically literate

Technology is integrated in curriculum, instruction, assessment, and intervention

SUPPORT OF STRATEGIC OBJECTIVES

Jeffco 2020 Vision:

Strategy One: Empower to Educate, Inspire to Learn –

Resources are prioritized and supported to promote whole child development

Strategy Two: Connect to College, Career and Life Aspirations

Student Learning Expectations: DLEA continue to develop and implement learning progressions from PreK to 12th for Jeffco 2020 competencies

Quality Instructional Practices and Programs: Where DLEA works to provide learning opportunities that engage students in rigorous, flexible, original complex thinking while providing multiple pathways to graduation

Strategy Three: Develop Leadership for all Stakeholders

Providing high quality professional learning aligned to Jeffco 2020 competencies

EdTech:

Strategy Two: Connect to College, Career and Life Aspirations

-Student Learning Expectations, Quality Instructional Programs, Recognition, Intervention and Advancement.

Strategy Three: Develop Leadership for all Stakeholders

-High Quality Professional Learning, Leadership Development, and Continuous Improvement.

District Technology Plan: Currently under revision

-Communication

-Equitably Empower

-Data Privacy & Security

BUDGET CHANGES FROM PRIOR YEAR

ADDITIONAL INFORMATION

Curriculum and Academics website: <http://www.jeffcopublicschools.org/academics/index.html>

Educational Technology Website <https://sites.google.com/a/jeffcoschools.us/educational-technology>

Libraries Website: <https://sites.google.com/a/jeffcoschools.us/dtl>

Classroom Dashboard Website: <http://sites.google.com/a/jeffcoschools.us/classroom-dashboard-field-test>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|---|-------------------|--------|----------------|--------------|
| DEPARTMENT | | ESL Dual Language | | | |
| DEPT ID | 89112 - ESL Dual Language | FTE | 145.40 | Adopted Budget | \$10,774,956 |
| DEPT ID | 85086 - Early Childhood/Family Literacy | FTE | 1.52 | Adopted Budget | \$160,661 |

RENEWAL REQUEST SUMMARY

The ESL (English as a Second Language)/Dual Language department provides support for English Language Learners (ELLs) and their families while also supporting the classroom teachers and other educators working together to ensure ELLs acquire English language proficiency and demonstrate grade-level content knowledge and skills.

ESL/Dual Language Programs provide services to English Language Learners and their families. This office coordinates ESL (English as a Second Language) services and Dual Language programs. ESL and Dual Language staff consists of administrators, resource teachers, classroom teachers, and tutors who provide and support instruction at all district schools.

One such program offered is a family literacy program: HIPPY (Home Instruction for Parents of Preschool Youngsters). HIPPY empowers parents as primary educators of their children and fosters parent involvement in school and community life to maximize the chances of successful early school learning experiences.

Based on results collected and tabulated through a longitudinal study by the Center for Human Investment Policy at the University of Colorado, HIPPY children scored higher on CSAP tests had better school attendance, higher parent participation at school functions, and fewer discipline incidents than children from similar backgrounds who did not participate in HIPPY.

ACTIVITY DESCRIPTION

The ESL/DL department provides support for English Language Learners (ELLs) and their families while also supporting the classroom teachers and other educators working together to ensure ELLs acquire English language proficiency and demonstrate grade-level content knowledge and skills.

The department is able to do so by:

- Providing English as a Second Language (ESL) and Dual Language instructional staff
- Ongoing professional development of all ESL/DL staff
- Adult English as a second language program to provide adult learners classes at 4 locations
- The Home Instruction for Parents of Preschool Youngsters (HIPPY) is a scientifically research based program empowers parents to teach their 3,4,and 5 year old children
- Migrant Education program is designed to provide supplemental support to children of migrant workers
- Translation services

PERFORMANCE MEASURES

In addition to supporting Jeffco's Strategic Plan and District Unified Improvement plan measures, the ESL/DL Department performance measures include:

Every school and the district will have an engaging climate and culture that:

- Ensures a safe, caring and engaging environment for students, staff and families
- Values the diversity of all students, staff and families.
- Supports the social, emotional and physical wellness for students and staff
- Encourages family and community engagement to support, enhance and maximize learning
- Provides opportunities to develop Civic and Global Engagement within and outside of the school setting

With the expectation that:

- Every student will develop life skills and a continuous learning mindset to succeed in post-secondary aspirations (Self-direction & Personal Responsibility competency)
- Every student will be a responsible and engaged member of the community (Civic & Global Engagement competency)

Every school and the district will ensure that every student has the opportunity to work towards being connected to career, college and/or life aspirations through systems and practices that:

- Provide effective teaching and measurement of rigorous student learning expectations
- Provide access to and opportunity for multiple learning pathways aligned to student needs and interests
- Ensure the development of academic confidence through Self-direction and Personal Responsibility skills
- Use relevant measures to track progress and communicate meaningful results to students and families
- Address opportunity and achievement gaps through an integrated system of support that ensures equity in meeting all students needs

With the expectation that:

- Every student will demonstrate a year or more of growth on their way to mastery of Colorado Academic Standards (Content Mastery competency)
- Every student will be able to apply and transfer learning across disciplines and real world contexts (Critical Thinking & Creativity competency)
- Every student will have the opportunity and expectation to demonstrate leadership attributes (Civic & Global Engagement competency)
- Every student will communicate effectively in a variety of formats and situations (Communication competency)

IMPROVEMENT & EFFICIENCIES

EXPLANATION: The ESL/DL department provides support for English Language Learners (ELLs) and their families while also supporting the classroom teachers and other educators working together to ensure ELLs acquire English language proficiency and demonstrate grade-level content knowledge and skills.

SUPPORT OF STRATEGIC OBJECTIVES

Jeffco 2020 Vision:

Strategy One: Empower to Educate, Inspire to Learn:- Resources are prioritized and supported to promote whole child development

Strategy Two: Connect to College, Career and Life Aspirations

Student Learning Expectations: DLEA continues to develop and implement learning progressions from Pre-K to 12th for Jeffco 2020 competencies

Quality Instructional Practices and Programs: Where DLEA works to provide learning opportunities that engage students in rigorous, flexible, original complex thinking while providing multiple pathways to graduation

Strategy Three: Develop Leadership for all Stakeholders

Providing high quality professional learning aligned to Jeffco 2020 competencies

BUDGET CHANGES FROM PRIOR YEAR

No significant changes anticipated

ADDITIONAL INFORMATION

ESL/ DL website: <https://sites.google.com/a/jeffcoschools.us/esl-dual-language-programs/?pli=1>

Family Literacy: <https://sites.google.com/a/jeffcoschools.us/hippy/>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

None

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|--------------------------------------|------------------------------------|-----|----------------|-----------|
| DEPARTMENT | | Student Data Privacy and Reporting | | | |
| DEPT ID | 84021 - Student Data Privacy | FTE | 4.5 | Adopted Budget | \$302,249 |
| DEPT ID | 91180 - Instructional Data Reporting | FTE | 7.0 | Adopted Budget | \$704,606 |

RENEWAL REQUEST SUMMARY

The Student Data Privacy and Reporting department provides school and district staff support for student data privacy, instructional data reporting, and student records in accordance with federal and state laws, as well as district policy.

ACTIVITY DESCRIPTION

Reporting Student Data:

- Colorado Department of Education data reporting which includes student October Count, graduation rates, dropout rates, mobility rates, safety and discipline reports, attendance rates, school directory information, state student identifier, and teacher/student data information
- Federal data reporting which includes the Office of Civil Rights data
- Accreditation reporting which includes Alternative Education Campus accreditation indicators
- Data quality
- October Count internal audit and CDE auditing management.
- Data collection, reporting, and audit support and training for school staff

Student Records Center:

- Student academic and special education records
- Family Education Privacy and Rights Act (FERPA) requests
- Transcripts/records requests
- Records support and training for school staff
- Student data privacy guidance, support, and training for district and school staff
-

PERFORMANCE MEASURES

In addition to supporting Jeffco's Strategic Plan and District Unified Improvement plan measures, Student Data Privacy and Reporting Department performance measures include:

Every school and the district will ensure that every student has the opportunity to work towards being connected to career, college and/or life aspirations through systems and practices that:

- Provide access to and opportunity for multiple learning pathways aligned to student needs and interests
- Use relevant measures to track progress and communicate meaningful results to students and families
- Instructional Data Reporting will support 100% of schools in federal and state data reporting.
- Student Records Center will support 100% of schools in student records management.
- Instructional Data Reporting will meet 100% of federal and state reporting deadlines.
- Support Jeffco with increasing the percentage of concurrently enrolled students district-wide in grades 9-12
- Support Jeffco to increase the 4-year graduation rates overall and in subgroups
-

IMPROVEMENT & EFFICIENCIES

EXPLANATION: Student Data Privacy and Reporting is responsible for the collection, reporting, and audit management of the CDE October Count submission.

MEASURABLE GOALS: _Percent of disallowed student full time equivalent (FTE) resulting from the annual Colorado Department of Education (CDE) enrollment audit

SUPPORT OF STRATEGIC OBJECTIVES

Jeffco 2020 Vision:

Strategy One: Empower to Educate, Inspire to Learn -

- Non-academic measures development to support Jeffco 2020 vision
- Implementation and reporting for student, parent, and employee feedback through district-wide surveys

Strategy Two: Connect to College, Career, and Life Aspirations -

- Support early warning system/on track for graduation development of indicators and reporting
- Progress monitoring of academic student outcomes
- Provide professional learning and resources to support balanced assessment systems

Strategy Three: Develop Leadership for All Stakeholders -

- Support Educator Effectiveness student outcome measure development and reporting

Provide data and supporting resources for continuous improvement (e.g., district and school unified improvement plans)

BUDGET CHANGES FROM PRIOR YEAR

ADDITIONAL INFORMATION

Student Data Privacy and Reporting website: <https://sites.google.com/a/jeffcoschools.us/instructional-data-reporting/>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



| DEPARTMENT | | Instructional Data Services | | | |
|------------|---------------------------------|-----------------------------|-----|----------------|-------------|
| DEPT ID | 84022 - Assessment | FTE | 8.0 | Adopted Budget | \$1,258,349 |
| DEPT ID | 84023 - Research and Evaluation | FTE | 5.0 | Adopted Budget | \$1,411,853 |
| DEPT ID | 84024 - IDS Development | FTE | 4.0 | Adopted Budget | \$416,223 |

RENEWAL REQUEST SUMMARY

Instructional Data Services (IDS) consists of three departments: Instructional Assessment, Research and Evaluation and IDS Development.

The mission/vision of IDS is to advance skillful teaching by providing leadership and support in the ongoing collection, reporting, analysis, and interpretation of multiple forms of data so that curricular and instructional decisions are effective and evidence-based.

A core value of the department is to support skillful teaching that fully aligns and integrates assessment, curriculum, and instruction which is essential to increasing student learning and closing achievement gaps.

ACTIVITY DESCRIPTION

The Instructional Data Services Department consists of a staff responsible for a variety of areas, including:

District-Wide Assessment:

- Standardized test administration including CMAS, CoALT, Colorado ACT, and READ Act assessments
- Screening, benchmark and progress monitoring assessments
- Professional learning for teachers, principals, and other educators
- Data decision making tools/resources

Research and Evaluation:

- Survey research
- Instructional program evaluation and continuous improvement processes
- Assessment design & development
- External research review

Reporting Student Data:

- Student assessment data online reporting
- Data collection for assessments and student instructional plans
- State reporting (e.g., Student Biographical Data Check, READ Act reporting, etc.)

PERFORMANCE MEASURES

In addition to supporting Jeffco's Strategic Plan and District Unified Improvement plan measures, IDS Department performance measures include:

- IDS will support 100% of schools to administer state and district assessments as well as interpret student performance data in 2016-17.
- The district's Student Online Assessment Reporting System (Jeffco SOARS) will be available to users 95% of the time during the 2016-17 school year.
- Program evaluation will be completed annually for prioritized district initiatives in 2016-17.

IMPROVEMENT & EFFICIENCIES

EXPLANATION:

- Measure Jeffco 2020 Vision competencies in addition to content mastery through the 2017 Jeffco district-wide student

Make Your Voice Heard (MYVH) survey and individualized assessment development to schools.

2. The district's School Online Assessment Reporting System (Jeffco SOARS) and the Instructional Assessment team will develop and deploy additional data reports/resources and professional learning opportunities to support instructional decision-making for schools and the district.

MEASURABLE GOALS:

1. Make Your Voice Heard (MYVH) survey items will be piloted, revised and administered in 2017-18, followed by psychometric analysis to determine validity and reliability.
2. In 2017-18, the district's Student Online Assessment Reporting System (Jeffco SOARS) will release additional online data reports based on customer feedback.

SUPPORT OF STRATEGIC OBJECTIVES

Jeffco 2020 Vision:

Strategy One: Empower to Educate, Inspire to Learn -

- Non-academic measures development to support Jeffco 2020 vision
- Implementation and reporting for student, parent, and employee feedback through district-wide surveys

Strategy Two: Connect to College, Career, and Life Aspirations -

- Support early warning system/on track for graduation development of indicators and reporting
- Progress monitoring of academic student outcomes
- Provide professional learning and resources to support balanced assessment systems

Strategy Three: Develop Leadership for All Stakeholders -

- Support Educator Effectiveness student growth outcome measure development and reporting
- Provide data and supporting resources for continuous improvement (e.g., district and school unified improvement plans)

BUDGET CHANGES FROM PRIOR YEAR

No significant changes anticipated

ADDITIONAL INFORMATION

Instructional Data Services website: <https://sites.google.com/a/jeffcoschools.us/assessment-research/home>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE



Building Bright Futures



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Educational Research & Design

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: Educational Research & Design | | | | | | |
| Payroll | | | | | | |
| Chief Officer | 1.00 | 1.00 | 1.00 | \$154,750 | \$156,506 | \$131,726 |
| Executive Director | 2.00 | 3.00 | 3.00 | 339,030 | 356,050 | 367,420 |
| Director | 9.00 | 8.00 | 7.00 | 900,538 | 803,940 | 701,194 |
| Assistant Director | 4.00 | 3.00 | 3.00 | 325,310 | 247,280 | 267,147 |
| Manager | 2.00 | 2.00 | 2.00 | 95,833 | 171,226 | 171,350 |
| Technical Specialist | 9.00 | 12.00 | 13.50 | 902,040 | 929,372 | 1,070,289 |
| Teacher | 102.40 | 86.14 | 86.14 | 4,872,966 | 5,205,156 | 5,284,699 |
| Substitute Teacher | - | - | - | 315,974 | 269,966 | 155,872 |
| Teacher Librarian | 1.83 | 2.50 | 1.50 | 100,927 | 150,175 | 99,300 |
| Coordinator - Licensed | 5.00 | 4.00 | 4.00 | 299,172 | 299,870 | 303,264 |
| Coordinator - Administrative | 3.00 | 4.00 | 4.00 | 214,123 | 307,894 | 307,549 |
| Resource Specialist | - | 1.00 | 1.00 | 51,350 | 81,500 | 85,529 |
| Resource Teachers | 46.00 | 63.00 | 54.50 | 3,846,470 | 4,050,917 | 3,589,669 |
| Instructional Coach. | - | 11.00 | 11.00 | 479,794 | 640,973 | 721,877 |
| Administrator | 1.00 | 1.00 | 1.00 | 78,346 | 81,486 | 83,763 |
| Specialist - Classified | 7.00 | 4.00 | 4.00 | 212,190 | 252,244 | 233,430 |
| Technician - Classified | 17.00 | 19.00 | 17.50 | 764,823 | 844,790 | 830,550 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 54,561 | 63,948 | 49,350 |
| Substitute Secretary | - | - | - | 19,576 | 22,400 | 22,400 |
| Secretary | 4.00 | 4.00 | 3.00 | 176,668 | 188,104 | 113,116 |
| Clerk | 1.00 | 1.00 | 1.00 | 37,423 | 39,213 | 40,878 |
| Paraprofessional | - | - | - | 2,306 | - | - |
| Special Interpreter/Tutor | 19.51 | 27.15 | 27.13 | 644,169 | 644,839 | 677,081 |
| Classified - Hourly | 5.72 | 6.13 | 6.12 | 149,395 | 145,508 | 152,783 |
| One-Time Add'l Salary Pymts | - | - | - | 663,538 | 213,000 | - |
| Additional Pay - Certificated | - | - | - | 492,608 | 407,677 | 209,984 |
| Additional Pay-Classified | - | - | - | 26,360 | 30,000 | 30,000 |
| Additional Pay-Administrative | - | - | - | 116,941 | 24,700 | 24,700 |
| Overtime - Classified | - | - | - | 16,954 | 16,400 | 16,400 |
| Payroll Total | 241.46 | 263.92 | 252.39 | 16,354,135 | 16,645,134 | 15,741,320 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 4,543,088 | 4,850,659 | 4,651,084 |
| Benefits Total | - | - | - | 4,543,088 | 4,850,659 | 4,651,084 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 101,910 | 87,800 | 87,800 |
| Employee Training & Conf | - | - | - | 154,271 | 44,320 | 44,320 |
| Recruiting Costs | - | - | - | 395 | 500 | 500 |
| Meals/Refreshments | - | - | - | 3,370 | - | - |
| Student Transportation. | - | - | - | 33,527 | 5,300 | 5,300 |
| Student Admission/Entry Fees | - | - | - | 1,000 | - | - |
| Legal Fees | - | - | - | 115,321 | 105,000 | 105,000 |
| Printing | - | - | - | 35,916 | 95,400 | 95,400 |
| Consultants | - | - | - | - | 15,000 | 15,000 |
| Contract Labor | - | - | - | 25,316 | - | - |
| Contracted Services | - | - | - | 947,290 | 672,097 | 645,797 |
| Building Rental | - | - | - | 3,075 | 8,000 | 8,000 |
| Contract Maint/Eq Repair | - | - | - | 2,031 | 35,900 | 35,900 |
| Software Purch | - | - | - | 610,384 | 723,400 | 723,400 |
| Marketing - Advertising | - | - | - | 5,097 | 1,000 | 1,000 |
| Telephone/Pagers/Modems | - | - | - | 25,254 | 25,300 | 25,300 |
| Postage | - | - | - | 13,977 | 18,250 | 18,250 |
| Permits/Licenses/Fees | - | - | - | 460 | 1,000 | 1,000 |
| Risk Management Charges | - | - | - | - | 1,000 | 1,000 |

ERD - Educational Research and Design



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Educational Research & Design

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Fees For Dist Membership | - | - | - | 8,492 | 8,400 | 8,400 |
| Community Relations | - | - | - | - | 6,500 | 6,500 |
| Purchased Services Total | - | - | - | 2,087,086 | 1,854,167 | 1,827,867 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 145,511 | 222,500 | 222,500 |
| Office Equipment - Under \$5K | - | - | - | 27,035 | 66,500 | 66,500 |
| Curriculum Dev/Staff Training | - | - | - | 26,560 | 131,443 | 71,443 |
| Instructional Material/Supply | - | - | - | 273,379 | 945,309 | 521,609 |
| Instructional Equip-Under \$5K | - | - | - | 18,190 | - | - |
| Textbooks | - | - | - | 247,423 | 13,100 | 13,100 |
| Copier Usage | - | - | - | 37,353 | 47,100 | 47,100 |
| Testing Materials | - | - | - | 2,244 | 92,000 | 92,000 |
| New Standardized Testing | - | - | - | - | 15,000 | 15,000 |
| Uniforms | - | - | - | 195 | - | - |
| Library Materials | - | - | - | 5,903 | 1,000 | 1,000 |
| Materials and Supplies Total | - | - | - | 783,793 | 1,533,952 | 1,050,252 |
| Capital | | | | | | |
| Office Equipment | - | - | - | - | 30,000 | 30,000 |
| Instructional/Curric Equipmnt | - | - | - | 7,805 | - | - |
| Capital Total | - | - | - | 7,805 | 30,000 | 30,000 |
| Total | 241.46 | 263.92 | 252.39 | \$23,775,907 | \$24,913,912 | \$23,300,523 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Choice Programming

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 84002 | | | | | | |
| Payroll | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$123,214 | \$106,966 | \$98,772 |
| Substitute Teacher | - | - | - | 4,613 | 4,100 | 4,100 |
| Resource Teachers | 3.00 | 3.00 | 3.00 | 194,114 | 203,237 | 207,231 |
| Substitute Secretary | - | - | - | 1,010 | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 1,118 | - | - |
| Additional Pay - Certificated | - | - | - | 2,590 | 1,000 | 1,000 |
| Overtime - Classified | - | - | - | - | 900 | 900 |
| Payroll Total | 4.00 | 4.00 | 4.00 | 326,659 | 316,203 | 312,003 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 81,405 | 92,072 | 92,173 |
| Benefits Total | - | - | - | 81,405 | 92,072 | 92,173 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 1,235 | 600 | 600 |
| Employee Training & Conf | - | - | - | 773 | 200 | 200 |
| Meals/Refreshments | - | - | - | 121 | - | - |
| Student Transportation. | - | - | - | 1,996 | 3,000 | 3,000 |
| Printing | - | - | - | 783 | 1,800 | 1,800 |
| Contracted Services | - | - | - | 1,950 | 2,000 | 2,000 |
| Contract Maint/Eq Repair | - | - | - | 1,559 | 14,100 | 14,100 |
| Telephone/Pagers/Modems | - | - | - | - | 650 | 650 |
| Postage | - | - | - | 33 | 50 | 50 |
| Permits/Licenses/Fees | - | - | - | 300 | 1,000 | 1,000 |
| Risk Management Charges | - | - | - | - | 1,000 | 1,000 |
| Purchased Services Total | - | - | - | 8,750 | 24,400 | 24,400 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 369 | 4,000 | 4,000 |
| Office Equipment - Under \$5K | - | - | - | - | 2,000 | 2,000 |
| Instructional Material/Supply | - | - | - | 2,276 | 188,018 | 188,018 |
| Copier Usage | - | - | - | 48 | 1,000 | 1,000 |
| Uniforms | - | - | - | 195 | - | - |
| Materials and Supplies Total | - | - | - | 2,888 | 195,018 | 195,018 |
| Capital | | | | | | |
| Instructional/Curric Equipmnt | - | - | - | 7,805 | - | - |
| Capital Total | - | - | - | 7,805 | - | - |
| Total | 4.00 | 4.00 | 4.00 | \$427,507 | \$627,693 | \$623,594 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Staff Development

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 84003 | | | | | | |
| Payroll | | | | | | |
| Substitute Teacher | - | - | - | \$11,915 | - | - |
| Additional Pay - Certificated | - | - | - | 1,240 | - | - |
| Payroll Total | - | - | - | 13,155 | - | - |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 2,770 | - | - |
| Benefits Total | - | - | - | 2,770 | - | - |
| Purchased Services | | | | | | |
| Postage | - | - | - | 18 | - | - |
| Purchased Services Total | - | - | - | 18 | - | - |
| Materials and Supplies | | | | | | |
| Copier Usage | - | - | - | 2 | - | - |
| Materials and Supplies Total | - | - | - | 2 | - | - |
| Capital | | | | | | |
| Total | - | - | - | \$15,945 | - | - |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Professional Development

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 84028 | | | | | | |
| Payroll | | | | | | |
| Director | - | - | - | \$112,164 | - | - |
| Substitute Teacher | - | - | - | 5,053 | - | - |
| Additional Pay - Certificated | - | - | - | 58,396 | - | - |
| Payroll Total | - | - | - | 175,613 | - | - |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 45,668 | - | - |
| Benefits Total | - | - | - | 45,668 | - | - |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 436 | - | - |
| Printing | - | - | - | 267 | - | - |
| Purchased Services Total | - | - | - | 703 | - | - |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 290 | - | - |
| Curriculum Dev/Staff Training | - | - | - | 16,255 | - | - |
| Copier Usage | - | - | - | 1,111 | - | - |
| Materials and Supplies Total | - | - | - | 17,656 | - | - |
| Capital | | | | | | |
| Total | - | - | - | \$239,640 | - | - |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Curriculum and Instruction

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 84035 | | | | | | |
| Payroll | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$110,401 | \$121,806 | \$121,171 |
| Director | 3.00 | 3.00 | 2.00 | 275,361 | 283,266 | 195,262 |
| Teacher | 19.00 | - | - | - | - | - |
| Substitute Teacher | - | - | - | 220,748 | 127,366 | 29,426 |
| Coordinator - Licensed | 4.00 | 4.00 | 4.00 | 299,172 | 299,870 | 303,264 |
| Coordinator - Administrative | 1.00 | 2.00 | 2.00 | 74,334 | 153,562 | 161,240 |
| Resource Teachers | 29.50 | 44.50 | 38.00 | 2,805,834 | 2,827,222 | 2,489,664 |
| Instructional Coach. | - | 2.00 | 2.00 | 185,369 | 128,990 | 135,440 |
| Technician - Classified | 2.00 | 2.00 | 2.00 | 111,183 | 114,927 | 119,923 |
| Secretary | 3.00 | 3.00 | 2.00 | 133,406 | 143,107 | 66,154 |
| One-Time Add'l Salary Pymts | - | - | - | 1,806 | - | - |
| Additional Pay - Certificated | - | - | - | 301,726 | 235,677 | 66,446 |
| Additional Pay-Classified | - | - | - | 17,871 | - | - |
| Additional Pay-Administrative | - | - | - | 73,177 | 22,800 | 22,800 |
| Overtime - Classified | - | - | - | 453 | - | - |
| Payroll Total | 62.50 | 61.50 | 53.00 | 4,610,841 | 4,458,593 | 3,710,790 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 1,353,005 | 1,299,392 | 1,096,476 |
| Benefits Total | - | - | - | 1,353,005 | 1,299,392 | 1,096,476 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 28,147 | 32,500 | 32,500 |
| Employee Training & Conf | - | - | - | 48,839 | 5,300 | 5,300 |
| Meals/Refreshments | - | - | - | 438 | - | - |
| Student Transportation. | - | - | - | 31,531 | 2,300 | 2,300 |
| Student Admission/Entry Fees | - | - | - | 1,000 | - | - |
| Printing | - | - | - | 14,109 | 44,100 | 44,100 |
| Consultants | - | - | - | - | 15,000 | 15,000 |
| Contracted Services | - | - | - | 22,319 | 41,500 | 41,500 |
| Building Rental | - | - | - | 1,000 | - | - |
| Software Purch | - | - | - | 10 | 11,400 | 11,400 |
| Telephone/Pagers/Modems | - | - | - | 5,735 | 7,200 | 7,200 |
| Postage | - | - | - | 58 | 5,100 | 5,100 |
| Permits/Licenses/Fees | - | - | - | 39 | - | - |
| Fees For Dist Membership | - | - | - | - | 5,100 | 5,100 |
| Community Relations | - | - | - | - | 2,000 | 2,000 |
| Purchased Services Total | - | - | - | 153,225 | 171,500 | 171,500 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 65,054 | 127,900 | 127,900 |
| Office Equipment - Under \$5K | - | - | - | 574 | 16,700 | 16,700 |
| Curriculum Dev/Staff Training | - | - | - | 2,993 | 7,500 | 7,500 |
| Instructional Material/Supply | - | - | - | 236,237 | 453,291 | 153,291 |
| Instructional Equip-Under \$5K | - | - | - | 82 | - | - |
| Textbooks | - | - | - | 247,423 | 13,100 | 13,100 |
| Copier Usage | - | - | - | 21,790 | 24,200 | 24,200 |
| Testing Materials | - | - | - | - | 12,000 | 12,000 |
| Materials and Supplies Total | - | - | - | 574,153 | 654,691 | 354,691 |
| Capital | | | | | | |
| Office Equipment | - | - | - | - | 30,000 | 30,000 |
| Capital Total | - | - | - | - | 30,000 | 30,000 |
| Total | 62.50 | 61.50 | 53.00 | \$6,691,224 | \$6,614,176 | \$5,363,457 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Educational Technology

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 84062 | | | | | | |
| Payroll | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$93,550 | \$95,703 | \$98,856 |
| Assistant Director | 1.00 | - | - | 73,540 | - | - |
| Technical Specialist | 3.00 | 3.00 | 3.00 | 137,528 | 204,182 | 229,912 |
| Substitute Teacher | - | - | - | 3,445 | 20,900 | 20,900 |
| Teacher Librarian | 1.83 | 2.50 | 1.50 | 100,927 | 150,175 | 99,300 |
| Resource Teachers | 3.00 | 5.00 | 5.00 | 285,044 | 265,932 | 290,831 |
| Technician - Classified | 1.00 | 2.00 | 2.00 | 75,928 | 57,063 | 83,694 |
| Substitute Secretary | - | - | - | - | 500 | 500 |
| Additional Pay - Certificated | - | - | - | 19,202 | 7,000 | 1,615 |
| Additional Pay-Classified | - | - | - | - | 1,000 | 1,000 |
| Additional Pay-Administrative | - | - | - | - | 1,900 | 1,900 |
| Overtime - Classified | - | - | - | 171 | 500 | 500 |
| Payroll Total | 10.83 | 13.50 | 12.50 | 789,335 | 804,855 | 829,008 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 213,247 | 234,652 | 244,957 |
| Benefits Total | - | - | - | 213,247 | 234,652 | 244,957 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 8,067 | 5,400 | 5,400 |
| Employee Training & Conf | - | - | - | 7,381 | 2,600 | 2,600 |
| Printing | - | - | - | 346 | - | - |
| Contracted Services | - | - | - | 405,114 | 262,597 | 236,297 |
| Contract Maint/Eq Repair | - | - | - | - | 700 | 700 |
| Marketing - Advertising | - | - | - | - | 1,000 | 1,000 |
| Telephone/Pagers/Modems | - | - | - | 515 | 2,000 | 2,000 |
| Postage | - | - | - | 80 | 200 | 200 |
| Fees For Dist Membership | - | - | - | - | 2,500 | 2,500 |
| Purchased Services Total | - | - | - | 421,503 | 276,997 | 250,697 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 6,406 | 17,600 | 17,600 |
| Office Equipment - Under \$5K | - | - | - | 5,712 | 16,300 | 16,300 |
| Curriculum Dev/Staff Training | - | - | - | 129 | - | - |
| Instructional Material/Supply | - | - | - | 7,961 | 83,600 | 39,900 |
| Instructional Equip-Under \$5K | - | - | - | 18,108 | - | - |
| Copier Usage | - | - | - | 10 | 700 | 700 |
| Materials and Supplies Total | - | - | - | 38,326 | 118,200 | 74,500 |
| Capital | | | | | | |
| Total | 10.83 | 13.50 | 12.50 | \$1,462,411 | \$1,434,704 | \$1,399,162 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Early Childhood

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 85086 | | | | | | |
| Payroll | | | | | | |
| Substitute Teacher | - | - | - | - | \$1,000 | \$1,000 |
| Coordinator - Administrative | 1.00 | 1.00 | 1.00 | 66,329 | 77,297 | 66,736 |
| Resource Teachers | 0.50 | 0.50 | 0.50 | 34,886 | 36,526 | 38,352 |
| Classified - Hourly | 0.02 | 0.02 | 0.02 | - | 529 | 555 |
| Additional Pay - Certificated | - | - | - | - | 1,000 | 1,000 |
| Payroll Total | 1.52 | 1.52 | 1.52 | 101,215 | 116,352 | 107,643 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 28,758 | 33,909 | 31,800 |
| Benefits Total | - | - | - | 28,758 | 33,909 | 31,800 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 440 | 6,100 | 6,100 |
| Printing | - | - | - | - | 500 | 500 |
| Contracted Services | - | - | - | 42 | - | - |
| Telephone/Pagers/Modems | - | - | - | 3,886 | 100 | 100 |
| Postage | - | - | - | - | 200 | 200 |
| Fees For Dist Membership | - | - | - | - | 100 | 100 |
| Community Relations | - | - | - | - | 500 | 500 |
| Purchased Services Total | - | - | - | 4,368 | 7,500 | 7,500 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 42 | 1,500 | 1,500 |
| Copier Usage | - | - | - | 2,675 | 1,400 | 1,400 |
| Materials and Supplies Total | - | - | - | 2,717 | 2,900 | 2,900 |
| Capital | | | | | | |
| Total | 1.52 | 1.52 | 1.52 | \$137,058 | \$160,661 | \$149,843 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

ESL Dual Language

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 89112 | | | | | | |
| Payroll | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$100,558 | \$104,834 | \$107,763 |
| Assistant Director | 1.00 | 1.00 | 1.00 | 78,232 | 79,064 | 80,993 |
| Technical Specialist | 1.00 | 1.00 | 1.00 | 71,730 | 74,881 | 76,973 |
| Teacher | 83.40 | 86.14 | 86.14 | 4,872,966 | 5,205,156 | 5,284,699 |
| Substitute Teacher | - | - | - | 57,792 | 54,000 | 54,000 |
| Resource Teachers | 9.00 | 9.00 | 8.00 | 526,592 | 636,998 | 563,591 |
| Instructional Coach. | - | 9.00 | 9.00 | 294,425 | 511,983 | 586,437 |
| Specialist - Classified | 1.00 | 1.00 | 1.00 | 41,288 | 47,914 | 49,953 |
| Technician - Classified | 3.00 | 3.00 | 3.00 | 107,490 | 115,374 | 111,462 |
| Substitute Secretary | - | - | - | - | 500 | 500 |
| Secretary | 1.00 | 1.00 | 1.00 | 43,262 | 44,997 | 46,962 |
| Paraprofessional | - | - | - | 2,288 | - | - |
| Special Interpreter/Tutor | 19.51 | 27.15 | 27.13 | 644,169 | 644,839 | 677,081 |
| Classified - Hourly | 5.70 | 6.11 | 6.10 | 149,395 | 144,979 | 152,228 |
| One-Time Add'l Salary Pymts | - | - | - | 660,614 | 213,000 | - |
| Additional Pay - Certificated | - | - | - | 68,491 | 120,000 | 96,923 |
| Additional Pay-Classified | - | - | - | 7,567 | 1,000 | 1,000 |
| Overtime - Classified | - | - | - | 8,201 | 3,000 | 3,000 |
| Payroll Total | 125.61 | 145.40 | 144.37 | 7,735,060 | 8,002,519 | 7,893,565 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 2,107,598 | 2,331,217 | 2,331,959 |
| Benefits Total | - | - | - | 2,107,598 | 2,331,217 | 2,331,959 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 33,449 | 31,000 | 31,000 |
| Employee Training & Conf | - | - | - | 34,973 | 23,220 | 23,220 |
| Printing | - | - | - | 10,241 | 8,000 | 8,000 |
| Contracted Services | - | - | - | 125,371 | 135,000 | 135,000 |
| Building Rental | - | - | - | 2,075 | 8,000 | 8,000 |
| Contract Maint/Eq Repair | - | - | - | - | 100 | 100 |
| Marketing - Advertising | - | - | - | 4,227 | - | - |
| Telephone/Pagers/Modems | - | - | - | 11,278 | 12,000 | 12,000 |
| Postage | - | - | - | 2,010 | 2,000 | 2,000 |
| Fees For Dist Membership | - | - | - | 79 | 500 | 500 |
| Purchased Services Total | - | - | - | 223,703 | 219,820 | 219,820 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 50,952 | 34,500 | 34,500 |
| Office Equipment - Under \$5K | - | - | - | 5,850 | 10,000 | 10,000 |
| Instructional Material/Supply | - | - | - | 26,575 | 170,400 | 90,400 |
| Copier Usage | - | - | - | 4,618 | 6,500 | 6,500 |
| Library Materials | - | - | - | 5,903 | - | - |
| Materials and Supplies Total | - | - | - | 93,898 | 221,400 | 141,400 |
| Capital | | | | | | |
| Total | 125.61 | 145.40 | 144.37 | \$10,160,259 | \$10,774,956 | \$10,586,744 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

ERD Finance

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 82940 | | | | | | |
| Payroll | | | | | | |
| Coordinator - Administrative | 1.00 | 1.00 | 1.00 | \$73,460 | \$77,035 | \$79,573 |
| Technician - Classified | 1.00 | 1.00 | 1.00 | - | 58,466 | 61,389 |
| Substitute Secretary | - | - | - | 10,794 | 1,000 | 1,000 |
| Additional Pay-Classified | - | - | - | 723 | - | - |
| Additional Pay-Administrative | - | - | - | 408 | - | - |
| Payroll Total | 2.00 | 2.00 | 2.00 | 85,385 | 136,501 | 141,962 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 24,029 | 39,773 | 41,931 |
| Benefits Total | - | - | - | 24,029 | 39,773 | 41,931 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 181 | 1,000 | 1,000 |
| Employee Training & Conf | - | - | - | 743 | 2,500 | 2,500 |
| Printing | - | - | - | 162 | 500 | 500 |
| Contracted Services | - | - | - | 9 | - | - |
| Postage | - | - | - | 25 | 100 | 100 |
| Permits/Licenses/Fees | - | - | - | 81 | - | - |
| Fees For Dist Membership | - | - | - | - | 200 | 200 |
| Purchased Services Total | - | - | - | 1,201 | 4,300 | 4,300 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 1,037 | 2,500 | 2,500 |
| Office Equipment - Under \$5K | - | - | - | 574 | 3,500 | 3,500 |
| Copier Usage | - | - | - | 37 | 1,000 | 1,000 |
| Materials and Supplies Total | - | - | - | 1,648 | 7,000 | 7,000 |
| Capital | | | | | | |
| Total | 2.00 | 2.00 | 2.00 | \$112,263 | \$187,574 | \$195,193 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Chief Academic Office

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 91020 | | | | | | |
| Payroll | | | | | | |
| Chief Officer | 1.00 | 1.00 | 1.00 | \$154,750 | \$156,506 | \$131,726 |
| Substitute Teacher | - | - | - | 2,800 | 1,600 | 1,600 |
| Administrator | 1.00 | 1.00 | 1.00 | 78,346 | 81,486 | 83,763 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 54,561 | 63,948 | 49,350 |
| Substitute Secretary | - | - | - | 245 | 400 | 400 |
| Additional Pay - Certificated | - | - | - | 28,110 | - | - |
| Additional Pay-Classified | - | - | - | 199 | - | - |
| Additional Pay-Administrative | - | - | - | 2,450 | - | - |
| Overtime - Classified | - | - | - | 320 | - | - |
| Payroll Total | 3.00 | 3.00 | 3.00 | 321,781 | 303,940 | 266,839 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 84,439 | 88,464 | 78,816 |
| Benefits Total | - | - | - | 84,439 | 88,464 | 78,816 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 3,256 | 2,500 | 2,500 |
| Employee Training & Conf | - | - | - | 50,393 | 4,000 | 4,000 |
| Meals/Refreshments | - | - | - | 1,422 | - | - |
| Legal Fees | - | - | - | 115,321 | 105,000 | 105,000 |
| Printing | - | - | - | 534 | 1,000 | 1,000 |
| Contracted Services | - | - | - | 158,617 | - | - |
| Telephone/Pagers/Modems | - | - | - | 29 | 1,100 | 1,100 |
| Postage | - | - | - | 3 | 500 | 500 |
| Fees For Dist Membership | - | - | - | 7,140 | - | - |
| Community Relations | - | - | - | - | 4,000 | 4,000 |
| Purchased Services Total | - | - | - | 336,715 | 118,100 | 118,100 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 1,714 | 5,500 | 5,500 |
| Office Equipment - Under \$5K | - | - | - | 1,638 | 2,000 | 2,000 |
| Curriculum Dev/Staff Training | - | - | - | 76 | 93,943 | 33,943 |
| Instructional Material/Supply | - | - | - | 330 | - | - |
| Copier Usage | - | - | - | 1,458 | 1,400 | 1,400 |
| Materials and Supplies Total | - | - | - | 5,216 | 102,843 | 42,843 |
| Capital | | | | | | |
| Total | 3.00 | 3.00 | 3.00 | \$748,151 | \$613,347 | \$506,598 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Student Data Privacy

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 84021 | | | | | | |
| Payroll | | | | | | |
| Manager | 1.00 | 1.00 | 1.00 | - | \$78,036 | \$73,500 |
| Technician - Classified | 3.50 | 3.50 | 3.50 | 129,321 | 151,453 | 156,940 |
| Additional Pay-Administrative | - | - | - | 13,180 | - | - |
| Overtime - Classified | - | - | - | 367 | - | - |
| Payroll Total | 4.50 | 4.50 | 4.50 | 142,868 | 229,489 | 230,440 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 40,851 | 66,760 | 68,057 |
| Benefits Total | - | - | - | 40,851 | 66,760 | 68,057 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 52 | - | - |
| Purchased Services Total | - | - | - | 52 | - | - |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | - | 6,000 | 6,000 |
| Materials and Supplies Total | - | - | - | - | 6,000 | 6,000 |
| Capital | | | | | | |
| Total | 4.50 | 4.50 | 4.50 | \$183,771 | \$302,249 | \$304,497 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Assessment

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 84022 | | | | | | |
| Payroll | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$121,068 | \$126,667 | \$129,571 |
| Director | 1.00 | 1.00 | 1.00 | 99,212 | 102,137 | 104,991 |
| Assistant Director | 1.00 | 1.00 | 1.00 | 72,532 | 76,996 | 91,928 |
| Technical Specialist | 2.00 | 4.00 | 4.00 | 275,566 | 305,830 | 315,123 |
| Substitute Teacher | - | - | - | 295 | 20,000 | 4,615 |
| Resource Specialist | - | 1.00 | 1.00 | 51,350 | 81,500 | 85,529 |
| Resource Teachers | 1.00 | 1.00 | - | - | 81,002 | - |
| Specialist - Classified | 1.00 | 1.00 | 1.00 | 45,581 | 52,682 | 54,887 |
| Technician - Classified | 2.00 | - | - | - | - | - |
| Substitute Secretary | - | - | - | - | 20,000 | 20,000 |
| Additional Pay - Certificated | - | - | - | 5,093 | 3,000 | 3,000 |
| Additional Pay-Classified | - | - | - | - | 12,000 | 12,000 |
| Additional Pay-Administrative | - | - | - | 27,726 | - | - |
| Overtime - Classified | - | - | - | - | 1,000 | 1,000 |
| Payroll Total | 9.00 | 10.00 | 9.00 | 698,423 | 882,814 | 822,644 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 187,668 | 259,295 | 243,144 |
| Benefits Total | - | - | - | 187,668 | 259,295 | 243,144 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 21,285 | 4,000 | 4,000 |
| Employee Training & Conf | - | - | - | 8,001 | 2,500 | 2,500 |
| Recruiting Costs | - | - | - | 395 | 500 | 500 |
| Meals/Refreshments | - | - | - | 1,073 | - | - |
| Printing | - | - | - | 9,238 | 37,000 | 37,000 |
| Contract Labor | - | - | - | 25,112 | - | - |
| Contracted Services | - | - | - | 212,429 | 200,000 | 200,000 |
| Contract Maint/Eq Repair | - | - | - | - | 1,000 | 1,000 |
| Software Purch | - | - | - | 8,467 | 12,000 | 12,000 |
| Marketing - Advertising | - | - | - | 580 | - | - |
| Telephone/Pagers/Modems | - | - | - | 3,411 | 1,000 | 1,000 |
| Postage | - | - | - | 5,713 | 100 | 100 |
| Permits/Licenses/Fees | - | - | - | 40 | - | - |
| Fees For Dist Membership | - | - | - | 683 | - | - |
| Purchased Services Total | - | - | - | 296,427 | 258,100 | 258,100 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 9,332 | 8,000 | 8,000 |
| Office Equipment - Under \$5K | - | - | - | 6,087 | 6,000 | 6,000 |
| Curriculum Dev/Staff Training | - | - | - | 7,107 | 30,000 | 30,000 |
| Copier Usage | - | - | - | 3,241 | 2,900 | 2,900 |
| Testing Materials | - | - | - | 2,244 | 80,000 | 80,000 |
| New Standardized Testing | - | - | - | - | 15,000 | 15,000 |
| Materials and Supplies Total | - | - | - | 28,011 | 141,900 | 141,900 |
| Capital | | | | | | |
| Total | 9.00 | 10.00 | 9.00 | \$1,210,529 | \$1,542,109 | \$1,465,788 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Research and Evaluation

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 84023 | | | | | | |
| Payroll | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$96,479 | \$111,034 | \$95,550 |
| Assistant Director | 1.00 | 1.00 | 1.00 | 101,006 | 91,220 | 94,226 |
| Technical Specialist | - | 1.00 | 2.50 | 157,798 | 84,580 | 120,158 |
| Substitute Teacher | - | - | - | 9,313 | 40,000 | 40,000 |
| Coordinator - Licensed | 1.00 | - | - | - | - | - |
| Specialist - Classified | 2.00 | - | - | - | - | - |
| Technician - Classified | - | 2.00 | 2.00 | 104,604 | 103,817 | 108,419 |
| Paraprofessional | - | - | - | 18 | - | - |
| Additional Pay - Certificated | - | - | - | 2,280 | 40,000 | 40,000 |
| Overtime - Classified | - | - | - | 163 | 1,000 | 1,000 |
| Payroll Total | 5.00 | 5.00 | 6.50 | 471,661 | 471,651 | 499,353 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 124,099 | 136,626 | 147,854 |
| Benefits Total | - | - | - | 124,099 | 136,626 | 147,854 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 4,538 | 3,000 | 3,000 |
| Employee Training & Conf | - | - | - | 225 | 1,500 | 1,500 |
| Meals/Refreshments | - | - | - | 246 | - | - |
| Software Purch | - | - | - | 601,848 | 675,000 | 675,000 |
| Telephone/Pagers/Modems | - | - | - | - | 50 | 50 |
| Postage | - | - | - | 95 | - | - |
| Purchased Services Total | - | - | - | 606,952 | 679,550 | 679,550 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 708 | 2,000 | 2,000 |
| Instructional Material/Supply | - | - | - | - | 50,000 | 50,000 |
| Copier Usage | - | - | - | 670 | 5,000 | 5,000 |
| Library Materials | - | - | - | - | 1,000 | 1,000 |
| Materials and Supplies Total | - | - | - | 1,378 | 58,000 | 58,000 |
| Capital | | | | | | |
| Total | 5.00 | 5.00 | 6.50 | \$1,204,090 | \$1,345,827 | \$1,384,757 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

IDS Development

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 84024 | | | | | | |
| Payroll | | | | | | |
| Manager | 1.00 | 1.00 | 1.00 | \$95,833 | \$93,190 | \$97,850 |
| Technical Specialist | 2.00 | 2.00 | 2.00 | 172,560 | 168,678 | 235,449 |
| Specialist - Classified | 1.00 | 1.00 | 1.00 | 62,763 | 60,520 | 60,997 |
| Payroll Total | 4.00 | 4.00 | 4.00 | 331,156 | 322,388 | 394,296 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 86,486 | 93,835 | 116,449 |
| Benefits Total | - | - | - | 86,486 | 93,835 | 116,449 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 73 | - | - |
| Materials and Supplies Total | - | - | - | 73 | - | - |
| Capital | | | | | | |
| Total | 4.00 | 4.00 | 4.00 | \$417,715 | \$416,223 | \$510,745 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Instructional Data Reporting

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 91180 | | | | | | |
| Payroll | | | | | | |
| Executive Director | - | 1.00 | 1.00 | \$107,561 | \$107,577 | \$116,678 |
| Director | 1.00 | - | - | - | - | - |
| Technical Specialist | 1.00 | 1.00 | 1.00 | 86,858 | 91,221 | 92,674 |
| Substitute Teacher | - | - | - | - | 1,000 | 231 |
| Specialist - Classified | 2.00 | 1.00 | 1.00 | 62,558 | 91,128 | 67,593 |
| Technician - Classified | 3.00 | 4.00 | 3.00 | 169,901 | 173,938 | 132,585 |
| Substitute Secretary | - | - | - | 7,527 | - | - |
| Overtime - Classified | - | - | - | 7,203 | 10,000 | 10,000 |
| Payroll Total | 7.00 | 7.00 | 6.00 | 441,608 | 474,864 | 419,761 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 127,533 | 138,242 | 124,017 |
| Benefits Total | - | - | - | 127,533 | 138,242 | 124,017 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 132 | 1,500 | 1,500 |
| Employee Training & Conf | - | - | - | 2,943 | 1,500 | 1,500 |
| Meals/Refreshments | - | - | - | 70 | - | - |
| Printing | - | - | - | 236 | 2,500 | 2,500 |
| Contract Labor | - | - | - | 204 | - | - |
| Contracted Services | - | - | - | - | 30,000 | 30,000 |
| Contract Maint/Eq Repair | - | - | - | 472 | 20,000 | 20,000 |
| Software Purch | - | - | - | 59 | 1,000 | 1,000 |
| Marketing - Advertising | - | - | - | 290 | - | - |
| Telephone/Pagers/Modems | - | - | - | 400 | 1,000 | 1,000 |
| Postage | - | - | - | 5,942 | 10,000 | 10,000 |
| Fees For Dist Membership | - | - | - | 590 | - | - |
| Purchased Services Total | - | - | - | 11,338 | 67,500 | 67,500 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 9,534 | 11,000 | 11,000 |
| Office Equipment - Under \$5K | - | - | - | 6,600 | 10,000 | 10,000 |
| Copier Usage | - | - | - | 1,693 | 3,000 | 3,000 |
| Materials and Supplies Total | - | - | - | 17,827 | 24,000 | 24,000 |
| Capital | | | | | | |
| Total | 7.00 | 7.00 | 6.00 | \$598,306 | \$704,606 | \$635,278 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Library Data/Automation

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 84040 | | | | | | |
| Payroll | | | | | | |
| Technician - Classified | 1.50 | 1.50 | 1.00 | \$66,396 | \$69,752 | \$56,138 |
| Clerk | 1.00 | 1.00 | 1.00 | 37,423 | 39,213 | 40,878 |
| Additional Pay - Certificated | - | - | - | 5,480 | - | - |
| Additional Pay-Classified | - | - | - | - | 16,000 | 16,000 |
| Overtime - Classified | - | - | - | 76 | - | - |
| Payroll Total | 2.50 | 2.50 | 2.00 | 109,375 | 124,965 | 113,016 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 35,532 | 36,422 | 33,451 |
| Benefits Total | - | - | - | 35,532 | 36,422 | 33,451 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 692 | 200 | 200 |
| Employee Training & Conf | - | - | - | - | 1,000 | 1,000 |
| Contracted Services | - | - | - | 21,439 | 1,000 | 1,000 |
| Software Purch | - | - | - | - | 24,000 | 24,000 |
| Telephone/Pagers/Modems | - | - | - | - | 200 | 200 |
| Purchased Services Total | - | - | - | 22,131 | 26,400 | 26,400 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | - | 2,000 | 2,000 |
| Materials and Supplies Total | - | - | - | - | 2,000 | 2,000 |
| Capital | | | | | | |
| Total | 2.50 | 2.50 | 2.00 | \$167,038 | \$189,787 | \$174,867 |



Building Bright Futures



Field Services

Divisions within the General Fund participated in Budgeting for Outcomes, a process where departments evaluated their programs and services to assure alignment with district goals. Detailed information that follows includes:

- Department Renewal Summary
- Activity Description
- Performance Measures
- Improvement & Efficiencies
- Support of Strategic Objectives
- Budget Changes from prior year

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|----------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| General Administration | | | | | | |
| Payroll | - | - | - | - | - | - |
| Operations and Maintenance | | | | | | |
| Payroll | 174.17 | 174.71 | 174.71 | \$11,514,182 | \$12,614,650 | \$12,914,049 |
| Non-Payroll | - | - | - | 4,511,447 | 4,005,640 | 4,005,640 |
| Total | 174.17 | 174.71 | 174.71 | \$16,025,629 | \$16,620,290 | \$16,919,689 |

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



| | | | | | |
|-------------------|-------|--|-------|----------------|-------------|
| DEPARTMENT | | Field Services – Facilities Management | | | |
| DEPT ID | 93401 | FTE | 13.18 | Adopted Budget | \$1,826,566 |

RENEWAL REQUEST SUMMARY

Facilities Management oversees Building Maintenance, Construction Management, Custodial Services, Energy Management, Environmental Services, Planning & Property, Small Engines, Site Maintenance and Work Order Control.

Current budget is adequate. 2015-16 was over budget due to inventory write-offs, increased billing for new work which revenue was collected and posted to the General Fund, and redistribution of costs from other departments within Facilities.

ACTIVITY DESCRIPTION

Management of departments within Facilities listed above.

- Responsible for new work, smaller projects funded by schools, capital or one of the maintenance groups.
- Open, track, close, and account for work orders.
- Management of all financial transactions related to building maintenance, new work, and site maintenance groups.
- Initiate the hiring process for Facilities departments except Custodial Services.
- Maintain and stock warehouse.

PERFORMANCE MEASURES

- 92% of all submitted service requests moved to work orders within 24 hrs.
- Best measure of performance is having the departments that Facilities Management oversees meet their measures.

IMPROVEMENT & EFFICIENCIES

Reducing warehouse inventory and providing greater stock in the technicians' vehicles and at the shops themselves instead of a central location. Should reduce travel expense, increase productivity. Pilot in Spring of 2017 with full implementation by July 2017.

Better tracking of assets and associated work orders. This information will help identify system and component performance.

Redistribution of warehouse inventory should result in a reduction in white fleet mileage & staff efficiency.

SUPPORT OF STRATEGIC OBJECTIVES

STRATEGY ONE -- EMPOWER TO EDUCATE, INSPIRE TO LEARN:

Facilities that are "warm, safe and dry" and that support the educational process contribute to the educational goals of Jeffco Schools.

BUDGET CHANGES FROM PRIOR YEAR

Budget adequate, include any district-wide COLA or other increases.

ADDITIONAL INFORMATION

<https://sites.google.com/a/jeffcoschools.us/facilities/home>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

| |
|--|
| |
|--|

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|--------------------------------------|-------|----------------|-------------|
| DEPARTMENT | | Field Services – Facilities Services | | | |
| DEPT ID | 93501 | FTE | 98.87 | Adopted Budget | \$9,946,414 |

RENEWAL REQUEST SUMMARY

The department is responsible for providing building repairs and preventative maintenance for all Jeffco Facilities and related building mechanical equipment. This includes conducting Federal, State and City required inspections of systems contained in all Jeffco buildings per regulations and/or best practices.

These services/repairs are delivered by the in-house staff and approved vendors when required.

The Facilities Services team also provides input to the planning and implementation of Capital Reserve and/or Bond initiatives in conjunction with the Capital Project team.

ACTIVITY DESCRIPTION

- Building maintenance and repair work orders response
- Preventative maintenance to all buildings, structural, and mechanical systems
- Maintenance and repairs to life safety and security systems within buildings
- Federal, State, and City equipment inspections per regulations
- Natural event clean-up and repair response
- Construction projects plan review and final inspections

PERFORMANCE MEASURES

- Maintenance Repair (MR) Work orders will be completed within 30 business days (target goal is 90%).
- In 2015/16 we achieved 91.08%.

IMPROVEMENT & EFFICIENCIES

1. Simplification of the ALM work order system to reduce time required to manage work orders.
 2. Reduce technicians' purchasing trips to parts/supply houses by implementing truck stock inventory and creating satellite warehouses at the area shops.
- MEASURABLE GOALS: Reduce trips by 10% 2016/17

SUPPORT OF STRATEGIC OBJECTIVES

STRATEGY ONE -- EMPOWER TO EDUCATE, INSPIRE TO LEARN:

Facilities that are “warm, safe and dry”, support the educational process and contribute to the educational goals of Jeffco Schools.

BUDGET CHANGES FROM PRIOR YEAR

Reallocation of budget within existing budget lines and amounts.

See Budget Request information below.

ADDITIONAL INFORMATION

Internal Facilities website:

<https://sites.google.com/a/jeffcoschools.us/facilities/bldgmaintenance>

<https://sites.google.com/a/jeffcoschools.us/facilities/>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

1. Inflation budget increases for Services and Material costs. CPI published data indicates there has been a 7.7% increase since 2011. Suggested areas of increase:
 - a. 746000 Const. Maintenance. / Repair Bldg. 2016 = \$593,800 x 7.7% = \$45,722 2018 Budget = \$639,522.
 - b. 840000 Maintenance. Materials/Supplies 2016 Budget = \$1,263,600 x 7.7% = \$97,297 2018 Budget = \$1,360,897.
2. Additional funding for additional federal or state regulations, Board policy internal directives or best practice inspections of buildings and building equipment to ensure a safe educational environment and workplace. Inspections by internal staff or contracted service providers are increasing yearly with additional associated costs.

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|-----------------------------------|-------|----------------|-------------|
| DEPARTMENT | | Field Services – Site Maintenance | | | |
| DEPT ID | 93604 | FTE | 52.56 | Adopted Budget | \$4,499,874 |

RENEWAL REQUEST SUMMARY

The department provides mission-critical services relative to snow/ice removal, athletic fields, playgrounds, and parking lots, at over 160 sites. Programs have been designed to provide predictive and preventive maintenance. In addition, a centralized, web-based computerized system is in place to allow site-based staff to request specific services relative to our core mission.

ACTIVITY DESCRIPTION

- Snow/ice removal (keeping schools sites operating safely during winter weather)
- Athletic fields (providing safe and attractive natural/synthetic playing surfaces)
- Playgrounds (providing safe areas of play for students according to federal guidelines)
- Paved parking lots and sidewalks (creating and maintaining safe surfaces to avoid trips, slips, and falls for staff and the public)
- Landscape (establishing and maintaining attractive school sites that are welcoming to the public)

PERFORMANCE MEASURES

Facilities – Site Maintenance is committed to providing attractive, well-maintained sites that are operationally safe and welcoming to the public. Our goal is reduce accidents to students, staff, and the public by 10%. This would reduce the number of reported accidents in the District to thirty-six (36).

IMPROVEMENT & EFFICIENCIES

Explanation: Improve response times to site based services to reduce accidents in the District.

MEASURABLE GOALS: During the 2015-2016 fiscal year there were forty (40) reported accidents in areas serviced by the Department.

SUPPORT OF STRATEGIC OBJECTIVES

STRATEGY ONE : EMPOWER TO EDUCATE, INSPIRE TO LEARN:
The physical appearance and conditions of school sites provides a sense of student and community ownership in support of actions for family & community engagement.

BUDGET CHANGES FROM PRIOR YEAR

The budget changed from last year to support the payroll needs created by transferring 4 FTE's into the department. The remainder of the budget was unchanged.

ADDITIONAL INFORMATION

Facilities – Site Maintenance expenses are heavily driven by the weather. In the winter, expenses for overtime and materials are an exclusive byproduct of winter weather.

http://www.jeffcopublicschools.org/departments/profiles/?department_id=31

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

1. Transfer of snow removal material budget and expense to utilities. Salt/sand is a weather-driven commodity like utilities, purchased on an as-needed basis from a third party.
2. Increase overtime budget by \$43k to cover snow removal.
3. Increase services and supplies by 3.5% to offset inflation.

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|---|----|----------------|-------------|
| DEPARTMENT | | Field Services – Environmental Services | | | |
| DEPT ID | 93700 | FTE | 10 | Adopted Budget | \$1,009,829 |

RENEWAL REQUEST SUMMARY

Environmental Services manages district-wide programs for asbestos; lead-based paint; radon; integrated pest management; indoor air quality; hazardous materials; and hazardous, universal, biological, and paint waste. The department maintains the storm water permit for the district, and coordinates these requirements with Site Services and Construction Management. The Environmental Services team also operates water plants for nine mountain area sites and wastewater treatment for nine mountain area schools and the West Area Transportation site.

The Environmental Services team has also initiated the lead-in-water sampling program and will develop an ongoing program to continue periodic sampling at district facilities.

With regulatory changes and increased requirements, Environmental Services has requested the transfer of one trade (Environmental) technician FTE into the department for the fiscal year 2016/2017.

- ACTIVITY DESCRIPTION**
- Maintain Asbestos Hazard Emergency Response Act (AHERA) documentation and required 6-month surveillances and 3-year re-inspections
 - Lead-based paint sampling, tracking, and documentation
 - Integrated pest management services and site assessments and consultation
 - Indoor air quality assessments and coordination
 - Radon sampling and documentation
 - Hazardous material inventory management and assessments
 - Management of hazardous waste permits and disposal of hazardous, universal and biological/medical waste
 - Stormwater permit reporting, inspections and regulatory interface
 - Operate and provide drinking water to eight District facilities; provide wastewater treatment for nine sites
 - Current lead-in-water sampling program

PERFORMANCE MEASURES

In FY 2013 and FY 2014 Facilities Management spent an average of \$61 per pest-related work order. Pest control was assigned to Environmental Services in FY 2015 and reduced that average cost by 34%, and further reduced the average per-work order cost by 70% in FY 2016. Environmental Services intends to maintain those reduced costs this year and keep the average per work order costs below \$20 for the 2016-2017 school year.

- IMPROVEMENT & EFFICIENCIES**
- Increase customer education related to our pest management program to increase site self-reliance and to maintain the reductions we've seen in costs associated with the pest work orders.
- MEASURABLE GOALS: Reduce hazardous waste quantities and pest-related requests by 5%

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One – Empower to Educate, Inspire to Learn:

Environmental Services plays a role in ensuring facilities are “warm, safe and dry” and thereby support the educational process and physical wellness. Environmental Services has also teamed with Communications regarding our current lead-in-water program to create a mechanism for community and stakeholder feedback and two-way communications.

Strategy Two – Connect to College, Career and Life Aspirations

Environmental Services teams with Educational Research and Design to train science educators, assisting them with tools to

provide high-quality instruction.

BUDGET CHANGES FROM PRIOR YEAR

The budget remained unchanged from the prior year.

ADDITIONAL INFORMATION

Pest related requests can vary greatly with annual changes in weather and with staff turnover. Asbestos program tracking needs will increase with construction management projects.

<https://sites.google.com/a/jeffcoschools.us/facilities/environmental>

http://www.jeffcopublicschools.org/departments/profiles/?department_id=7

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

Lead-in-water is currently a high-profile concern, and safe environments for students and staff is a priority for the Facilities Management Department. Environmental Services proposes to continue monitoring the lead-in-water at District sites on a 7-year rotation. To accomplish this, we propose the following increases:

- Contracted services - \$75,000 for laboratory analysis and reporting
- Office supplies for the sampling program - \$500
- Overtime - \$3000

Inflationary increases for non-salary portions of budget.



Building Bright Futures



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail**

Field Services

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: Field Services | | | | | | |
| Payroll | | | | | | |
| Executive Director | 0.50 | 0.50 | 0.50 | \$56,628 | \$59,204 | \$60,858 |
| Director | 3.50 | 3.50 | 3.50 | 303,463 | 322,986 | 332,047 |
| Manager | 5.00 | 5.00 | 5.00 | 389,737 | 409,279 | 400,306 |
| Technical Specialist | 3.00 | 3.00 | 3.00 | 192,780 | 200,836 | 208,093 |
| Specialist - Classified | 1.00 | 1.00 | 1.00 | 64,582 | 67,065 | 67,593 |
| Technician - Classified | 6.50 | 5.00 | 5.00 | 235,900 | 249,839 | 260,734 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 50,293 | 52,874 | 54,616 |
| Group Leader | 15.00 | 14.00 | 14.00 | 982,663 | 1,028,563 | 1,055,791 |
| Substitute Secretary | - | - | - | 32,212 | 28,200 | 28,200 |
| Secretary | 1.50 | 2.00 | 2.00 | 63,346 | 80,482 | 84,133 |
| Trades Technician | 132.00 | 134.00 | 134.00 | 6,700,340 | 7,440,057 | 7,579,781 |
| Classified - Hourly | 5.17 | 5.71 | 5.71 | 109,112 | 135,632 | 142,413 |
| Unused Sick Leave | - | - | - | 7 | - | - |
| Additional Pay-Classified | - | - | - | 37,564 | 51,700 | 51,700 |
| Additional Pay-Administrative | - | - | - | 17,741 | - | - |
| Overtime - Classified | - | - | - | 223,814 | 155,900 | 155,900 |
| Payroll Exception | - | - | - | (745,326) | (511,500) | (511,500) |
| Payroll Total | 174.17 | 174.71 | 174.71 | 8,714,856 | 9,771,117 | 9,970,665 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 2,799,326 | 2,843,533 | 2,943,384 |
| Benefits Total | - | - | - | 2,799,326 | 2,843,533 | 2,943,384 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 1,160 | 6,700 | 6,700 |
| Employee Training & Conf | - | - | - | 30,007 | 60,600 | 60,600 |
| Awards And Banquets | - | - | - | 102 | 1,300 | 1,300 |
| Recruiting Costs | - | - | - | 453 | 5,000 | 5,000 |
| Required Physical Exams | - | - | - | 2,676 | 500 | 500 |
| Printing | - | - | - | 280 | 2,900 | 2,900 |
| Consultants | - | - | - | 31,935 | 58,600 | 58,600 |
| Contracted Services | - | - | - | 186,552 | 296,100 | 296,100 |
| Fleet Maintenance. | - | - | - | 1,017 | - | - |
| Refuse & Dump Fees | - | - | - | 37,824 | 22,000 | 22,000 |
| Equipment Rental | - | - | - | 62,103 | 48,900 | 48,900 |
| Contract Maint/Eq Repair | - | - | - | 8,208 | 24,700 | 24,700 |
| Const Maint/Repair - Building | - | - | - | 1,184,679 | 1,072,140 | 1,072,140 |
| Software Purch | - | - | - | 63,156 | 11,900 | 11,900 |
| Computer Hardware | - | - | - | 1,474 | - | - |
| Marketing - Advertising | - | - | - | 303 | 300 | 300 |
| Telephone/Pagers/Modems | - | - | - | 42,306 | 77,200 | 77,200 |
| Natural Gas | - | - | - | - | - | - |
| Electricity | - | - | - | - | - | - |
| Water & Sanitation | - | - | - | - | - | - |
| Storm Water | - | - | - | 355 | - | - |
| Postage | - | - | - | 1,242 | 1,600 | 1,600 |
| Permits/Licenses/Fees | - | - | - | 26,556 | 42,500 | 42,500 |
| Risk Management Charges | - | - | - | 33 | - | - |
| Fees For Dist Membership | - | - | - | 950 | - | - |
| Purchased Services Total | - | - | - | 1,683,371 | 1,732,940 | 1,732,940 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 23,216 | 32,600 | 32,600 |
| Office Equipment - Under \$5K | - | - | - | 37,276 | 52,100 | 52,100 |
| Copier Usage | - | - | - | 10,583 | 8,800 | 8,800 |

Field Services



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Field Services

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Testing Materials | - | - | - | 18 | - | - |
| Athletic Supplies | - | - | - | 92,768 | 139,700 | 139,700 |
| Maint Materials/Supplies | - | - | - | 2,503,595 | 1,755,000 | 1,755,000 |
| Small Hand Tools | - | - | - | 73,007 | 70,800 | 70,800 |
| Uniforms | - | - | - | 15,511 | 29,300 | 29,300 |
| Shop Supplies | - | - | - | 4,984 | 12,000 | 12,000 |
| Purchased Food. | - | - | - | 29 | - | - |
| Materials - Playgrounds | - | - | - | 44,910 | 45,000 | 45,000 |
| Physical Invty Gain/Loss | - | - | - | 17,217 | 6,000 | 6,000 |
| Materials and Supplies Total | - | - | - | 2,823,114 | 2,151,300 | 2,151,300 |
| Capital | | | | | | |
| Office Equipment | - | - | - | - | 1,500 | 1,500 |
| Plant/Shop Equipment | - | - | - | 4,962 | 55,900 | 55,900 |
| Building Improvements. | - | - | - | - | 64,000 | 64,000 |
| Capital Total | - | - | - | 4,962 | 121,400 | 121,400 |
| Total | 174.17 | 174.71 | 174.71 | \$16,025,629 | \$16,620,290 | \$16,919,689 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Facilities Management

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 93401 | | | | | | |
| Payroll | | | | | | |
| Executive Director | 0.50 | 0.50 | 0.50 | \$56,628 | \$59,204 | \$60,858 |
| Director | 0.50 | 0.50 | 0.50 | 48,884 | 58,003 | 58,347 |
| Manager | 3.00 | 3.00 | 3.00 | 228,078 | 240,137 | 229,248 |
| Technical Specialist | 1.00 | 1.00 | 1.00 | 70,682 | 73,450 | 75,871 |
| Technician - Classified | 6.50 | 5.00 | 5.00 | 235,900 | 249,839 | 260,734 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 50,293 | 52,874 | 54,616 |
| Substitute Secretary | - | - | - | 32,212 | 27,000 | 27,000 |
| Secretary | 0.50 | 1.00 | 1.00 | 18,999 | 33,887 | 35,535 |
| Classified - Hourly | - | 0.18 | 0.18 | 5,840 | 4,188 | 4,397 |
| Additional Pay-Classified | - | - | - | 2,404 | 2,400 | 2,400 |
| Overtime - Classified | - | - | - | 1,949 | 7,000 | 7,000 |
| Payroll Total | 13.00 | 12.18 | 12.18 | 751,869 | 807,982 | 816,006 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 213,165 | 235,176 | 241,164 |
| Benefits Total | - | - | - | 213,165 | 235,176 | 241,164 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 391 | 4,000 | 4,000 |
| Employee Training & Conf | - | - | - | 4,399 | 20,000 | 20,000 |
| Awards And Banquets | - | - | - | - | 1,100 | 1,100 |
| Recruiting Costs | - | - | - | 453 | 3,000 | 3,000 |
| Printing | - | - | - | 166 | 2,000 | 2,000 |
| Consultants | - | - | - | 28,794 | 42,500 | 42,500 |
| Fleet Maintenance. | - | - | - | 1,017 | - | - |
| Equipment Rental | - | - | - | 5,794 | 5,000 | 5,000 |
| Contract Maint/Eq Repair | - | - | - | 416 | 7,500 | 7,500 |
| Const Maint/Repair - Building | - | - | - | 437,059 | 426,300 | 426,300 |
| Software Purch | - | - | - | 62,904 | - | - |
| Computer Hardware | - | - | - | 570 | - | - |
| Telephone/Pagers/Modems | - | - | - | 6,206 | 6,500 | 6,500 |
| Storm Water | - | - | - | 355 | - | - |
| Postage | - | - | - | 157 | 500 | 500 |
| Permits/Licenses/Fees | - | - | - | 193 | 14,500 | 14,500 |
| Risk Management Charges | - | - | - | 33 | - | - |
| Purchased Services Total | - | - | - | 548,907 | 532,900 | 532,900 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 8,113 | 11,000 | 11,000 |
| Office Equipment - Under \$5K | - | - | - | 22,033 | 25,000 | 25,000 |
| Copier Usage | - | - | - | 9,660 | 8,200 | 8,200 |
| Maint Materials/Supplies | - | - | - | 121,322 | 90,000 | 90,000 |
| Small Hand Tools | - | - | - | 3,050 | 2,600 | 2,600 |
| Uniforms | - | - | - | 150 | - | - |
| Physical Invty Gain/Loss | - | - | - | 33,156 | - | - |
| Materials and Supplies Total | - | - | - | 197,484 | 136,800 | 136,800 |
| Capital | | | | | | |
| Building Improvements. | - | - | - | - | 49,000 | 49,000 |
| Capital Total | - | - | - | - | 49,000 | 49,000 |
| Total | 13.00 | 12.18 | 12.18 | \$1,711,425 | \$1,761,858 | \$1,775,870 |

Field Services



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Facilities Services

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 93501 | | | | | | |
| Payroll | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$83,753 | \$87,170 | \$90,043 |
| Manager | 2.00 | 2.00 | 2.00 | 161,659 | 169,142 | 171,058 |
| Specialist - Classified | 1.00 | 1.00 | 1.00 | 64,582 | 67,065 | 67,593 |
| Group Leader | 11.00 | 10.00 | 10.00 | 694,783 | 728,397 | 753,260 |
| Substitute Secretary | - | - | - | - | 1,200 | 1,200 |
| Trades Technician | 83.00 | 81.00 | 81.00 | 4,290,377 | 4,741,696 | 4,812,324 |
| Classified - Hourly | 1.84 | 1.97 | 1.97 | 32,590 | 46,846 | 49,188 |
| Unused Sick Leave | - | - | - | 7 | - | - |
| Additional Pay-Classified | - | - | - | 31,211 | 23,800 | 23,800 |
| Additional Pay-Administrative | - | - | - | 5,183 | - | - |
| Overtime - Classified | - | - | - | 57,174 | 65,000 | 65,000 |
| Payroll Total | 99.84 | 96.97 | 96.97 | 5,421,319 | 5,930,316 | 6,033,466 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 1,578,234 | 1,726,262 | 1,782,304 |
| Benefits Total | - | - | - | 1,578,234 | 1,726,262 | 1,782,304 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 722 | 1,600 | 1,600 |
| Employee Training & Conf | - | - | - | 8,627 | 29,100 | 29,100 |
| Awards And Banquets | - | - | - | 87 | 200 | 200 |
| Recruiting Costs | - | - | - | - | 900 | 900 |
| Required Physical Exams | - | - | - | 836 | - | - |
| Printing | - | - | - | 62 | 900 | 900 |
| Contracted Services | - | - | - | 13,341 | 25,000 | 25,000 |
| Refuse & Dump Fees | - | - | - | 1,196 | 5,000 | 5,000 |
| Equipment Rental | - | - | - | 24,356 | 14,600 | 14,600 |
| Contract Maint/Eq Repair | - | - | - | - | 10,000 | 10,000 |
| Const Maint/Repair - Building | - | - | - | 664,577 | 572,500 | 572,500 |
| Software Purch | - | - | - | 171 | - | - |
| Computer Hardware | - | - | - | 95 | - | - |
| Marketing - Advertising | - | - | - | 140 | - | - |
| Telephone/Pagers/Modems | - | - | - | 29,695 | 60,600 | 60,600 |
| Postage | - | - | - | 273 | 400 | 400 |
| Permits/Licenses/Fees | - | - | - | 20,138 | 20,000 | 20,000 |
| Purchased Services Total | - | - | - | 764,316 | 740,800 | 740,800 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 2,997 | 5,000 | 5,000 |
| Office Equipment - Under \$5K | - | - | - | 14,158 | 26,000 | 26,000 |
| Maint Materials/Supplies | - | - | - | 1,643,984 | 1,263,600 | 1,263,600 |
| Small Hand Tools | - | - | - | 42,928 | 47,300 | 47,300 |
| Uniforms | - | - | - | 4,377 | 13,600 | 13,600 |
| Purchased Food. | - | - | - | 29 | - | - |
| Physical Invty Gain/Loss | - | - | - | (15,939) | 6,000 | 6,000 |
| Materials and Supplies Total | - | - | - | 1,692,534 | 1,361,500 | 1,361,500 |
| Capital | | | | | | |
| Office Equipment | - | - | - | - | 1,500 | 1,500 |
| Plant/Shop Equipment | - | - | - | - | 5,900 | 5,900 |
| Building Improvements. | - | - | - | - | 10,000 | 10,000 |
| Capital Total | - | - | - | - | 17,400 | 17,400 |
| Total | 99.84 | 96.97 | 96.97 | \$9,456,403 | \$9,776,278 | \$9,935,470 |

Field Services



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Site Maintenance

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 93604 | | | | | | |
| Payroll | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$87,392 | \$90,430 | \$92,957 |
| Group Leader | 3.00 | 3.00 | 3.00 | 212,870 | 223,184 | 224,942 |
| Trades Technician | 44.00 | 47.00 | 47.00 | 2,155,408 | 2,370,492 | 2,440,871 |
| Classified - Hourly | 3.33 | 3.56 | 3.56 | 70,682 | 84,598 | 88,828 |
| Additional Pay-Classified | - | - | - | 3,949 | 24,500 | 24,500 |
| Additional Pay-Administrative | - | - | - | 10,291 | - | - |
| Overtime - Classified | - | - | - | 157,401 | 74,900 | 74,900 |
| Payroll Total | 51.33 | 54.56 | 54.56 | 2,697,993 | 2,868,104 | 2,946,998 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 834,043 | 835,866 | 870,810 |
| Benefits Total | - | - | - | 834,043 | 835,866 | 870,810 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 26 | 500 | 500 |
| Employee Training & Conf | - | - | - | 8,007 | 3,000 | 3,000 |
| Awards And Banquets | - | - | - | 15 | - | - |
| Recruiting Costs | - | - | - | - | 1,100 | 1,100 |
| Required Physical Exams | - | - | - | 1,840 | 500 | 500 |
| Printing | - | - | - | 52 | - | - |
| Consultants | - | - | - | 172 | 10,000 | 10,000 |
| Contracted Services | - | - | - | 105,110 | 180,000 | 180,000 |
| Refuse & Dump Fees | - | - | - | 36,628 | 17,000 | 17,000 |
| Equipment Rental | - | - | - | 31,953 | 29,300 | 29,300 |
| Contract Maint/Eq Repair | - | - | - | 2,184 | 1,000 | 1,000 |
| Const Maint/Repair - Building | - | - | - | 63,822 | 46,840 | 46,840 |
| Computer Hardware | - | - | - | 809 | - | - |
| Telephone/Pagers/Modems | - | - | - | 2,638 | 2,000 | 2,000 |
| Natural Gas | - | - | - | - | - | - |
| Electricity | - | - | - | - | - | - |
| Postage | - | - | - | 327 | 200 | 200 |
| Permits/Licenses/Fees | - | - | - | 627 | 2,000 | 2,000 |
| Fees For Dist Membership | - | - | - | 950 | - | - |
| Purchased Services Total | - | - | - | 255,160 | 293,440 | 293,440 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 7,247 | 1,500 | 1,500 |
| Office Equipment - Under \$5K | - | - | - | 1,085 | 1,100 | 1,100 |
| Testing Materials | - | - | - | 18 | - | - |
| Athletic Supplies | - | - | - | 92,768 | 139,700 | 139,700 |
| Maint Materials/Supplies | - | - | - | 716,505 | 383,300 | 383,300 |
| Small Hand Tools | - | - | - | 26,460 | 20,000 | 20,000 |
| Uniforms | - | - | - | 10,485 | 15,000 | 15,000 |
| Shop Supplies | - | - | - | 4,984 | 12,000 | 12,000 |
| Materials - Playgrounds | - | - | - | 44,910 | 45,000 | 45,000 |
| Materials and Supplies Total | - | - | - | 904,462 | 617,600 | 617,600 |
| Capital | | | | | | |
| Plant/Shop Equipment | - | - | - | 4,962 | 50,000 | 50,000 |
| Building Improvements. | - | - | - | - | 5,000 | 5,000 |
| Capital Total | - | - | - | 4,962 | 55,000 | 55,000 |
| Total | 51.33 | 54.56 | 54.56 | \$4,696,620 | \$4,670,010 | \$4,783,848 |

Field Services



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Facilities Services.

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 93605 | | | | | | |
| Payroll | | | | | | |
| Payroll Exception | - | - | - | \$ (745,326) | \$ (511,500) | \$ (511,500) |
| Payroll Total | - | - | - | (745,326) | (511,500) | (511,500) |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | - | (150,893) | (153,450) |
| Benefits Total | - | - | - | - | (150,893) | (153,450) |
| Purchased Services | | | | | | |
| Materials and Supplies | | | | | | |
| Capital | | | | | | |
| Total | - | - | - | \$ (745,326) | \$ (662,393) | \$ (664,950) |

Field Services



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Environmental Services

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 93700 | | | | | | |
| Payroll | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$83,434 | \$87,383 | \$90,700 |
| Technical Specialist | 2.00 | 2.00 | 2.00 | 122,098 | 127,386 | 132,222 |
| Group Leader | 1.00 | 1.00 | 1.00 | 75,010 | 76,982 | 77,589 |
| Secretary | 1.00 | 1.00 | 1.00 | 44,347 | 46,595 | 48,598 |
| Trades Technician | 5.00 | 6.00 | 6.00 | 254,555 | 327,869 | 326,586 |
| Additional Pay-Classified | - | - | - | - | 1,000 | 1,000 |
| Additional Pay-Administrative | - | - | - | 2,267 | - | - |
| Overtime - Classified | - | - | - | 7,290 | 9,000 | 9,000 |
| Payroll Total | 10.00 | 11.00 | 11.00 | 589,001 | 676,215 | 685,695 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 173,884 | 197,122 | 202,556 |
| Benefits Total | - | - | - | 173,884 | 197,122 | 202,556 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 21 | 600 | 600 |
| Employee Training & Conf | - | - | - | 8,974 | 8,500 | 8,500 |
| Consultants | - | - | - | 2,969 | 6,100 | 6,100 |
| Contracted Services | - | - | - | 68,101 | 91,100 | 91,100 |
| Contract Maint/Eq Repair | - | - | - | 5,608 | 6,200 | 6,200 |
| Const Maint/Repair - Building | - | - | - | 19,221 | 26,500 | 26,500 |
| Software Purch | - | - | - | 81 | 11,900 | 11,900 |
| Marketing - Advertising | - | - | - | 163 | 300 | 300 |
| Telephone/Pagers/Modems | - | - | - | 3,767 | 8,100 | 8,100 |
| Postage | - | - | - | 485 | 500 | 500 |
| Permits/Licenses/Fees | - | - | - | 5,598 | 6,000 | 6,000 |
| Purchased Services Total | - | - | - | 114,988 | 165,800 | 165,800 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 4,859 | 15,100 | 15,100 |
| Copier Usage | - | - | - | 923 | 600 | 600 |
| Maint Materials/Supplies | - | - | - | 21,784 | 18,100 | 18,100 |
| Small Hand Tools | - | - | - | 569 | 900 | 900 |
| Uniforms | - | - | - | 499 | 700 | 700 |
| Materials and Supplies Total | - | - | - | 28,634 | 35,400 | 35,400 |
| Capital | | | | | | |
| Total | 10.00 | 11.00 | 11.00 | \$906,507 | \$1,074,537 | \$1,089,451 |

Field Services



Building Bright Futures



Financial Services

Divisions within the General Fund participated in Budgeting for Outcomes, a process where departments evaluated their programs and services to assure alignment with district goals. Detailed information that follows includes:

- Department Renewal Summary
- Activity Description
- Performance Measures
- Improvement & Efficiencies
- Support of Strategic Objectives
- Budget Changes from prior year

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| General Administration | | | | | | |
| Payroll | 45.30 | 46.50 | 46.50 | \$3,374,321 | \$4,140,296 | \$4,251,321 |
| Non-Payroll | - | - | - | 7,405,687 | 7,925,557 | 8,344,557 |
| Instructional Support | | | | | | |
| Non-Payroll | - | - | - | 4,826,850 | 4,826,850 | 4,826,850 |
| Total | 45.30 | 46.50 | 46.50 | \$15,606,858 | \$16,892,703 | \$17,422,728 |

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|--------------------|-----|----------------|-----------|
| DEPARTMENT | | Financial Services | | | |
| DEPT ID | 93200 | FTE | 3.0 | Adopted Budget | \$431,175 |

RENEWAL REQUEST SUMMARY

Financial Services consists of the Chief Financial Officer, Internal Auditor, and Executive Assistant.

Financial Services is responsible for leading, advising and consulting with the district, other government entities, citizens and organizations on financial issues and is the designee for implementing Board and superintendent direction for all district financial-related activity. The department is responsible for ensuring adequate internal controls that facilitate compliance with district policies and procedures as well as federal, state and local regulations, reporting and filings. Financial Services supports all departments and schools in regard to their financial needs.

The department oversees Accounting, Accounts Payable, Budget, Compliance and Assurance, Grants Accounting and Reporting, Internal Audit, Payroll, Risk Management and Purchasing.

ACTIVITY DESCRIPTION

- Ensures compliance with district financial policies and procedures to assure financial stability.
- Oversees the budget process and preparation of the district's annual budget along with analysis and reports for district management, including the Board of Education and Cabinet.
- Oversees and evaluates the district financial plans, policies and reporting, including preparation of the Comprehensive Annual Financial Report (CAFR) and annual independent audit.
- Ensures the appropriate budgeting of resources to schools and central departments.
- Prepares schedules and complex analysis to support negotiations and other committees and groups.
- Monitors expenditures and reporting to ensure effective use of all available funds.
- Provides financial transparency in compliance with state statutes.
- Conducts school and departmental audits ensuring compliance with financial policies and procedures.
- Responds to public record requests and community correspondence and provides legislation tracking and analysis.
- Serves as liaison for two Board advisory committees – Audit Committee and Financial Oversight Committee.

PERFORMANCE MEASURES

- Complete and publish the Adopted Budget with Board of Education and Cabinet recommendations and following a community engagement process within required time frame per state statutes.
- Complete and publish the CAFR and independent audit within required time frame per state statutes.
- Maintain required State Statute reserve balance.

IMPROVEMENT & EFFICIENCIES

- Collaborated with various departments to establish and streamline a financial cost model for a school startup.
- Directed the implementation of the departmental Budgeting for Outcomes budgeting model districtwide to ensure effective and efficient use of limited district resources to align with the Board and district mission.
- Worked with district leadership to identify re-allocations and reductions to support Board-directed priorities.
- Received the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award by the Government Finance Officers Association.
- Participated and supported an accelerated timeline for negotiations.
- Filled the Budget Director position.

SUPPORT OF STRATEGIC OBJECTIVES

STRATEGY ONE: EMPOWER TO EDUCATE, INSPIRE TO LEARN
 Financial Services is committed to providing a clear view to the public, DAC/SAC, and other governmental agencies of how tax dollars are spent and how the district operates.

STRATEGY THREE: LEADERSHIP DEVELOPMENT FOR ALL STAKEHOLDERS
 Support leadership by providing information on legislative decisions and the governor's budget.

BUDGET CHANGES FROM PRIOR YEAR

None

ADDITIONAL INFORMATION

<http://www.jeffcopublicschools.org/finance/index.html>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

We currently do not have any anticipated asks for the upcoming budget cycle.

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|-----------------|-------|----------------|-------------|
| DEPARTMENT | | Budget Services | | | |
| DEPT ID | 92100 | FTE | 16.00 | Adopted Budget | \$1,565,429 |

RENEWAL REQUEST SUMMARY

The Budget Services department is responsible for building and maintaining the budget for the district. Our department partners with a myriad of stakeholders at the start of the financial year in order to seek guidance and gather feedback in order to produce a budget to present to the Board of Education. At the same time, our department supports schools through the Student Based Budgeting process and departments through the newly implemented Budgeting for Outcomes process. Throughout the year Budget Services also performs analysis on multiple parts of the district in order to seek efficiencies and aid in planning.

Staff members in the department also train and support school and department secretaries on financial systems and business related policies.

In addition, we support school and department staff in the set up and financial management of grants to the district. We interpret and implement procedures to assure that we are in compliance with Federal and State grant regulations. We are responsible for submitting budget, revisions, reporting actual expenditures, and requesting reimbursement for expenditures. We provide documents to auditors and answer questions regarding internal controls and compliance with laws and grant regulations.

We calculate, analyze and prepare schedules for negotiations including cost of steps, COLA, benefit proposals, and market increases. We act as financial lead in JESPA negotiations. We manage and review the student fee process assuring that all schools are following Colorado Revised Statutes and district policy.

ACTIVITY DESCRIPTION

- Budgeting for Outcomes Initiation
- Debt Service Management
- Budgeting Development
- Community Engagement
- Adopted Budget Publications
- Financial Training
- Student Based Budgeting
- Payroll Processing
- Monitoring and responding to legislative changes
- Board of Education Informational Support
- Innovation and Development
- Budget System Maintenance
- Cash Management
- Grant Reporting to CDE and Other Grantors
- Negotiations Support
- Audit Support for Grants

PERFORMANCE MEASURES

- Achieve the GFOA Award for the 2017/2018 budget year.
- No audit findings in the annual Single Audit for Federal grants.

IMPROVEMENT & EFFICIENCIES

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower to Educate, Inspire to Learn
 Budget Services empowers the entire district to educate through proper allocation of funds. In a world of limited resources we are always working to provide departments and schools with the funds needed to ensure that they can meet the strategic goals while ensuring financial stability across the district.

Strategy Three: Leadership Development for all Stakeholders

Our budgeting process engages the leaders of schools and departments and gives them ownership of their budget. We strive to ensure that all leaders are financially developed and educated on how decisions made at individual sites effect our district as a whole.

BUDGET CHANGES FROM PRIOR YEAR

http://www.jeffcopublicschools.org/departments/profiles/?department_id=18

ADDITIONAL INFORMATION

For additional information we suggest that you view the Adopted Budget book or the accompanying document titled "Dollars and Sense".

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

There are currently no planned requests for the next budget cycle.

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|---------|-----|----------------|-----------|
| DEPARTMENT | | Payroll | | | |
| DEPT ID | 93210 | FTE | 8.5 | Adopted Budget | \$715,194 |

RENEWAL REQUEST SUMMARY

The Jefferson Public Schools Payroll Department is responsible for processing pay adjustments, leaves, terminations, garnishments, and other employee actions affecting pay. Other responsibilities of the team include generating year-end tax forms, reconciling withholding accounts, establishing payroll policies and procedures, and maintaining employee payroll records and reports required by the Jefferson County School District, State and Federal governmental agencies. In addition, the department provides one-on-one assistance to employees regarding payroll issues and questions.

Our mission is accurate and timely processing of monthly payroll for over 14,000 employees.

ACTIVITY DESCRIPTION

- PERA Reporting and Research
- Employee Leaves Pay Management
- Employee Withholding/Deduction Processing
- Federal, State, PERA Compliance
- Union Contract Compliance
- Year End Reporting – W-2's, 1095C's

PERFORMANCE MEASURES

- Maintain or exceed 98% of payments issued to employees via direct deposit

IMPROVEMENT & EFFICIENCIES

Maintaining compliance with constantly changing Federal, State, & PERA regulations as well as District agreements.

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower to Educate, Inspire to Learn

Accurate and timely pay to employees to support quality instruction. Confidence of community in our sound fiscal policies demonstrated by timely and accurate payments of taxes, retirement savings, and employees.

BUDGET CHANGES FROM PRIOR YEAR

N/A

ADDITIONAL INFORMATION

<https://sites.google.com/a/jeffcoschools.us/financial-services/announcements>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

For 2017/2018 budget to allow the production and distribution of mandated tax forms; timely replacement/update of equipment/tools/supplies; compensation increases.

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|------------------|-----|----------------|-----------|
| DEPARTMENT | | Accounts Payable | | | |
| DEPT ID | 93220 | FTE | 6.0 | Adopted Budget | \$358,017 |

RENEWAL REQUEST SUMMARY

The mission of the Accounts Payable department is to centrally process all payments, except payroll, for Jefferson County Schools and to provide customer support to all schools and departments. Although pieces of the process are decentralized, for instance schools and departments input vouchers to the PeopleSoft system to produce checks, all checks are issued, reviewed and released from the Accounts Payable department. In addition to reviewing checks generated by school and department input, the Accounts Payable staff inputs vouchers to the PeopleSoft system for all payments against district purchase orders, payments to independent contractors, food service payments, utility payments and employee travel reimbursements.

ACTIVITY DESCRIPTION

- Invoice Review/Processing and Payment Processing
- Armored Car Pickups Oversight
- IRS - 1099 Auditing, Payments and Reporting
- Mileage Review and Payment
- Outstanding Check Cleanup
- PERA Retirees Reporting
- Receipt and Processing of Revenue
- Travel Request/Reimbursement Processing and Review
- Vendor Set-up and Approval

PERFORMANCE MEASURES

- The use of the 1099 online payment request system will improve the turnaround of payments and problem resolution. 1099 Payments previous to the online payment request system took a minimum of 2 weeks to process, longer if there were problems to resolve. The new system has cut out the use of the pony delivery system to receive requests for payments and also to resolve problems. The turnaround time should be daily for most requests, payment and problem resolution, 3 days at the most.

IMPROVEMENT & EFFICIENCIES

Continue to utilize system efficiencies as new functionality is tested and developed, i.e., 1099 online payment requests, electronic travel system, electronic notification of vendor approvals, etc.

Continue towards timely resolution of stale dated checks.

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One – Empower to Educate, Inspire to Learn:

The accounts payable department empowers the district to educate by ensuring that the materials and supplies needed to facilitate education of students are promptly paid for. Maintaining good vendor relationships creates resources that are available to meet the needs of doing the business of Jeffco. Good internal controls and prompt vendor payments ensure that Jeffco gets the most use of the available financial resources.

BUDGET CHANGES FROM PRIOR YEAR

N/A

ADDITIONAL INFORMATION

http://www.jeffcopublicschools.org/departments/profiles/?department_id=21

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

We currently do not have any anticipated asks for the upcoming budget cycle.

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|------------|-----|----------------|-----------|
| DEPARTMENT | | Accounting | | | |
| DEPT ID | 93250 | FTE | 3.0 | Adopted Budget | \$284,175 |

RENEWAL REQUEST SUMMARY

The Accounting department is responsible for financial reporting which includes the quarterly board report and the Annual CAFR. Financial reports are also run monthly to review revenues and expenses for the individual funds. General Accounting reconciles all of the district's balance sheet accounts including all cash accounts. Charter School accounting is performed by the Accounting department as well as all accounting related to capital assets. This department oversees the accounting for Food Services and Property Management (Building Use). Other activities performed by this department included internal and external billings, district committee support, mileage requests, purchasing card audits and open records requests.

ACTIVITY DESCRIPTION

- Financial Reporting
- Asset Management
- Charter School Accounting
- Balance Sheet Reconciliation
- District Support and Review of Funds
- Billing – Internal and External

PERFORMANCE MEASURES

IMPROVEMENT & EFFICIENCIES

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower to Educate, Inspire to Learn

Accounting empowers the entire district to focus on the educational tasks at hand by handling the day to day transactions within the district, ensuring that the supply chain continues to flow and that departments and schools are charged in a correct, timely manner. Accounting also handles mandated reporting which allows district stakeholders to focus on other tasks.

BUDGET CHANGES FROM PRIOR YEAR

N/A

ADDITIONAL INFORMATION

http://www.jeffcopublicschools.org/departments/profiles/?department_id=23

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

There are currently no planned asks for the next budget cycle.

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|------------|-------|----------------|-----------|
| DEPARTMENT | | Purchasing | | | |
| DEPT ID | 94710 | FTE | 11.00 | Adopted Budget | \$983,093 |

RENEWAL REQUEST SUMMARY

The purchasing department provides professional purchasing services that ensure that the products and services needed to operate schools and departments meet the standards of the district and are purchased at the best value. We do this through competitive procurement processes and developing and administering contracts for products and services needed by the District. Purchases of \$2,500.00 or greater are placed through the purchasing department. The purchasing department developed and administers the District's purchasing card program for small dollar purchasing transactions. The purchasing department works with the business community to develop strong vendor relations.

ACTIVITY DESCRIPTION

- Districtwide purchasing RFP/bid process preparation and facilitation
- Contract administration
- Procurement monitoring and compliance
- Product review and research
- Spend analysis
- Sponsorship program administration
- Vendor relations and performance measurement
- Public information requests; delivery logistics coordination
- Disposal of surplus; maintenance warehouse support
- PeopleSoft system support for end-users (training and troubleshooting)
- Purchasing card program administration
- Purchasing card program training
- Purchasing card quality assurance review

PERFORMANCE MEASURES

The purchasing department is committed to facilitating fair and ethical purchasing processes. Our goal is to annually (July 1, 2017 through June 30, 2018) have zero upheld vendor protests of competitive solicitations.

To ensure the quality of the p-card program and compliance with policy and procedures between July 1, 2017 and June 30, 2018 purchasing card quality assurance reviews will be completed at a minimum on p-card holders at 50% of elementary schools, 50% of middle schools, 50% of cardholders at 100% of senior highs and 50% of cardholders at 100% of departments. Cardholders at charter schools will be reviewed based upon this same schedule. Cardholders reviewed will be based upon volume, type of transactions and previous history.

IMPROVEMENT & EFFICIENCIES

A new contract administrator position was added during the 2016/2017 budget year. The purpose of this position is to provide contract administration and legal services that ensure contracts are legally sufficient and processed in a timely manner, as well as the review and update of contract templates and bid/RFP templates to ensure compliance with statutes, policies and procedures.

SUPPORT OF STRATEGIC OBJECTIVES

- Strategy One: Empower to Educate, Inspire to Learn**
- The Purchasing department procures curriculum, instructional resources, tools and services for schools and departments that support student's education and inspire to learn.
- Strategy Two: Connect to College, Career and Life Aspirations**
- The Purchasing department procures professional development, professional services, and testing and assessment tools that support this goal.
- Strategy Three: Leadership Development for all Stakeholders**
- The Purchasing department procures professional development, venue rentals, equipment and tools that support this goal

BUDGET CHANGES FROM PRIOR YEAR

The 2016/2017 purchasing department budget was increased by \$79,536.68 (after benefits) to hire a contract administrator.

ADDITIONAL INFORMATION

<http://www.jeffcopublicschools.org/purchasing/index.html>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

Purchasing is requesting a budget increase for the next budget cycle for:

A \$3,000.00 increase for employee training and conferences and fees for district memberships is being requested.

The Purchasing department's current budget for training and conferences for 13 staff members (2 staff members are paid from budgets outside of Purchasing) is \$3,500.00. This is approximately \$269/staff member annually for training and required certifications/licensing. The new contract administrator position budget increase was for salary and benefits but did not provide an increase to cover employee training and professional licensing that is required for this position. In addition, to promote continuing education and professionalism in purchasing, we require professional certification for buyers and purchasing agents within 3 years of hire. To earn and maintain certification requires continuing education and certification fees for 9 staff members who are purchasing agents, buyers and purchasing management.

\$35,000.00 ongoing increase for a spend analysis tool to gain a clearer understanding of the organization's spend by analyzing data from AP spend, p-card spend and PO/contract spend. This tool would allow payment data to be aggregated, cleansed, and consistently classified so that purchasing staff could see where there were opportunities for aggregation of spend to maximize the impact of dollars spent by getting contracts in place to support.



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail**

Financial Services

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: Financial Services | | | | | | |
| Payroll | | | | | | |
| Chief Officer | 1.00 | 1.00 | 1.00 | \$121,847 | \$126,896 | \$138,600 |
| Director | 3.00 | 3.00 | 3.00 | 98,089 | 313,941 | 326,555 |
| Supervisor | 1.00 | 1.00 | 1.00 | 80,847 | 85,069 | 87,019 |
| Manager | 7.00 | 7.00 | 7.00 | 528,824 | 603,837 | 612,805 |
| Technical Specialist | 9.00 | 10.00 | 10.00 | 544,574 | 722,488 | 718,519 |
| Coordinator - Administrative | 1.00 | 1.00 | 1.00 | 66,217 | 69,540 | 71,482 |
| Specialist - Classified | 8.00 | 8.00 | 8.00 | 470,414 | 487,128 | 497,383 |
| Buyer | 1.00 | 1.00 | 1.00 | 50,304 | 52,682 | 54,887 |
| Technician - Classified | 10.50 | 10.50 | 10.50 | 486,314 | 536,329 | 566,356 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 62,164 | 64,911 | 67,050 |
| Substitute Secretary | - | - | - | 8,045 | 4,500 | 4,500 |
| Secretary | 0.80 | 1.00 | 1.00 | 17,852 | 31,151 | 32,709 |
| Buyer Assistant | 2.00 | 2.00 | 2.00 | 84,254 | 94,635 | 90,498 |
| Additional Pay-Classified | - | - | - | 19 | - | - |
| Additional Pay-Administrative | - | - | - | 3,000 | 6,800 | 6,800 |
| Overtime - Classified | - | - | - | 13,450 | 6,800 | 6,800 |
| Payroll Total | 45.30 | 46.50 | 46.50 | 2,636,214 | 3,206,707 | 3,281,963 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 738,107 | 933,589 | 969,358 |
| Benefits Total | - | - | - | 738,107 | 933,589 | 969,358 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 7,194 | 8,200 | 8,200 |
| Employee Training & Conf | - | - | - | 19,351 | 13,500 | 13,500 |
| Meals/Refreshments | - | - | - | 946 | 1,800 | 1,800 |
| Printing | - | - | - | 4,887 | 7,700 | 7,700 |
| Consultants | - | - | - | - | 50,000 | 50,000 |
| Contract Labor | - | - | - | 75 | - | - |
| Contracted Services | - | - | - | 40,549 | 64,300 | 76,300 |
| Bank Fees & Other Expense | - | - | - | 2,970 | 36,900 | 36,900 |
| Contract Maint/Eq Repair | - | - | - | 1,428 | 1,800 | 1,800 |
| Technology Services | - | - | - | 12,067,125 | 12,477,407 | 12,896,407 |
| Software Purch | - | - | - | - | 200 | 200 |
| Marketing - Advertising | - | - | - | 326 | - | - |
| Equipment/Copier Repair | - | - | - | - | 1,000 | 1,000 |
| Telephone/Pagers/Modems | - | - | - | 328 | 2,400 | 2,400 |
| Postage | - | - | - | 22,366 | 35,000 | 22,950 |
| Permits/Licenses/Fees | - | - | - | 558 | 600 | 650 |
| Fees For Dist Membership | - | - | - | 22,321 | 2,700 | 2,700 |
| Purchased Services Total | - | - | - | 12,190,424 | 12,703,507 | 13,122,507 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 28,472 | 42,500 | 42,500 |
| Office Equipment - Under \$5K | - | - | - | 5,606 | - | - |
| Copier Usage | - | - | - | 8,035 | 6,400 | 6,400 |
| Materials and Supplies Total | - | - | - | 42,113 | 48,900 | 48,900 |
| Capital | | | | | | |
| Total | 45.30 | 46.50 | 46.50 | \$15,606,858 | \$16,892,703 | \$17,422,728 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Budget Management

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 92100 | | | | | | |
| Payroll | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | - | \$102,720 | \$107,856 |
| Manager | 3.00 | 3.00 | 3.00 | 252,059 | 269,308 | 275,481 |
| Technical Specialist | 5.00 | 5.00 | 5.00 | 286,138 | 351,483 | 348,238 |
| Specialist - Classified | 7.00 | 7.00 | 7.00 | 403,895 | 417,679 | 427,387 |
| Overtime - Classified | - | - | - | 12,970 | - | - |
| Payroll Total | 16.00 | 16.00 | 16.00 | 955,062 | 1,141,190 | 1,158,962 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 257,154 | 332,239 | 342,280 |
| Benefits Total | - | - | - | 257,154 | 332,239 | 342,280 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 4,746 | 2,500 | 2,500 |
| Employee Training & Conf | - | - | - | 9,485 | 2,500 | 2,500 |
| Meals/Refreshments | - | - | - | - | 800 | 800 |
| Printing | - | - | - | 2,525 | 3,500 | 3,500 |
| Consultants | - | - | - | - | 40,000 | 40,000 |
| Contracted Services | - | - | - | 15,975 | 34,500 | 34,500 |
| Contract Maint/Eq Repair | - | - | - | 837 | 700 | 700 |
| Telephone/Pagers/Modems | - | - | - | 18 | 1,000 | 1,000 |
| Fees For Dist Membership | - | - | - | 648 | 500 | 500 |
| Purchased Services Total | - | - | - | 34,234 | 86,000 | 86,000 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 7,273 | 5,600 | 5,600 |
| Office Equipment - Under \$5K | - | - | - | 3,212 | - | - |
| Copier Usage | - | - | - | 285 | 400 | 400 |
| Materials and Supplies Total | - | - | - | 10,770 | 6,000 | 6,000 |
| Capital | | | | | | |
| Total | 16.00 | 16.00 | 16.00 | \$1,257,220 | \$1,565,429 | \$1,593,242 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Information Technology.

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 92230 | | | | | | |
| Purchased Services | | | | | | |
| Technology Services | - | - | - | \$12,067,125 | \$12,477,407 | \$12,896,407 |
| Purchased Services Total | - | - | - | 12,067,125 | 12,477,407 | 12,896,407 |
| Materials and Supplies | | | | | | |
| Capital | | | | | | |
| Total | - | - | - | \$12,067,125 | \$12,477,407 | \$12,896,407 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Financial Services

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 93200 | | | | | | |
| Payroll | | | | | | |
| Chief Officer | 1.00 | 1.00 | 1.00 | \$121,847 | \$126,896 | \$138,600 |
| Technical Specialist | 1.00 | 1.00 | 1.00 | 82,879 | 88,175 | 89,256 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 62,164 | 64,911 | 67,050 |
| Additional Pay-Administrative | - | - | - | - | 6,800 | 6,800 |
| Payroll Total | 3.00 | 3.00 | 3.00 | 266,890 | 286,782 | 301,706 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 68,468 | 83,493 | 89,136 |
| Benefits Total | - | - | - | 68,468 | 83,493 | 89,136 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 627 | 1,000 | 1,000 |
| Employee Training & Conf | - | - | - | 4,379 | 2,000 | 2,000 |
| Meals/Refreshments | - | - | - | 593 | 500 | 500 |
| Printing | - | - | - | 158 | 1,500 | 1,500 |
| Consultants | - | - | - | - | 10,000 | 10,000 |
| Bank Fees & Other Expense | - | - | - | 2,970 | 36,600 | 36,600 |
| Contract Maint/Eq Repair | - | - | - | - | 500 | 500 |
| Software Purch | - | - | - | - | 200 | 200 |
| Marketing - Advertising | - | - | - | 326 | - | - |
| Telephone/Pagers/Modems | - | - | - | 140 | 400 | 400 |
| Postage | - | - | - | 140 | 100 | 100 |
| Fees For Dist Membership | - | - | - | 20,222 | 800 | 800 |
| Purchased Services Total | - | - | - | 29,555 | 53,600 | 53,600 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 1,928 | 4,000 | 4,000 |
| Copier Usage | - | - | - | 4,167 | 3,300 | 3,300 |
| Materials and Supplies Total | - | - | - | 6,095 | 7,300 | 7,300 |
| Capital | | | | | | |
| Total | 3.00 | 3.00 | 3.00 | \$371,008 | \$431,175 | \$451,742 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Payroll

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 93210 | | | | | | |
| Payroll | | | | | | |
| Manager | 1.00 | 1.00 | 1.00 | \$85,563 | \$89,768 | \$91,826 |
| Coordinator - Administrative | 1.00 | 1.00 | 1.00 | 66,217 | 69,540 | 71,482 |
| Technician - Classified | 6.50 | 6.50 | 6.50 | 300,240 | 340,210 | 363,577 |
| Substitute Secretary | - | - | - | 8,045 | 4,500 | 4,500 |
| Overtime - Classified | - | - | - | 477 | 6,800 | 6,800 |
| Payroll Total | 8.50 | 8.50 | 8.50 | 460,542 | 510,818 | 538,185 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 137,398 | 148,776 | 158,997 |
| Benefits Total | - | - | - | 137,398 | 148,776 | 158,997 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 205 | 700 | 700 |
| Employee Training & Conf | - | - | - | 2,463 | 3,000 | 3,000 |
| Contract Labor | - | - | - | 75 | - | - |
| Contracted Services | - | - | - | 23,739 | 29,500 | 41,500 |
| Bank Fees & Other Expense | - | - | - | - | 300 | 300 |
| Contract Maint/Eq Repair | - | - | - | 591 | 300 | 300 |
| Telephone/Pagers/Modems | - | - | - | - | 100 | 100 |
| Postage | - | - | - | 10,854 | 14,600 | 2,550 |
| Permits/Licenses/Fees | - | - | - | 558 | 600 | 650 |
| Purchased Services Total | - | - | - | 38,485 | 49,100 | 49,100 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 7,839 | 6,000 | 6,000 |
| Copier Usage | - | - | - | 483 | 500 | 500 |
| Materials and Supplies Total | - | - | - | 8,322 | 6,500 | 6,500 |
| Capital | | | | | | |
| Total | 8.50 | 8.50 | 8.50 | \$644,747 | \$715,194 | \$752,782 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Accounts Payable

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 93220 | | | | | | |
| Payroll | | | | | | |
| Supervisor | 1.00 | 1.00 | 1.00 | \$80,847 | \$85,069 | \$87,019 |
| Technician - Classified | 3.00 | 3.00 | 3.00 | 126,690 | 133,494 | 137,436 |
| Secretary | 0.80 | 1.00 | 1.00 | 17,852 | 31,151 | 32,709 |
| Additional Pay-Classified | - | - | - | 19 | - | - |
| Overtime - Classified | - | - | - | 3 | - | - |
| Payroll Total | 4.80 | 5.00 | 5.00 | 225,411 | 249,714 | 257,164 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 69,069 | 72,703 | 75,949 |
| Benefits Total | - | - | - | 69,069 | 72,703 | 75,949 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 6 | - | - |
| Contracted Services | - | - | - | 835 | - | - |
| Contract Maint/Eq Repair | - | - | - | - | 300 | 300 |
| Telephone/Pagers/Modems | - | - | - | - | 500 | 500 |
| Postage | - | - | - | 11,337 | 19,600 | 19,600 |
| Purchased Services Total | - | - | - | 12,178 | 20,400 | 20,400 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 5,402 | 14,600 | 14,600 |
| Copier Usage | - | - | - | 1,112 | 600 | 600 |
| Materials and Supplies Total | - | - | - | 6,514 | 15,200 | 15,200 |
| Capital | | | | | | |
| Total | 4.80 | 5.00 | 5.00 | \$313,172 | \$358,017 | \$368,713 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Accounting

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 93250 | | | | | | |
| Payroll | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | - | \$110,938 | \$110,250 |
| Manager | 1.00 | 1.00 | 1.00 | 91,773 | 95,312 | 97,974 |
| Technician - Classified | 1.00 | 1.00 | 1.00 | 59,384 | 62,625 | 65,343 |
| Payroll Total | 3.00 | 3.00 | 3.00 | 151,157 | 268,875 | 273,567 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 43,268 | 78,213 | 80,793 |
| Benefits Total | - | - | - | 43,268 | 78,213 | 80,793 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 53 | 2,000 | 2,000 |
| Employee Training & Conf | - | - | - | 150 | 2,500 | 2,500 |
| Meals/Refreshments | - | - | - | - | 300 | 300 |
| Printing | - | - | - | 414 | 1,200 | 1,200 |
| Equipment/Copier Repair | - | - | - | - | 1,000 | 1,000 |
| Telephone/Pagers/Modems | - | - | - | 110 | - | - |
| Postage | - | - | - | - | 300 | 300 |
| Fees For Dist Membership | - | - | - | 216 | - | - |
| Purchased Services Total | - | - | - | 943 | 7,300 | 7,300 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 2,170 | 7,500 | 7,500 |
| Copier Usage | - | - | - | 954 | 500 | 500 |
| Materials and Supplies Total | - | - | - | 3,124 | 8,000 | 8,000 |
| Capital | | | | | | |
| Total | 3.00 | 3.00 | 3.00 | \$198,492 | \$362,388 | \$369,660 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Purchasing

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 94710 | | | | | | |
| Payroll | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$98,089 | \$100,283 | \$108,449 |
| Manager | 2.00 | 2.00 | 2.00 | 99,429 | 149,449 | 147,524 |
| Technical Specialist | 3.00 | 4.00 | 4.00 | 175,557 | 282,830 | 281,025 |
| Specialist - Classified | 1.00 | 1.00 | 1.00 | 66,519 | 69,449 | 69,996 |
| Buyer | 1.00 | 1.00 | 1.00 | 50,304 | 52,682 | 54,887 |
| Buyer Assistant | 2.00 | 2.00 | 2.00 | 84,254 | 94,635 | 90,498 |
| Additional Pay-Administrative | - | - | - | 3,000 | - | - |
| Payroll Total | 10.00 | 11.00 | 11.00 | 577,152 | 749,328 | 752,379 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 162,750 | 218,165 | 222,203 |
| Benefits Total | - | - | - | 162,750 | 218,165 | 222,203 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 1,557 | 2,000 | 2,000 |
| Employee Training & Conf | - | - | - | 2,874 | 3,500 | 3,500 |
| Meals/Refreshments | - | - | - | 353 | 200 | 200 |
| Printing | - | - | - | 1,790 | 1,500 | 1,500 |
| Contracted Services | - | - | - | - | 300 | 300 |
| Telephone/Pagers/Modems | - | - | - | 60 | 400 | 400 |
| Postage | - | - | - | 35 | 400 | 400 |
| Fees For Dist Membership | - | - | - | 1,235 | 1,400 | 1,400 |
| Purchased Services Total | - | - | - | 7,904 | 9,700 | 9,700 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 3,860 | 4,800 | 4,800 |
| Office Equipment - Under \$5K | - | - | - | 2,394 | - | - |
| Copier Usage | - | - | - | 1,034 | 1,100 | 1,100 |
| Materials and Supplies Total | - | - | - | 7,288 | 5,900 | 5,900 |
| Capital | | | | | | |
| Total | 10.00 | 11.00 | 11.00 | \$755,094 | \$983,093 | \$990,182 |



Human Resources

Divisions within the General Fund participated in Budgeting for Outcomes, a process where departments evaluated their programs and services to assure alignment with district goals. Detailed information that follows includes:

- Department Renewal Summary
- Activity Description
- Performance Measures
- Improvement & Efficiencies
- Support of Strategic Objectives
- Budget Changes from prior year

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| General Administration | | | | | | |
| Payroll | 40.46 | 40.49 | 39.49 | \$3,638,756 | \$3,459,245 | \$3,329,352 |
| Non-Payroll | - | - | - | 720,142 | 1,272,800 | 976,800 |
| General Instruction | | | | | | |
| Payroll | - | - | - | 3,497 | - | - |
| Total | 40.46 | 40.49 | 39.49 | \$4,362,395 | \$4,732,045 | \$4,306,152 |

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



| | | | | | |
|-------------------|-------|----------------------|------|----------------|-------------|
| DEPARTMENT | | Personnel Management | | | |
| DEPT ID | 97000 | FTE | 6.88 | Adopted Budget | \$1,480,940 |

RENEWAL REQUEST SUMMARY

The Human Resources Department manages all process and procedures associated with human capital management for Jeffco Public Schools. We serve applicants, employees and managers throughout their Jeffco careers.

ACTIVITY DESCRIPTION

- Provides District-wide reception services
- Manages employee leaves based on District policy, multiple association agreements and aligned with state and federal laws
- Manages unemployment program
- Partners with all departments and district leadership on final hiring and salary offers
- Provides District-level direction around compensation for all employee groups
- Partners with other District leaders around associations relationships

PERFORMANCE MEASURES

IMPROVEMENT & EFFICIENCIES

Implementation of Jeffco Welcome Center has created a one-call resolution model for applicants, employees, and to some extent business partners/managers. We have reserved one vacant FTE from reception duties with the intent of repurposing the resource to support recruitment activities around hard-to-fill positions.

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower to Educate, Inspire to Learn
Hiring and retaining high quality educators and other staff ensures that the entire Jeffco team supports this work.

Strategy Three: Leadership Development for all Stakeholders
The strategic direction set through Board of Education and negotiations process around compensation and benefits are key to employee engagement and commitment and these activities are supported throughout all of Human Resources.

BUDGET CHANGES FROM PRIOR YEAR

N/A

ADDITIONAL INFORMATION

http://www.jeffcopublicschools.org/human_resources/

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

N/A

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|--------------------------|------|----------------|-----------|
| DEPARTMENT | | Employee Assist-Wellness | | | |
| DEPT ID | 97003 | FTE | 2.50 | Adopted Budget | \$227,462 |

RENEWAL REQUEST SUMMARY

The Employee Assistance Program provides organizational development services to improve the function and productivity of Jeffco Public Schools and its employees. We also provide confidential, voluntary assessment and brief solution-focused counseling for employees and their family members (age 15 and older) experiencing work related or personal problems. Our current year budget request aligns with Jeffco Public Schools needs and allows us to continue to contribute to Jeffco 2020 Competencies.

We are requesting an overall increase to \$218,714 as documented below.

ACTIVITY DESCRIPTION

- Impact organizational culture and improve workplace effectiveness.
- Partner with Achievement Directors and other leaders to improve culture/climate issues impacting school performance.
- Assist supervisors and managers with specific workplace issues through management consultation.
- Provide short-term, solution-focused counseling to all Jeffco employees.
- Respond to crisis at schools or departments to assist our employees in mental health recovery.
- Provide training to school and district level staff on a variety of communication and conflict related topics to improve employee and team performance.
- Provide conflict mediation services for employees and teams who are experiencing conflict.
- Serve district-wide to improve staff mental health, wellness and workplace effectiveness.
- EAP staff spends 60 percent of their time on organizational development work throughout the school district and 40 percent on counseling services for employees.

PERFORMANCE MEASURES

- Recent research on EAPs shows employee-clients reduced symptoms of depression and anxiety to a greater degree than matched comparison employees who did not receive services. Employee-clients reduced absenteeism and increased presentism to a greater degree than matched comparison employees who did not receive services. Since 2001, organizational services to schools and departments have increased by 127 percent. Counseling cases have grown from 378 in 2001-2002 to 643 in 2015-2016. Over the past 15 years, EAP staff has increased by zero FTEs. The counselor and the manager/counselor average 55 to 60 hour work weeks in order to provide these high quality services to schools and departments.

IMPROVEMENT & EFFICIENCIES

- Explanation: EAP continues to adapt to the changing needs of the school district and its staff. Efficiencies for 2015-2016 include:
- Developed training for Leadership and Teacher induction to achieve better mental health outcomes for new staff.
 - Moving to paperless records with targeted completion of 2019. EAP is HIPAA compliant.
 - Serving all charter school leadership through consultation and employees through counseling services in order to enable staff to have effective, quality mental health support.
 - Implementing the Emotional, Social, Competency Inventory, a new leadership tool, to improve leader's skills and abilities.

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower, educate, inspire to learn

Improve the culture and climate of our schools and departments through organizational development work and training with employees. EAP is also involved with affecting improvement at the district level. Effective teams directly impact student learning.

Provide training to school teams, students (who are peer leaders) and school staff on *Sources of Strength* (suicide and bullying prevention). Train mental health staff on *Prepare* (new crisis response model) to support district employees and students to strengthen their mental health and overcome trauma after a crisis.

Communication improvement for schools and departments involves improving collaboration and teamwork, communication skills and conflict management abilities to improve efficiency and expand

employee productivity.

Strategy Three: Leadership development for all stakeholders

Social and emotional competency improvement through coaching principals and other leaders who take the Emotional, Social, Competency Inventory. EAP staff will assist leaders to improve these competencies and help them to become even better leaders and to improve their school's effectiveness.

BUDGET CHANGES FROM PRIOR YEAR

N/A

ADDITIONAL INFORMATION

EAP website: <https://sites.google.com/a/jeffcoschools.us/eap/home>

<http://www.businesswire.com/news/home/20130717005784/en/Employee-Assistance-Research-Foundation-Issues-10000-Grant>

The EAP was recognized for its exceptional contributions in 2015. Our staff received the Colorado Employee Assistance Professionals Association award for the most outstanding EAP. The association also awarded the EAP manager, Kathleen Remington, the Daetwiler Award. This award is given for distinguished service. It is presented to the most exceptional employee assistance professional in the state as chosen by past award recipients.

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

Human Resources: Employee Assistance Wellness Department 97003

Adopted Budget: \$177,114

FTE: 2.5 FTE

*Requesting an additional .5 FTE at the rate of \$32,500 salary/\$9,100 benefits

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|------------------------------|-------|----------------|-------------|
| DEPARTMENT | | Employee Records and Systems | | | |
| DEPT ID | 97004 | FTE | 14.00 | Adopted Budget | \$1,189,334 |

RENEWAL REQUEST SUMMARY

Employee Records provides various district-wide services at a foundational level, primarily maintenance of PeopleSoft ERP/HCM module data: position management, department budget accounting, employee demographics, employee job information, and departmental structures. This includes maintenance of schedules, calendars, departments, job codes, positions, etc., to allow other systems to utilize this data for various purposes.

Employee Records collects and maintains all information for Jeffco employees to support an employee's career with Jeffco through all stages of employment. The accurate processing, storage and stewardship of employment data drives strategic and operational work at all levels of the organization.

ACTIVITY DESCRIPTION

- Maintain PeopleSoft foundational data components for salary schedules, days worked calendars, position management, evaluations/observations
- Maintain personnel records (personnel files, electronic personnel file archives, PeopleSoft system personnel files/form)
- Maintain collection and communication methods and systems such as online onboarding, web-based communications of job and salary information, job descriptions and salary ranges
- Support schools and departments through position management and HRIS employee-position data, which impacts budgets, pay, payroll, accounting, employment services, and various other department data and use
- Use PeopleSoft data for integrations and District-wide provisioning
- Strategic business partner on compensation items for all Jeffco employee groups
- Classification of District jobs and reorganization of positions and departments to ensure accurate reporting and processing
- Reporting for CORAs, general demographics, negotiations support, evaluations, District-leadership teams, and CDE Reporting

PERFORMANCE MEASURES

- Complete hire/transfer process at "early/on-time" status for District-wide provisioning, currently approaching 80%, target at 97%
- Complete hire/transfer employee record and salary determination form (type) collection in online tool, currently 90%, target at 95%

IMPROVEMENT & EFFICIENCIES

Creation of online onboarding modules to expedite data/information/required form collection for new employees/transferring employees. Includes efficient department and school dashboards for expedited processing.

New efforts include school and department work centers and dashboards to increase efficiency of processing staff and position data.

SUPPORT OF STRATEGIC OBJECTIVES

Strategy Three: Leadership Development for All Stakeholders
 HR-Employee Records supports staff leadership development through use of tools supporting the evaluation process, hiring and compensation systems, and contract interpretation. In addition, the department contributes to employee personal leadership/personal development with access to important information and records, and employee record self-management (such as allowing contribution to personal support tools, access to personal records to assist in growth over time, evaluations and observations, etc.).

BUDGET CHANGES FROM PRIOR YEAR

N/A

ADDITIONAL INFORMATION

http://www.jeffcopublicschools.org/human_resources/

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

There are currently no planned changes.

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|-------------------|------|-----------------------|-----------|
| DEPARTMENT | | Employee Benefits | | | |
| DEPT ID | 97005 | FTE | 5.11 | Adopted Budget | \$609,997 |

RENEWAL REQUEST SUMMARY

The benefits department provides benefits administration services and management in support of over 11,000 full and part-time, District and Charter school employees with a minimal number of department staff. An additional FTE is being requested to manage Affordable Care Act compliance.

ACTIVITY DESCRIPTION

- Manages and administers benefit programs and outside vendors for nearly 11,000 benefits-eligible employees including medical, dental, vision, flexible spending, health savings accounts, life, disability, and 403(b) benefits
- Manages and administers Wellness Program for all Jeffco staff
- Directs competitive bid process for all contracts supporting benefit offerings
- Chairs two District advisory committees to ensure employees are included in benefit planning and decision making
- Implements mandated programs such as the Affordable Care Act; reviews regulatory changes and administers ongoing compliance activities
- Provides customer service to support employee benefit needs, answers questions and resolves problems
- Reconciles eligibility and premiums to ensure proper fiscal responsibility; pays benefit and wellness vendors
- Provides resources to on-board new employees and orient them to their benefits
- Creates/manages communicating benefits information to employees via website, monthly newsletter, e-mails and letters
- Manages administration of sick and personal leave payouts
- Manages annual benefits enrollment process to include working with vendors and broker, updating websites and system for changes, and communicates to employees
- Supports benefits for an ever- increasing number of charter schools

PERFORMANCE MEASURES

- Monthly premium payments are reconciled and submitted for payment within the required timeframes
- Monthly newsletter is published the first week of each month during the school year

IMPROVEMENT & EFFICIENCIES

HR launched a virtual onboarding new employee experience. All employees complete new hire paperwork online and watch video presentations to receive benefits information prior to enrolling in the benefit plans. This has reduced the amount of print material, and associated costs to communicate benefits to employees.

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower to Educate, Inspire to Learn
 The benefits department spends a considerable amount of time and effort to communicate with employees about their benefit choices, so they can make informed decisions when they enroll and during the annual benefits enrollment period. We create and distribute monthly newsletters on benefit and wellness topics, create new hire and open enrollment materials, develop and maintain the ongoing benefits website as well as multiple benefits onboarding websites.

BUDGET CHANGES FROM PRIOR YEAR

N/A

ADDITIONAL INFORMATION

Benefits website: <https://sites.google.com/a/jeffcoschools.us/employee-benefits/>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

Increase FTE – anticipated cost \$65,000 plus benefits (30% = \$19,500)
 Currently, the department Director has been working on finalizing implementation of ACA compliance requirements. Overall compliance with these complex regulations has added significant work to the department without additional staff. An additional staff member is requested in order to take on the following responsibilities: audit, monitor regulatory changes, work with IT on system needs and perform systems testing, communicate with affected employees; manage the reporting responsibilities and be the liaison with Employee Records to ensure smooth processing across units.

Projected increase in consulting budget - \$25,000*

A broker RFP will be conducted in the spring as we are on the last renewal of our current contract. While the current contract with the broker allows them to request an increase annually, they have not done so throughout the current contract term. It is anticipated that there will be an increase in cost, and I would like to wrap more of the RFP activities into the ongoing costs to smooth budget requests from year to year.

Increase additional FTE with benefits = \$84,500

Increase of \$25K in consulting costs (based on RFP results)

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|---------------------|-------|----------------|-----------|
| DEPARTMENT | | Employment Services | | | |
| DEPT ID | 97006 | FTE | 12.00 | Adopted Budget | \$905,917 |

RENEWAL REQUEST SUMMARY

The Employment Services team provides support to schools and departments regarding the full staffing process. We partner with school and departmental administrators to provide guidance and creative solutions related to staffing, best practices and union contract interpretation; provide expertise related to compliance on state and federal laws and guidelines; and support all functions related to the onboarding process including selection guidance for hiring managers, applicant assistance, and system expertise. We staff and manage the Substitute Office.

ACTIVITY DESCRIPTION

- Partners with principals and hiring managers on staffing and employment issues.
- Manages the hiring process for all employees.
- Ensures employees receive critical onboarding/new employee orientation information and partners with other district teams to provide a teacher induction day.
- Manages teacher professional development requests.
- Manages the substitute system and all personnel activities associated with substitute teachers.
- Provides all incoming teachers guidance on salaries in accordance with employee contracts.
- Manages spring transfer season for teachers.
- Oversees student teacher communication in Jeffco.
- Attends job fairs and other recruitment activities.
- Builds relationships with local universities around hiring graduates.
- Ensures licensure and highly qualified requirements are met.

PERFORMANCE MEASURES

- July 2015-July 2016: 6120 Hires from the Applicant Tracking System
- Support high volume of applications. Since July 2015, Jeffco has had 74,000 applicants.
- Manage approximately 1500 sub teachers (actively recruiting/hiring up to 1800). Best practice is to have 3 to 4 times the amount of average vacancies.
- Manage high volume of daily calls/walk-in support.

IMPROVEMENT & EFFICIENCIES

Employment Services launched a new service delivery model with a one-call resolution approach for all incoming calls and walk-in services. This allows for any applicant, secretary, employee, etc. to contact the Welcome Center and receive an answer or guidance without being transferred.

Employment Services, in partnership with Employee Records also launched a virtual onboarding new employee experience. All employees complete new hire paperwork online and watch video presentations for critical employee information and benefits. This has allowed the employment team to recapture a number of hours per week for other value added support with schools and departments.

SUPPORT OF STRATEGIC OBJECTIVES

Strategy Two: Connect to College, Career and Life Aspirations
 The Employment Services team plays an integral part of Jeffco's 20/20 vision. Our team partners with schools and departments to ensure that the very best talent is hired. This has a direct impact on school and student achievement.

Strategy One: Empower to Educate, Inspire to Learn
 In addition, our Substitute Office plays a key role in filing classroom absences for students.

BUDGET CHANGES FROM PRIOR YEAR

N/A

ADDITIONAL INFORMATION

Websites and systems supported by Employment Services:

Jeffco Job Board: <https://platform.teachermatch.org/jobsboard.do?districtId=58751648>
 TeacherMatch Administrators: <https://platform.teachermatch.org/signin.do>

TeacherMatch EPI: <https://www.teachermatch.org/blog/best-test-design-measurement-teacher-screening-tool/>

Employment Websites:

<http://www.jeffcopublicschools.org/employment/index.html>

http://www.jeffcopublicschools.org/employment/new_employees/index.html

<https://sites.google.com/a/jeffcoschools.us/human-resources/welcome-to-jeffco-public-schools>

<https://sites.google.com/a/jeffcoschools.us/human-resources/file-cabinet>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

Human Resources: Employment Services **97006**

Proposed Budget: \$1,197,354

This is an increase of \$291,437 from previous budget cycle.

\$236,500—Applicant Tracking and EPI

\$34,937—eSchools/Smart Find Express

\$20,000—Recruiting

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



| | | | | | |
|-------------------|-------|---------------------------|-----|----------------|-----------|
| DEPARTMENT | | Central Employee Services | | | |
| DEPT ID | 97015 | FTE | 0.0 | Adopted Budget | \$633,800 |

RENEWAL REQUEST SUMMARY

Central Employee Services was created as a housing department for the districts centralized human resources costs. This department handles the costs of physical exams, background checks, drug and alcohol testing and unemployment. These accounts have an uncontrollable nature. The costs are related to things that are mandated and cannot truly be controlled. The current budget falls within reason and is needed to cover recurring costs in the categories listed below.

ACTIVITY DESCRIPTION

- Physical Exams
- Employee Background and Verifications
- Drug and Alcohol Testing
- Unemployment Insurance
- Jury Duty Costs

PERFORMANCE MEASURES

IMPROVEMENT & EFFICIENCIES

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower to Educate, Inspire to Learn
 This department focuses on ensuring that legal mandates are met so other groups and departments can focus on the day to day operations of the district.

BUDGET CHANGES FROM PRIOR YEAR

N/A

ADDITIONAL INFORMATION

http://www.jeffcopublicschools.org/employment/new_employees/index.html

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

This department expects no budget requests for the next cycle.



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Human Resources

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: Human Resources | | | | | | |
| Payroll | | | | | | |
| Chief Officer | 1.00 | 1.00 | 1.00 | \$126,390 | \$133,076 | \$141,750 |
| Director | 3.00 | 3.00 | 3.00 | 329,445 | 327,395 | 320,786 |
| Assistant Principal | - | - | - | 181,231 | - | - |
| Manager | 7.00 | 7.00 | 7.00 | 499,136 | 558,187 | 551,086 |
| Technical Specialist | 2.00 | 2.00 | 2.00 | 117,154 | 134,843 | 150,226 |
| Teacher | - | - | - | 191,656 | - | - |
| Substitute Teacher | - | - | - | 83,988 | 27,900 | 27,900 |
| Counselor | 1.00 | 1.00 | 1.00 | 97,315 | 68,828 | 71,096 |
| Specialist - Classified | 1.00 | 1.00 | 1.00 | 57,750 | 69,449 | - |
| Technician - Classified | 23.50 | 23.50 | 22.50 | 1,034,690 | 1,230,520 | 1,171,615 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 59,984 | 61,841 | 67,073 |
| Substitute Secretary | - | - | - | 6,156 | 4,000 | 4,000 |
| Secretary | 0.50 | 0.50 | 0.50 | 20,221 | 21,002 | 21,896 |
| Classified - Hourly | 0.46 | 0.49 | 0.49 | 1,818 | 11,632 | 12,214 |
| Unused Sick Leave | - | - | - | 646 | - | - |
| Additional Pay - Certificated | - | - | - | 1,910 | - | - |
| Additional Pay-Classified | - | - | - | 7,788 | - | - |
| Additional Pay-Administrative | - | - | - | 14,612 | 9,700 | 9,700 |
| Overtime - Classified | - | - | - | 22,965 | 20,700 | 20,700 |
| Payroll Total | 40.46 | 40.49 | 39.49 | 2,854,855 | 2,679,073 | 2,570,042 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 787,398 | 780,172 | 759,310 |
| Benefits Total | - | - | - | 787,398 | 780,172 | 759,310 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 4,834 | 4,500 | 4,500 |
| Employee Training & Conf | - | - | - | 37,569 | 108,400 | 73,400 |
| Awards And Banquets | - | - | - | 8,007 | 12,000 | 12,000 |
| Recruiting Costs | - | - | - | 3,077 | 2,500 | 2,500 |
| Required Physical Exams | - | - | - | 40,408 | 23,000 | 23,000 |
| Employee Background Verificatn | - | - | - | 81,331 | 55,000 | 55,000 |
| Drug And Alcohol Testing | - | - | - | 13,851 | 17,000 | 17,000 |
| Legal Fees | - | - | - | 10,640 | 18,000 | 18,000 |
| Printing | - | - | - | 9,540 | 15,800 | 15,800 |
| Consultants | - | - | - | 108,173 | - | - |
| Contracted Services | - | - | - | 97,135 | 112,500 | 112,500 |
| Contract Maint/Eq Repair | - | - | - | 37,226 | 285,000 | 24,000 |
| Software Purch | - | - | - | 764 | 600 | 600 |
| Marketing - Advertising | - | - | - | 11,120 | 16,600 | 16,600 |
| Equipment/Copier Repair | - | - | - | 540 | - | - |
| Telephone/Pagers/Modems | - | - | - | 1,789 | 400 | 400 |
| Postage | - | - | - | 9,009 | 28,800 | 28,800 |
| Unemployment Comp Insur | - | - | - | 204,141 | 534,300 | 534,300 |
| Fees For Dist Membership | - | - | - | 5,730 | 6,400 | 6,400 |
| Purchased Services Total | - | - | - | 684,884 | 1,240,800 | 944,800 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 11,345 | 17,800 | 17,800 |
| Office Equipment - Under \$5K | - | - | - | 14,253 | 5,800 | 5,800 |
| Copier Usage | - | - | - | 9,660 | 8,400 | 8,400 |
| Materials and Supplies Total | - | - | - | 35,258 | 32,000 | 32,000 |
| Capital | | | | | | |
| Total | 40.46 | 40.49 | 39.49 | \$4,362,395 | \$4,732,045 | \$4,306,152 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Personnel Management

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 97000 | | | | | | |
| Payroll | | | | | | |
| Chief Officer | 1.00 | 1.00 | 1.00 | \$126,390 | \$133,076 | \$141,750 |
| Assistant Principal | - | - | - | 181,231 | - | - |
| Manager | 1.00 | 1.00 | 1.00 | 79,721 | 82,648 | 84,957 |
| Teacher | - | - | - | 191,656 | - | - |
| Substitute Teacher | - | - | - | 42,200 | - | - |
| Counselor | - | - | - | 31,577 | - | - |
| Technician - Classified | 3.50 | 3.50 | 3.50 | 147,233 | 163,666 | 169,951 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 59,984 | 61,841 | 67,073 |
| Substitute Secretary | - | - | - | 1,265 | 2,300 | 2,300 |
| Classified - Hourly | 0.36 | 0.38 | 0.38 | 1,818 | 9,094 | 9,549 |
| Unused Sick Leave | - | - | - | 646 | - | - |
| Additional Pay - Certificated | - | - | - | 843 | - | - |
| Additional Pay-Administrative | - | - | - | 5,155 | - | - |
| Overtime - Classified | - | - | - | 1,488 | 1,200 | 1,200 |
| Payroll Total | 6.86 | 6.88 | 6.88 | 871,207 | 453,825 | 476,780 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 223,462 | 132,115 | 140,826 |
| Benefits Total | - | - | - | 223,462 | 132,115 | 140,826 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 89 | 800 | 800 |
| Employee Training & Conf | - | - | - | 375 | 2,500 | 2,500 |
| Awards And Banquets | - | - | - | 8,007 | 12,000 | 12,000 |
| Legal Fees | - | - | - | 803 | 8,000 | 8,000 |
| Printing | - | - | - | 1,157 | 1,600 | 1,600 |
| Contracted Services | - | - | - | 17,857 | 5,000 | 5,000 |
| Contract Maint/Eq Repair | - | - | - | 37,226 | 285,000 | 24,000 |
| Software Purch | - | - | - | 164 | - | - |
| Equipment/Copier Repair | - | - | - | 540 | - | - |
| Telephone/Pagers/Modems | - | - | - | 586 | 100 | 100 |
| Postage | - | - | - | 5,445 | 15,000 | 15,000 |
| Unemployment Comp Insur | - | - | - | 204,141 | 534,300 | 534,300 |
| Fees For Dist Membership | - | - | - | 5,100 | 5,000 | 5,000 |
| Purchased Services Total | - | - | - | 281,490 | 869,300 | 608,300 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 11,246 | 17,700 | 17,700 |
| Office Equipment - Under \$5K | - | - | - | 8,187 | - | - |
| Copier Usage | - | - | - | 9,411 | 8,000 | 8,000 |
| Materials and Supplies Total | - | - | - | 28,844 | 25,700 | 25,700 |
| Capital | | | | | | |
| Total | 6.86 | 6.88 | 6.88 | \$1,405,003 | \$1,480,940 | \$1,251,606 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Employee Assist-Wellness

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 97003 | | | | | | |
| Payroll | | | | | | |
| Manager | 1.00 | 1.00 | 1.00 | \$70,090 | \$73,384 | \$75,803 |
| Counselor | 1.00 | 1.00 | 1.00 | 65,738 | 68,828 | 71,096 |
| Secretary | 0.50 | 0.50 | 0.50 | 20,221 | 21,002 | 21,896 |
| Additional Pay-Administrative | - | - | - | 8,568 | 9,700 | 9,700 |
| Payroll Total | 2.50 | 2.50 | 2.50 | 164,617 | 172,914 | 178,495 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 45,349 | 50,348 | 52,761 |
| Benefits Total | - | - | - | 45,349 | 50,348 | 52,761 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 1,314 | 1,200 | 1,200 |
| Printing | - | - | - | 318 | 400 | 400 |
| Contracted Services | - | - | - | 70 | 1,000 | 1,000 |
| Software Purch | - | - | - | 600 | 600 | 600 |
| Telephone/Pagers/Modems | - | - | - | - | 100 | 100 |
| Fees For Dist Membership | - | - | - | 390 | 400 | 400 |
| Purchased Services Total | - | - | - | 2,692 | 3,700 | 3,700 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 75 | 100 | 100 |
| Copier Usage | - | - | - | 249 | 400 | 400 |
| Materials and Supplies Total | - | - | - | 324 | 500 | 500 |
| Capital | | | | | | |
| Total | 2.50 | 2.50 | 2.50 | \$212,982 | \$227,462 | \$235,456 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Employee Records/Systems

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 97004 | | | | | | |
| Payroll | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$102,075 | \$103,459 | \$111,666 |
| Manager | 1.00 | 1.00 | 1.00 | 56,044 | 84,545 | 73,500 |
| Technical Specialist | 2.00 | 2.00 | 2.00 | 117,154 | 134,843 | 150,226 |
| Specialist - Classified | 1.00 | 1.00 | 1.00 | 57,750 | 69,449 | - |
| Technician - Classified | 9.00 | 9.00 | 9.00 | 419,624 | 481,244 | 455,050 |
| Substitute Secretary | - | - | - | - | 100 | 100 |
| Overtime - Classified | - | - | - | 12,733 | 10,300 | 10,300 |
| Payroll Total | 14.00 | 14.00 | 14.00 | 765,380 | 883,940 | 800,842 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 217,202 | 257,394 | 236,564 |
| Benefits Total | - | - | - | 217,202 | 257,394 | 236,564 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 272 | 200 | 200 |
| Employee Training & Conf | - | - | - | 1,764 | 2,000 | 2,000 |
| Required Physical Exams | - | - | - | 40,408 | 23,000 | 23,000 |
| Drug And Alcohol Testing | - | - | - | 13,851 | 17,000 | 17,000 |
| Contracted Services | - | - | - | 73 | - | - |
| Telephone/Pagers/Modems | - | - | - | 510 | - | - |
| Purchased Services Total | - | - | - | 56,878 | 42,200 | 42,200 |
| Materials and Supplies | | | | | | |
| Office Equipment - Under \$5K | - | - | - | 6,066 | 5,800 | 5,800 |
| Materials and Supplies Total | - | - | - | 6,066 | 5,800 | 5,800 |
| Capital | | | | | | |
| Total | 14.00 | 14.00 | 14.00 | \$1,045,526 | \$1,189,334 | \$1,085,406 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Benefits

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 97005 | | | | | | |
| Payroll | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$103,194 | \$107,930 | \$110,945 |
| Manager | 1.00 | 1.00 | 1.00 | 71,234 | 77,000 | 79,536 |
| Technician - Classified | 3.00 | 3.00 | 3.00 | 159,431 | 167,609 | 166,910 |
| Classified - Hourly | 0.10 | 0.11 | 0.11 | - | 2,538 | 2,665 |
| Additional Pay-Classified | - | - | - | 7,788 | - | - |
| Additional Pay-Administrative | - | - | - | 889 | - | - |
| Overtime - Classified | - | - | - | 1,792 | 5,000 | 5,000 |
| Payroll Total | 5.10 | 5.11 | 5.11 | 344,328 | 360,077 | 365,056 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 100,806 | 104,820 | 107,836 |
| Benefits Total | - | - | - | 100,806 | 104,820 | 107,836 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 245 | 300 | 300 |
| Employee Training & Conf | - | - | - | 728 | 1,500 | 1,500 |
| Legal Fees | - | - | - | 9,837 | 10,000 | 10,000 |
| Printing | - | - | - | 5,784 | 12,800 | 12,800 |
| Consultants | - | - | - | 108,173 | - | - |
| Contracted Services | - | - | - | 79,135 | 106,500 | 106,500 |
| Telephone/Pagers/Modems | - | - | - | 45 | 200 | 200 |
| Postage | - | - | - | 3,564 | 13,800 | 13,800 |
| Purchased Services Total | - | - | - | 207,511 | 145,100 | 145,100 |
| Materials and Supplies | | | | | | |
| Capital | | | | | | |
| Total | 5.10 | 5.11 | 5.11 | \$652,645 | \$609,997 | \$617,992 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Employment Services

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 97006 | | | | | | |
| Payroll | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$124,176 | \$116,006 | \$98,175 |
| Manager | 3.00 | 3.00 | 3.00 | 222,047 | 240,610 | 237,290 |
| Substitute Teacher | - | - | - | 40,323 | 4,500 | 4,500 |
| Technician - Classified | 8.00 | 8.00 | 7.00 | 308,402 | 418,001 | 379,704 |
| Substitute Secretary | - | - | - | 4,891 | 1,600 | 1,600 |
| Overtime - Classified | - | - | - | 6,952 | 4,200 | 4,200 |
| Payroll Total | 12.00 | 12.00 | 11.00 | 706,791 | 784,917 | 725,469 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 200,073 | 228,592 | 214,303 |
| Benefits Total | - | - | - | 200,073 | 228,592 | 214,303 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 1,876 | 2,000 | 2,000 |
| Employee Training & Conf | - | - | - | 34,702 | 102,400 | 67,400 |
| Recruiting Costs | - | - | - | 3,077 | 2,500 | 2,500 |
| Employee Background Verificatn | - | - | - | 81,331 | 55,000 | 55,000 |
| Printing | - | - | - | 2,281 | 1,000 | 1,000 |
| Marketing - Advertising | - | - | - | 11,120 | 16,600 | 16,600 |
| Telephone/Pagers/Modems | - | - | - | 648 | - | - |
| Fees For Dist Membership | - | - | - | 240 | 1,000 | 1,000 |
| Purchased Services Total | - | - | - | 135,275 | 180,500 | 145,500 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 24 | - | - |
| Materials and Supplies Total | - | - | - | 24 | - | - |
| Capital | | | | | | |
| Total | 12.00 | 12.00 | 11.00 | \$1,042,163 | \$1,194,009 | \$1,085,272 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Association Substitutes

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 97012 | | | | | | |
| Payroll | | | | | | |
| Substitute Teacher | - | - | - | \$1,465 | \$23,400 | \$23,400 |
| Payroll Total | - | - | - | 1,465 | 23,400 | 23,400 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 295 | 6,903 | 7,020 |
| Benefits Total | - | - | - | 295 | 6,903 | 7,020 |
| Materials and Supplies | | | | | | |
| Capital | | | | | | |
| Total | - | - | - | \$1,760 | \$30,303 | \$30,420 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2017/2018

General Fund Department Detail

Personnel - District Consultants

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 97015 | | | | | | |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | \$736 | - | - |
| Purchased Services Total | - | - | - | 736 | - | - |
| Materials and Supplies | | | | | | |
| Capital | | | | | | |
| Total | - | - | - | \$736 | - | - |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

HR - Coaches/Sponsors

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 97019 | | | | | | |
| Payroll | | | | | | |
| Additional Pay - Certificated | - | - | - | \$1,067 | - | - |
| Payroll Total | - | - | - | 1,067 | - | - |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 211 | - | - |
| Benefits Total | - | - | - | 211 | - | - |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 302 | - | - |
| Purchased Services Total | - | - | - | 302 | - | - |
| Materials and Supplies | | | | | | |
| Capital | | | | | | |
| Total | - | - | - | \$1,580 | - | - |



Building Bright Futures



Innovation and Effectiveness

Divisions within the General Fund participated in Budgeting for Outcomes, a process where departments evaluated their programs and services to assure alignment with district goals. Detailed information that follows includes:

- Department Renewal Summary
- Activity Description
- Performance Measures
- Improvement & Efficiencies
- Support of Strategic Objectives
- Budget Changes from prior year

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| General Administration | | | | | | |
| Payroll | 17.50 | 23.30 | 13.30 | \$2,220,263 | \$2,769,072 | \$1,986,929 |
| Non-Payroll | - | - | - | 84,640 | 98,900 | 98,900 |
| Instructional Support | | | | | | |
| Payroll | 8.66 | 7.35 | 4.35 | 479,532 | 793,603 | 803,090 |
| Non-Payroll | - | - | - | 37,223 | 101,565 | 101,565 |
| Total | 26.16 | 30.65 | 17.65 | \$2,821,658 | \$3,763,140 | \$2,990,484 |

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



| | | | | | |
|-------------------|-------|---------------------------|------|----------------|-----------|
| DEPARTMENT | | SIET School Effectiveness | | | |
| DEPT ID | 91021 | FTE | 23.3 | Adopted Budget | 2,889,140 |

RENEWAL REQUEST SUMMARY

The school effectiveness department supports and supervises principals and schools in regards to academic planning and overall school management. We support schools by developing school leadership, community engagement, welcoming environment, school staffing, accreditation, accountability, school safety and emergency response. Additionally, we strategically monitor and support the school improvement processes and lead and support the district’s mission and vision in partnership with other district departments.

ACTIVITY DESCRIPTION

- Academic Planning and Standards:
- Leverage central resources in support of schools’ UIP and urgent needs
 - Foster and support strategic planning with school leaders; recognize best instructional practices within and across schools
 - Data analysis to monitor and improve student achievement
 - Partner with schools to plan and implement School Improvement Reviews
 - Data analysis, and continuous improvement process through school goal setting and progress monitoring
- School Management:
- Foster and support shared leadership within schools
 - Provide direction and assistance around school safety and security
 - Problem-solving with school administration around community and staff issues
 - Emergency response management
 - Monitor and support school climate and culture
 - Budget oversight, resource alignment and allocation
 - Program innovation
 -
- Community Engagement:
- Contact for community, parents, city officials, PD
 -
- Leadership Development:
- Coach principals in how to provide growth-producing feedback, observations, and evaluations for staff
 - Provide growth producing feedback and professional learning for principals
 - Recruit, hire and supervise principals

PERFORMANCE MEASURES

- Ensuring an effective school through monitoring state and local measures that include:
 - Principal Performance and Evaluations
 - Principal Survey and Comments
 - Evaluations
 - CMAS, MAP, and DIBELS student achievement and growth data
 - TELL Survey
 - Make Your Voice Heard Survey
 - Family School Partnership Survey
 - Staff Observation Console Informal Classroom Walkthrough Data
 - School Improvement Reviews
 - Individual Educator Goals (IEGs)
 - Student discipline data
 - Graduation and Dropout Rates

- Remediation Rates
- Attendance Rates
- Student Transition Reports
- Licensed and classified staff evaluations
- Deep Dive School Trend Reviews
- Advanced Learning Plan (ALP) Final Reviews

IMPROVEMENT & EFFICIENCIES

- Increased clarity in roles and responsibilities to allow for more impactful leadership coaching
- In partnership with other central departments and school communities we are seeking deeper understanding of Jeffco 2020 competencies which will allow more systematic implementation of the vision
- Organize work and resources to more intentionally differentiate support for schools and principals; better leverage achievement director strengths to benefit the system
- Partnerships with other district leaders to share innovative practices and expertise
- Greater role definition has led to increased clarity and focus in principal support and supervision
- School Improvement Reviews have included school based and central staff partnerships

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower to Educate, Inspire to Learn

Actions for Family & Community Engagement

- Oversight on School Family Partnership survey data and how schools use this data to inform and improve partnerships
- Problem solve and resolve Concern Contact Records (CCR) from parents, guardians and community members
- Partnership with district Communications Department
- Coach and support principals in establishing strong family and community communication and relationships
- Leverage central resources to support family and community needs
- Encourage and foster partnerships with community groups and businesses to enhance student learning experiences.

Strategy Two: Connect to College, Career and Life Aspirations

- Help our principals prioritize, connect with, and make sense of Jeffco 2020 competencies
- Strategic support of principals to hire and develop a high quality instructor for every student
- Oversight of Unified Improvement Plan
- Side-by-side partnerships with principals to focus on best practices and high leverage instructional strategies
- Focus on using student data to set goals and engage in the continuous improvement process

Strategy Three: Develop Leadership for all Stakeholders

Partner with, support and supervise principals in their leadership of:

- Providing high quality professional learning aligned to students' needs in achieving Jeffco 2020 Vision.
- Using evaluation processes to establish priorities for professional growth that impacts student learning.
- Providing high quality professional learning that advances student use of technology as a tool for blended learning and effective communication.
- Providing leadership opportunities in the Jeffco 2020 work that supports educator leadership, shared leadership and school/district leadership.
Utilizing shared leadership opportunities with families and community to advance student learning of the Jeffco 2020 competencies.

BUDGET CHANGES FROM PRIOR YEAR

The budget changes from 2015-2016 of \$493,760.75 are primarily due to the addition of personnel from two schools that are currently under construction.

ADDITIONAL INFORMATION

<http://www.jeffcopublicschools.org/cms/one.aspx?portalId=627965&pageId=1106409>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

We currently do not anticipate any requests for the next budget cycle.

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|------------------------|------|----------------|-------------|
| DEPARTMENT | | Educator Effectiveness | | | |
| DEPT ID | 84011 | FTE | 8.35 | Adopted Budget | \$1,111,072 |

RENEWAL REQUEST SUMMARY

The mission of Educator Effectiveness is to build capacity across the organization to support the continuous development of educators with the outcome of having an effective teacher in every classroom leading to increased levels of student achievement and growth. We believe that our work comes back to this mission and either aligns or we should not engage in it. As a new department, we are still evolving, but always want to stay grounded.

Educator Effectiveness is responsible for building capacity across the organization to support the continuous development of educators. The department accomplishes this through providing and leading evaluation training/support/policy, district wide quality professional learning and supporting/mentoring new teachers. Educator Effectiveness for the 2016-17 school year includes; PLC's, Professional Learning, Teacher Induction, Evaluation Coaches and Innovative Professional Development.

The department work is imperative in helping all educators to not do the above work in isolation, but rather see how the different components come together in order to support the development and improvement of all educator's, leading to a positive impact on student achievement.

ACTIVITY DESCRIPTION

New Teacher Induction
 -planning/implementing kick-off, ongoing trainings
 -tracking course completion
 -issuing certificates of Induction completion

Professional Learning Communities
 -planning weekly optional sessions
 -co-planning sessions with outside facilitator
 -visiting schools to help monitor implementation, answer questions and act as resource
 -lead process of School Improvement Reviews

Professional Learning
 -plan/lead different guiding leadership coalitions
 -plan large sessions/dates/conferences of district wide professional learning

Innovative Professional Development/Evaluation Coaches
 -co-evaluate teachers alongside building administrators
 -calibrate evaluation process/procedures with principals and achievement directors
 -encourage, track, document and monitor school progress towards innovative professional learning

Evaluations
 -lead process of engaging in state mandated process of educator evaluation

PERFORMANCE MEASURES

In addition to supporting Jeffco's Strategic Plan and District Unified Improvement plan measures, the Educator Effectiveness Department will support schools and the district in performance measures that include:

Every school and the district will have effective learning systems and shared leadership that:

- Provide high quality core instructional practices, interventions and enrichments
- Ensure that there is an effective teacher in every classroom and an effective principal in every school
- Provide high quality professional development and professional growth support structures
- Develop high quality leaders through leadership development for teachers, staff, administrators, students and families
- Utilize continuous improvement processes that incorporate problem-solving approaches to reduce or eliminate root causes of student performance challenges
- Ensure the success of diverse learners through evidence-based resource allocation that matches resource to need

With the expectation that:

- Every student will be taught by a highly skilled teacher and caring staff
- Every student will be taught in a high performing school led by strong leadership
- Every student will receive the skills, support and educational opportunities needed to achieve his or her full potential

IMPROVEMENT & EFFICIENCIES

EXPLANATION:

Professional Learning Communities – During the 15-16 school year, there were 4.0 FTE supporting this work, for about 60 schools. Moving into the 16-17 school year, there are still 4.0 FTE supporting this work, now in 90 schools.

SUPPORT OF STRATEGIC OBJECTIVES

Strategy Two – Connect to College, Career and Life Aspirations

Actions for High Quality Instruction for Engaged Learning

Provide learning opportunities that engage students in rigorous, flexible, original complex thinking.

Provide growth-producing feedback and learning supports that ensure students grow in and achieve the Jeffco 2020 competencies.

Strategy Three – Leadership Development for all Stakeholders

Actions for Professional Learning and Growth

Provide high quality professional learning aligned to students' needs in achieving Jeffco 2020 Vision.

Use evaluation processes to establish priorities for professional growth that impacts student learning.

Provide high quality professional learning that advances student use of technology as a tool for blended learning and effective communication.

Provide evidence-based impact of professional learning on practice that increases student learning.

Actions for Leadership Development and Collaboration

Provide leadership opportunities in the Jeffco 2020 work that supports educator leadership, shared leadership and school/district leadership.

Actions for Continuous Improvement

Improve the use of current continuous improvement strategies and tools in order to identify and expand proven practices that increases student achievement and post-secondary and workforce readiness.

Implement evidence-based impact models that identify successful practices that can be shared throughout the district.

BUDGET CHANGES FROM PRIOR YEAR

ADDITIONAL INFORMATION

Educator Effectiveness: <https://sites.google.com/a/jeffcoschools.us/educator-effectiveness/home>

Teacher Induction: <https://sites.google.com/a/jeffcoschools.us/jeffco-teacher-induction/?pli=1>

Resources: <https://sites.google.com/a/jeffcoschools.us/assessment-and-research-district-facing/accountability/ieg-resources>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|--------------------|--------------|------|----------------|-----------|
| DEPARTMENT | | Outdoor Labs | | | |
| DEPT ID | 59200 – Windy Peak | FTE | 8.71 | Adopted Budget | \$790,590 |
| DEPT ID | 59100 – Mt. Evans | FTE | 8.54 | Adopted Budget | \$745,591 |

RENEWAL REQUEST SUMMARY

Mt. Evans and Windy Peak comprise the Jefferson County Outdoor Education Laboratory Program. The outdoor lab programs provide unique experiential learning opportunities in science, leadership, and teamwork skills. The program serves approximately 6,000 sixth grade students and 600 high school students annually, divided equally between the two sites. It is currently one of the only programs that every student in Jefferson County has the opportunity to participate in. In addition to educational facilities, it also provides lodging, kitchens, dining hall, and maintenance facilities to support students and staff during their stay. Both campuses also maintain over 750 acres of mountainous terrain.

ACTIVITY DESCRIPTION

- Geology
- Hydrology
- Archery
- Physics
- Navigation
- Leadership and mentoring
- Biosphere
- Teamwork and Leadership
- Snow removal
- Medical
- Food Service

PERFORMANCE MEASURES

- Reduce the use of discretionary budget funds by 5% in the current budget year.

IMPROVEMENT & EFFICIENCIES

Outdoor Lab currently surveys all high school leaders on how the experience at the facility affects their success in Jefferson County using the 2020 core competencies

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower to Educate, Inspire to Learn
 Social, Emotional and Physical Wellness - The Outdoor Lab program supports overall student wellness with its coursework in sustainable practices at the individual, community, and environmental levels.
 High Quality Instruction for Engaged Learning & Leadership Development and Collaboration - the Outdoor Lab program provides teaching and leadership activities for high school students as well as experiential learning for sixth grade students; Adults provide mentoring and guidance to support self-directed student learning.
 Multiple Learning Pathways - the Outdoor Lab program provides a rich, unique, and diverse learning atmosphere that mirrors the complex marketplace that students must be successful and compete within.

BUDGET CHANGES FROM PRIOR YEAR

Both sites were granted a Board of Education one time budget increase of \$60,000 in order to fund a resource teacher.

ADDITIONAL INFORMATION

Documents in support of the Outdoor Lab Program:

For High School Leaders: https://issuu.com/standleylakewebpage/docs/issue_5.2

For sixth grade students & teachers: <https://docs.google.com/document/d/1tHKKuZLuFZvG4aGrE2J2WBh55kMkRppMbQQRIKyjgQ4/edit>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

This year the Board of Education approved a one-time budget increase of \$60,000.00 in order to fund a Resource Teacher. This position has turned out to be invaluable to the educational experience of the Jefferson County students. We believe this is imperative and plan on asking for this position to be funded on an ongoing basis moving forward. The amount of the planned asked with be \$77,700.00 (a \$60,000 salary plus the 30% for benefits).



Building Bright Futures



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Innovation and Effectiveness

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: Innovation and Effectiveness | | | | | | |
| Payroll | | | | | | |
| Chief Officer | 1.00 | 1.00 | 1.00 | \$128,926 | \$131,473 | \$141,750 |
| Executive Director | 1.00 | 1.00 | 1.00 | 62,329 | 119,632 | 122,975 |
| Director | 13.00 | 13.00 | 11.00 | 1,360,341 | 1,551,724 | 1,373,931 |
| Principal | - | 2.00 | - | - | 192,648 | - |
| Teacher | 2.00 | - | - | 61,171 | - | - |
| Substitute Teacher | - | - | - | 35,644 | 27,300 | 27,300 |
| Counselor | - | 2.00 | - | - | 76,466 | - |
| Coordinator - Licensed | - | - | - | 6,921 | - | - |
| Coordinator - Administrative | 1.00 | 1.00 | - | 62,936 | 86,949 | 75,143 |
| Resource Specialist | 1.00 | - | - | 2,191 | - | - |
| Resource Teachers | - | 1.00 | 1.00 | - | 54,700 | 57,435 |
| Peer Evaluator | 1.00 | 2.00 | - | 75,055 | 124,745 | 131,502 |
| Administrator | 0.50 | 0.30 | 0.30 | 66,110 | 14,072 | 14,776 |
| Administrative Assistant | 4.00 | 4.00 | 2.00 | 198,463 | 190,870 | 110,116 |
| School Secretary | - | 2.00 | - | - | 54,496 | - |
| Substitute Secretary | - | - | - | 221 | 2,000 | 2,000 |
| Secretary | 1.00 | 1.00 | 1.00 | 21,573 | 36,016 | 38,117 |
| Paraprofessional | 0.36 | 0.19 | 0.19 | 2,665 | 4,547 | 4,774 |
| Classified - Hourly | 0.30 | 0.16 | 0.16 | - | 3,807 | 3,997 |
| Additional Pay - Certificated | - | - | - | 8,118 | 69,735 | 30,500 |
| Additional Pay-Classified | - | - | - | 23,755 | 500 | 500 |
| Additional Pay-Administrative | - | - | - | 30,550 | 18,800 | 18,800 |
| Overtime - Classified | - | - | - | 22 | - | - |
| Payroll Total | 26.16 | 30.65 | 17.65 | 2,146,991 | 2,760,480 | 2,153,616 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 552,804 | 802,195 | 636,403 |
| Benefits Total | - | - | - | 552,804 | 802,195 | 636,403 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 34,970 | 39,065 | 45,065 |
| Employee Training & Conf | - | - | - | 36,506 | 35,300 | 36,300 |
| Meals/Refreshments | - | - | - | 654 | - | - |
| Student Admission/Entry Fees | - | - | - | 1,400 | - | - |
| Printing | - | - | - | 1,289 | 6,700 | 6,700 |
| Consultants | - | - | - | - | 2,500 | 2,500 |
| Contracted Services | - | - | - | 10,750 | 7,400 | 7,400 |
| Building Rental | - | - | - | 1,300 | 5,800 | 5,800 |
| Contract Maint/Eq Repair | - | - | - | - | 100 | 100 |
| Telephone/Pagers/Modems | - | - | - | 45 | 8,900 | 2,900 |
| Postage | - | - | - | 717 | 2,800 | 1,800 |
| Fees For Dist Membership | - | - | - | - | 2,500 | 2,500 |
| Purchased Services Total | - | - | - | 87,631 | 111,065 | 111,065 |
| Materials and Supplies | | | | | | |
| Contingency | - | - | - | - | 28,200 | 28,200 |
| Office Material/Supplies | - | - | - | 3,778 | 37,400 | 35,400 |
| Office Equipment - Under \$5K | - | - | - | 12,415 | 6,200 | 8,200 |
| Curriculum Dev/Staff Training | - | - | - | 11,165 | 1,000 | 1,000 |
| Instructional Material/Supply | - | - | - | - | 3,000 | 3,000 |
| Instructional Equip-Under \$5K | - | - | - | 2,611 | - | - |
| Copier Usage | - | - | - | 4,263 | 13,600 | 13,600 |
| Materials and Supplies Total | - | - | - | 34,232 | 89,400 | 89,400 |
| Capital | | | | | | |
| Total | 26.16 | 30.65 | 17.65 | \$2,821,658 | \$3,763,140 | \$2,990,484 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

School Effectiveness

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 91021 | | | | | | |
| Payroll | | | | | | |
| Chief Officer | 1.00 | 1.00 | 1.00 | \$128,926 | \$131,473 | \$141,750 |
| Director | 12.00 | 12.00 | 10.00 | 1,360,341 | 1,435,747 | 1,257,236 |
| Principal | - | 2.00 | - | - | 192,648 | - |
| Counselor | - | 2.00 | - | - | 76,466 | - |
| Administrator | 0.50 | 0.30 | 0.30 | 66,110 | 14,072 | 14,776 |
| Administrative Assistant | 4.00 | 4.00 | 2.00 | 198,463 | 190,870 | 110,116 |
| School Secretary | - | 2.00 | - | - | 54,496 | - |
| Substitute Secretary | - | - | - | 221 | 2,000 | 2,000 |
| Additional Pay - Certificated | - | - | - | - | 39,235 | - |
| Additional Pay-Administrative | - | - | - | 13,150 | 8,000 | 8,000 |
| Payroll Total | 17.50 | 23.30 | 13.30 | 1,767,211 | 2,145,007 | 1,533,878 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 453,052 | 624,065 | 453,051 |
| Benefits Total | - | - | - | 453,052 | 624,065 | 453,051 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 31,273 | 24,000 | 30,000 |
| Employee Training & Conf | - | - | - | 25,548 | 17,800 | 18,800 |
| Meals/Refreshments | - | - | - | 654 | - | - |
| Student Admission/Entry Fees | - | - | - | 1,400 | - | - |
| Printing | - | - | - | 1,181 | 500 | 500 |
| Contracted Services | - | - | - | 6,480 | - | - |
| Telephone/Pagers/Modems | - | - | - | 45 | 6,900 | 900 |
| Postage | - | - | - | 717 | 1,800 | 800 |
| Purchased Services Total | - | - | - | 67,298 | 51,000 | 51,000 |
| Materials and Supplies | | | | | | |
| Contingency | - | - | - | - | 28,200 | 28,200 |
| Office Material/Supplies | - | - | - | 2,425 | 9,000 | 7,000 |
| Office Equipment - Under \$5K | - | - | - | 8,309 | 5,000 | 7,000 |
| Instructional Equip-Under \$5K | - | - | - | 2,611 | - | - |
| Copier Usage | - | - | - | 3,997 | 5,700 | 5,700 |
| Materials and Supplies Total | - | - | - | 17,342 | 47,900 | 47,900 |
| Capital | | | | | | |
| Total | 17.50 | 23.30 | 13.30 | \$2,304,903 | \$2,867,972 | \$2,085,829 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Educator Effectiveness

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 84011 | | | | | | |
| Payroll | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$62,329 | \$119,632 | \$122,975 |
| Director | 1.00 | 1.00 | 1.00 | - | 115,977 | 116,695 |
| Teacher | 2.00 | - | - | 61,171 | - | - |
| Substitute Teacher | - | - | - | 35,644 | 27,300 | 27,300 |
| Coordinator - Licensed | - | - | - | 6,921 | - | - |
| Coordinator - Administrative | 1.00 | 1.00 | - | 62,936 | 86,949 | 75,143 |
| Resource Specialist | 1.00 | - | - | 2,191 | - | - |
| Resource Teachers | - | 1.00 | 1.00 | - | 54,700 | 57,435 |
| Peer Evaluator | 1.00 | 2.00 | - | 75,055 | 124,745 | 131,502 |
| Secretary | 1.00 | 1.00 | 1.00 | 21,573 | 36,016 | 38,117 |
| Paraprofessional | 0.36 | 0.19 | 0.19 | 2,665 | 4,547 | 4,774 |
| Classified - Hourly | 0.30 | 0.16 | 0.16 | - | 3,807 | 3,997 |
| Additional Pay - Certificated | - | - | - | 8,118 | 30,500 | 30,500 |
| Additional Pay-Classified | - | - | - | 23,755 | 500 | 500 |
| Additional Pay-Administrative | - | - | - | 17,400 | 10,800 | 10,800 |
| Overtime - Classified | - | - | - | 22 | - | - |
| Payroll Total | 8.66 | 7.35 | 4.35 | 379,780 | 615,473 | 619,738 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 99,752 | 178,130 | 183,352 |
| Benefits Total | - | - | - | 99,752 | 178,130 | 183,352 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 3,697 | 15,065 | 15,065 |
| Employee Training & Conf | - | - | - | 10,958 | 17,500 | 17,500 |
| Printing | - | - | - | 108 | 6,200 | 6,200 |
| Consultants | - | - | - | - | 2,500 | 2,500 |
| Contracted Services | - | - | - | 4,270 | 7,400 | 7,400 |
| Building Rental | - | - | - | 1,300 | 5,800 | 5,800 |
| Contract Maint/Eq Repair | - | - | - | - | 100 | 100 |
| Telephone/Pagers/Modems | - | - | - | - | 2,000 | 2,000 |
| Postage | - | - | - | - | 1,000 | 1,000 |
| Fees For Dist Membership | - | - | - | - | 2,500 | 2,500 |
| Purchased Services Total | - | - | - | 20,333 | 60,065 | 60,065 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 1,353 | 28,400 | 28,400 |
| Office Equipment - Under \$5K | - | - | - | 4,106 | 1,200 | 1,200 |
| Curriculum Dev/Staff Training | - | - | - | 11,165 | 1,000 | 1,000 |
| Instructional Material/Supply | - | - | - | - | 3,000 | 3,000 |
| Copier Usage | - | - | - | 266 | 7,900 | 7,900 |
| Materials and Supplies Total | - | - | - | 16,890 | 41,500 | 41,500 |
| Capital | | | | | | |
| Total | 8.66 | 7.35 | 4.35 | \$516,755 | \$895,168 | \$904,655 |



Building Bright Futures



Security and Emergency Management

Divisions within the General Fund participated in Budgeting for Outcomes, a process where departments evaluated their programs and services to assure alignment with district goals. Detailed information that follows includes:

- Department Renewal Summary
- Activity Description
- Performance Measures
- Improvement & Efficiencies
- Support of Strategic Objectives
- Budget Changes from prior year

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|----------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Instructional Support | | | | | | |
| Payroll | 1.00 | 1.00 | 1.00 | 3,998 | 114,350 | - |
| Non-Payroll | - | - | - | - | 81,700 | 81,700 |
| Operations and Maintenance | | | | | | |
| Payroll | 33.00 | 46.00 | 47.00 | \$2,389,542 | \$3,054,210 | \$3,185,321 |
| Non-Payroll | - | - | - | 380,664 | 171,576 | 136,576 |
| Total | 34.00 | 47.00 | 48.00 | \$2,774,204 | \$3,421,836 | \$3,403,597 |

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|---------------------------------|----|----------------|-------------|
| DEPARTMENT | | Security & Emergency Management | | | |
| DEPT ID | 94640 | FTE | 45 | Adopted Budget | \$3,512,897 |

RENEWAL REQUEST SUMMARY

The Security and Emergency Management Department has experienced a significant and unprecedented increase in workload over the past five years. An increase in threats, and support needed for schools is noted in more than 45,417 calls to our emergency dispatch center during the 2015-2016 school year as well as 100% increase in threat assessments in the past year and a half. The increase has become a serious challenge for a small department with limited staffing that operates 24 hours a day, 7 days a week, 365 days a year.

The approved budget for 2016 included an increase of 9 FTE in the Security and Emergency Management Department last year above the 2015 approved budget year. We request that the increase continue for 2016-2017

ACTIVITY DESCRIPTION

- 24/7/365 Patrol Group
- 24/7/365 Dispatch Group
- Emergency Management and Crisis Response
- 300 Emergency Drills conducted annually
- Office of Threat Assessment
- Campus Supervisor Management Program
- Safe2Tell Training
- School Board Security
- Fire and Hazmat response
- Child Abduction Response Team
- No Trespass Concerns
- School Evacuations
- Missing/Lost students
- County Incident Management Team
- Emergency Planning for 155 schools
- Dignitary Visit Coordination and Security
- Suspicious Activity
- Threat Management and Response
- Hate Crime/Bullying Investigation/Response
- Dignitary Visit Protection and Security
- Lockout/Lockdown

PERFORMANCE MEASURES

Our performance measure will be a significant decrease in the amount of time to respond to a school crisis or emergent issue. The length of time between a school making a call or radioing for help to security dispatch is the single most important measurable.

IMPROVEMENT & EFFICIENCIES

Reducing the current response times for a security response time to a school following a call for assistance is expected with the increase.

MEASURABLE GOALS: Reduction in response time

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One- Empower to Educate, Inspire to learn

Strategy Three-Develop leadership to all stakeholders

Department of Security and Emergency Management provide resources and support that enhance the social, emotional and physical wellness of the Jeffco student and staff population. Students that feel safe in school have a higher quality of education with higher test scores and better graduation rates according to the CU study and prevention of violence. The Department of Security and Emergency Management supports resilience among students through the threat assessment process, training on life safety strategies during emergency events and works collaboratively with a team of School Resource Officers that promote early intervention and restorative justice practices instead of arrest and summons when possible; supporting a positive and safe learning environment.

BUDGET CHANGES FROM PRIOR YEAR

ADDITIONAL INFORMATION

| | |
|-----------------------------------|---|
| Safe2Tell statistics | Calls to the Security Dispatch Center for support |
| 2015-2016 School year 753 Reports | 2015-2016 45,417 |
| 2014-2015 School year 688 Reports | 2014-2015 42,000 |
| Threat assessment statistics | Crimes of Violence and Sexual Offenses |
| 2015-2016 School year 438 | 2015-2016 School Year 71 |
| 2014-2015 School year 277 | 2014-2015 School Year 55 |

<http://www.jeffcopublicschools.org/security/>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

Replacement (CAD System) Computer Aided Dispatch Center for **\$70,000** that will replace an obsolete system that is more than a decade old. The new system will provide the district with connectivity with local fire departments, law enforcement and emergency management and provide timely information for our security and emergency management team. A reduction in response time with first responders to schools will occur with this system

Transfer Dawn Buringa from the Office of Student Effectiveness (Discipline and Charter Schools) to the Security and Emergency Management Office where she will support the District Threat Assessment Process. **\$57,000**

Request Patrol Officer salary increase, moving the position from an R22 to an R23 (Projected amount of **\$58,000**)

Request Lead/Sgt of Patrol increase, moving the position from an R23 to an R24 (Projected amount of **\$3,000**)

Request the Campus Supervisor Lead Position program (Projected amount request for the budget office to provide assistance with this \$ number.

Requested amount **without** Campus Supervisor Lead cost included pending a more detailed numbers \$188,000



Building Bright Futures



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Security and Emergency Management

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: Security and Emergency Management | | | | | | |
| Payroll | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$125,444 | \$130,069 | \$133,051 |
| Director | 1.00 | - | - | 107,481 | - | - |
| Manager | 5.00 | 4.00 | 4.00 | 365,322 | 305,194 | 331,528 |
| Coordinator - Classified | 2.00 | 2.00 | 2.00 | 62,874 | 93,545 | 104,098 |
| Coordinator - Administrative | 2.00 | 2.00 | 2.00 | 123,961 | 164,177 | 82,859 |
| Specialist - Classified | 1.00 | - | - | 39,358 | - | - |
| Administrative Assistant | - | - | 1.00 | - | 15,856 | 55,058 |
| Secretary | 1.00 | 1.00 | 1.00 | 55,145 | 58,466 | 58,926 |
| Campus Supervisor. | 1.00 | 8.00 | 8.00 | 20,494 | 234,569 | 254,825 |
| Security Officer | 11.00 | 19.00 | 19.00 | 457,669 | 888,884 | 870,351 |
| Alarm Monitor | 9.00 | 10.00 | 10.00 | 371,567 | 455,785 | 460,993 |
| Additional Pay - Certificated | - | - | - | 5,625 | - | - |
| Additional Pay-Classified | - | - | - | 26,841 | 32,000 | 32,000 |
| Additional Pay-Administrative | - | - | - | 24,743 | 15,000 | 15,000 |
| Overtime - Classified | - | - | - | 67,866 | 60,000 | 60,000 |
| Payroll Total | 34.00 | 47.00 | 48.00 | 1,854,390 | 2,453,545 | 2,458,689 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 539,150 | 715,015 | 726,632 |
| Benefits Total | - | - | - | 539,150 | 715,015 | 726,632 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 3,091 | 2,400 | 2,400 |
| Employee Training & Conf | - | - | - | 4,560 | 10,000 | 10,000 |
| Meals/Refreshments | - | - | - | 507 | 1,000 | 1,000 |
| Printing | - | - | - | 2,144 | 5,000 | 5,000 |
| Contracted Services | - | - | - | 127,902 | 86,000 | 51,000 |
| Fleet Maintenance. | - | - | - | 1,128 | - | - |
| Contract Maint/Eq Repair | - | - | - | - | 100 | 100 |
| Telephone/Pagers/Modems | - | - | - | 7,030 | 12,000 | 12,000 |
| Postage | - | - | - | 76 | 100 | 100 |
| Permits/Licenses/Fees | - | - | - | 748 | 6,000 | 6,000 |
| Risk Management Charges | - | - | - | - | 1,000 | 1,000 |
| Purchased Services Total | - | - | - | 147,186 | 123,600 | 88,600 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 109,286 | 62,676 | 62,676 |
| Office Equipment - Under \$5K | - | - | - | - | 1,000 | 1,000 |
| Instructional Material/Supply | - | - | - | - | 55,000 | 55,000 |
| Copier Usage | - | - | - | 4,730 | 1,000 | 1,000 |
| Uniforms | - | - | - | 19,045 | 9,000 | 9,000 |
| Miscellaneous Expense | - | - | - | 326 | - | - |
| Materials and Supplies Total | - | - | - | 133,387 | 128,676 | 128,676 |
| Capital | | | | | | |
| Capital and Trasfer Accountss | - | - | - | 100,091 | 1,000 | 1,000 |
| Capital Total | - | - | - | 100,091 | 1,000 | 1,000 |
| Total | 34.00 | 47.00 | 48.00 | \$2,774,204 | \$3,421,836 | \$3,403,597 |



Building Bright Futures



Student Success

Divisions within the General Fund participated in Budgeting for Outcomes, a process where departments evaluated their programs and services to assure alignment with district goals. Detailed information that follows includes:

- Department Renewal Summary
- Activity Description
- Performance Measures
- Improvement & Efficiencies
- Support of Strategic Objectives
- Budget Changes from prior year

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| General Instruction | | | | | | |
| Payroll | - | - | - | \$178,140 | - | - |
| Non-Payroll | - | - | - | \$185,173 | \$139,800 | \$139,800 |
| Instructional Support | | | | | | |
| Payroll | 289.91 | 298.63 | 296.63 | 22,723,436 | 24,833,047 | 24,947,218 |
| Non-Payroll | - | - | - | 1,624,628 | 338,183 | 338,183 |
| Operations and Maintenance | | | | | | |
| Payroll | - | - | - | 34,740 | - | - |
| School Administration | | | | | | |
| Payroll | 7.75 | 7.75 | 7.75 | 702,246 | 644,282 | 666,056 |
| Non-Payroll | - | - | - | 12,106 | 13,200 | 13,200 |
| Special Ed Instruction | | | | | | |
| Payroll | 765.48 | 780.47 | 780.30 | 44,295,037 | 49,952,239 | 51,065,016 |
| Non-Payroll | - | - | - | 7,359,139 | 7,031,400 | 7,031,400 |
| Total | 1,063.14 | 1,086.85 | 1,084.68 | \$77,114,645 | \$82,952,151 | \$84,200,873 |

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|-----------------|-------|----------------|-------------|
| DEPARTMENT | | Fletcher Miller | | | |
| DEPT ID | 54000 | FTE | 74.16 | Adopted Budget | \$4,121,732 |

RENEWAL REQUEST SUMMARY

The mission of Fletcher Miller School is to provide interactive and interdisciplinary approaches to academics while meeting individual student needs in the areas of medical, physical, social/emotional, and communication supports in order to successfully transition each student in special education to his/her least restrictive environment.

ACTIVITY DESCRIPTION

Fletcher Miller School is overseen by a director of special education and delivers instruction to meet the needs of students on Individual education plan's (IEP's). Some such activities engaged at the Miller school include:

Early Childhood Special Education Services - A continuum of preschool programming is provided to meet the needs of children ages 3 and 4. Children identified with special needs can receive special education and related services at 44 district preschool sites in an integrated service delivery model. For children who need more intensive services in a smaller classroom setting, there are a number of classrooms available across the district. Children who require multiple supports, including medical needs, may receive services in preschool classrooms at [Miller Special school](#).

Significant Supports Needs - These programs offer special education and related services for students with severe developmental delays in multiple areas, such as cognitive, speech/language, and motor delays. Instruction focuses on the individual educational needs of the student guided by Expanded Benchmarks and Access skills as a foundation to the students' IEP goals and objectives. These programs are geographically located within neighborhood schools throughout the district. Miller may take on students with multiple disabilities that are more severe in nature.

Lighthouse Program - The Lighthouse Program, located at [Fletcher Miller School](#), is designed for secondary students with severe developmental delays and significant behavioral problems.

PERFORMANCE MEASURES

In addition to supporting Jeffco's Strategic Plan and District Unified Improvement plan measures, Fletcher Miller Special School/Department will support students in performance measures that include:

- Every school and the district will have an engaging climate and culture that:
- Ensures a safe, caring and engaging environment for students, staff and families
 - Values the diversity of all students, staff and families.
 - Supports the social, emotional and physical wellness for students and staff
 - Encourages family and community engagement to support, enhance and maximize learning
 - Provides opportunities to develop Civic and Global Engagement within and outside of the school setting

- With the expectation that:
- Every student will develop life skills and a continuous learning mindset to succeed in post-secondary aspirations (Self-direction & Personal Responsibility competency)
 - Every student will be a responsible and engaged member of the community (Civic & Global Engagement competency)

- Every school and the district will ensure that every student has the opportunity to work towards being connected to career, college and/or life aspirations through systems and practices that:
- Provide effective teaching and measurement of rigorous student learning expectations
 - Provide access to and opportunity for multiple learning pathways aligned to student needs and interests
 - Ensure the development of academic confidence through Self-direction and Personal Responsibility skills
 - Use relevant measures to track progress and communicate meaningful results to students and families
 - Address opportunity and achievement gaps through an integrated system of support that ensures equity in meeting all students needs

With the expectation that:

- Every student will demonstrate a year or more of growth on their way to mastery of Colorado Academic Standards (Content Mastery competency)
- Every student will be able to apply and transfer learning across disciplines and real world contexts (Critical Thinking & Creativity competency)
- Every student will have the opportunity and expectation to demonstrate leadership attributes (Civic & Global Engagement competency)

IMPROVEMENT & EFFICIENCIES

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower to Educate, Inspire to Learn

Actions for Social, Emotional and Physical Wellness

- Prioritize and develop resources and support for social, emotional and physical wellness to promote whole child development.
- Utilize resources/support to implement strategies/tools that support whole child development for the purpose of empowering students through active engagement, leadership and academic excellence.
- Collaborate with families and community to provide opportunities to build student resilience through social, emotional and academic challenges.

Actions for Family & Community Engagement

- Establish feedback mechanisms for families and other stakeholders for two-way communication about performance on student learning outcomes and whole child development.
- Use feedback mechanisms to optimize two-way communication about student progress and recommendations for next steps in learning.
- Develop partnerships with community groups and businesses to enhance student learning experiences.
- Develop opportunities for students to be actively engaged in the community/world to participate and/or learn firsthand.
- Develop community/business participation in classrooms for authentic, relevant real-world engagement for students.

Connect to College, Career and Life Aspirations

Actions for Student Learning Expectations

- Expand District Curriculum to enhance integration/emphasis on Jeffco 2020 competencies.
- Develop and implement learning progressions from Pre-K to 12th for Jeffco 2020 competencies.
- Implement prioritized learning targets for competencies that benefit all students to master.
- Provide success criteria for student ownership of learning (goal setting, body of evidence, self-monitoring, self-reflection).

Actions for High Quality Instruction for Engaged Learning

- Retain and hire high quality educators who are effective in teaching mastery of content and competencies; with diverse backgrounds and experiences.
- Provide learning opportunities that engage students in rigorous, flexible, original complex thinking.
- Provide growth-producing feedback and learning supports that ensure students grow in and achieve the Jeffco 2020 competencies.
- Utilize high quality standards-based teaching and learning strategies/tools that result in evidence-based impact on student learning.

Actions for Balanced Assessment Practices

- Utilize balanced assessment data to track student growth and achievement.
- Provide all stakeholders with useful data on student growth, achievement and post-secondary and workforce readiness.
- Provide performance assessments and alternative measures to assess student learning of the Jeffco 2020 Competencies.

Actions for **Multiple Learning Pathways**

- Provide multiple pathways of learning to ensure that all students have equity in access to, opportunity for and expectation of the Jeffco 2020 Vision.
- Provide multiple pathways of learning in order to meet all students' needs and aspirations.
- Provide learning opportunities to all students that ensure authentic, relevant real-world engagement.

Leadership Development for all Stakeholders

Actions for **Professional Learning and Growth**

- Provide high quality professional learning aligned to students' needs in achieving Jeffco 2020 Vision.
- Use evaluation processes to establish priorities for professional growth that impacts student learning.
- Provide high quality professional learning that advances student use of technology as a tool for blended learning and effective communication.
- Provide evidence-based impact of professional learning on practice that increases student learning.

Actions for **Leadership Development and Collaboration**

- Provide leadership opportunities in the Jeffco 2020 work that supports educator leadership, shared leadership and school/district leadership.
- Utilize shared leadership opportunities with families and community to advance student learning of the Jeffco 2020 competencies.
- Provide learning opportunities for all students to development leadership skills through implementation of the Jeffco 2020 competencies.

Actions for **Continuous Improvement**

- Provide clear meaningful expectations for students, educators, leaders, schools and district staff for the Jeffco 2020 Vision.
- Improve the use of current continuous improvement strategies and tools in order to identify and expand proven practices that increase student achievement and post-secondary and workforce readiness.
- Implement evidence-based impact models that identify successful practices that can be shared throughout the district.

BUDGET CHANGES FROM PRIOR YEAR

ADDITIONAL INFORMATION

http://www.jeffcopublicschools.org/schools/profiles/?school_id=139

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



| | | | | | |
|-------------------|-------|------------------------------|-----|----------------|-----------|
| DEPARTMENT | | Chief Student Success Office | | | |
| DEPT ID | 84006 | FTE | 2.0 | Adopted Budget | \$238,494 |

RENEWAL REQUEST SUMMARY

The Division of Student Success provides a wide variety of services to students, teachers and parents that help to prepare all Jeffco students for a successful future, including those with special learning needs.

The Chief Student Success Office is responsible for coordinating the efforts of Special Education, Health Services, Homebound Services, Gifted and Talented, Student Engagement, Student Services, and Healthy Schools.

ACTIVITY DESCRIPTION

The Student Success Department administers and is responsible for supporting all Jefferson County Schools in providing academic, health, and social emotional supports for students. This department coordinates district initiatives and efforts under the direction of the Superintendent. In collaboration with the School Innovation and Effectiveness Team (SIET) and Education Research and Design (ERD) the Chief of Student Success administers the direction of the special education, gifted & talented, and other related service programs across the district.

PERFORMANCE MEASURES

- In addition to supporting Jeffco's Strategic Plan and District Unified Improvement Plan measures, Student Success Division performance measures include:
- Individual Career and Academic Plan completion rates through Student Services
 - Suicide Risk Assessment and Threat Management reports through Student Services
 - State reporting metrics as required by CDE for Special Education
 - Individual grant reporting requirements within Student Engagement
 - Acuity tracking within Health Services
 - Dropout/re-engagement rates through Student Engagement
 - Participation rates in Healthy Schools programming

IMPROVEMENT & EFFICIENCIES

This is a new Division this year so no baseline data has been established from which to set goals.

SUPPORT OF STRATEGIC OBJECTIVES

The work of the Student Success Division is directly aligned to key elements of the Jeffco 2020 Vision as it was adopted into the Board of Education Ends policies as defined below.

Strategy One: Empower to Educate, Inspire to Learn

- Actions for **Social, Emotional and Physical Wellness**
- Prioritize and develop resources and support for social, emotional and physical wellness to promote whole child development.
 - Utilize resources/support to implement strategies/tools that support whole child development for the purpose of empowering students through active engagement, leadership and academic excellence.
 - Collaborate with families and community to provide opportunities to build student resilience through social, emotional and academic challenges.

Actions for **Family & Community Engagement**

- Establish feedback mechanisms for families and other stakeholders for two-way communication about performance on student learning outcomes and whole child development.
- Use feedback mechanisms to optimize two-way communication about student progress and recommendations for next steps in learning.
- Develop partnerships with community groups and businesses to enhance student learning experiences.
- Develop opportunities for students to be actively engaged in the community/world to participate and/or learn firsthand.
- Develop community/business participation in classrooms for authentic, relevant real-world engagement for students.

Strategy Two: Connect to College, Career and Life Aspirations

Actions for **Student Learning Expectations**

- Expand District Curriculum to enhance integration/emphasis on Jeffco 2020 competencies.
- Develop and implement learning progressions from PreK to 12th for Jeffco 2020 competencies.
- Implement prioritized learning targets for competencies that benefit all students to master.
- Provide success criteria for student ownership of learning (goal setting, body of evidence, self-monitoring, self-reflection).

Actions for **High Quality Instruction for Engaged Learning**

- Retain and hire high quality educators who are effective in teaching mastery of content and competencies; with diverse backgrounds and experiences.
- Provide learning opportunities that engage students in rigorous, flexible, original complex thinking.
- Provide growth-producing feedback and learning supports that ensure students grow in and achieve the Jeffco 2020 competencies.
- Utilize high quality standards-based teaching and learning strategies/tools that result in evidence-based impact on student learning.

Actions for **Balanced Assessment Practices**

- Utilize balanced assessment data to track student growth and achievement.
- Provide all stakeholders with useful data on student growth, achievement and post-secondary and workforce readiness.
- Provide performance assessments and alternative measures to assess student learning of the Jeffco 2020 Competencies.

Actions for **Multiple Learning Pathways**

- Provide multiple pathways of learning to ensure that all students have equity in access to, opportunity for and expectation of the Jeffco 2020 Vision.
- Provide multiple pathways of learning in order to meet all students' needs and aspirations.
- Provide learning opportunities to all students that ensure authentic, relevant real-world engagement.

Strategy Three: Leadership Development for all Stakeholders

Actions for **Professional Learning and Growth**

- Provide high quality professional learning aligned to students' needs in achieving Jeffco 2020 Vision.
- Use evaluation processes to establish priorities for professional growth that impacts student learning.
- Provide high quality professional learning that advances student use of technology as a tool for blended learning and effective communication.
- Provide evidence-based impact of professional learning on practice that increases student learning.

Actions for **Leadership Development and Collaboration**

- Provide leadership opportunities in the Jeffco 2020 work that supports educator leadership, shared leadership and school/district leadership.
- Utilize shared leadership opportunities with families and community to advance student learning of the Jeffco 2020 competencies.
- Provide learning opportunities for all students to development leadership skills through implementation of the Jeffco 2020 competencies.

Actions for **Continuous Improvement**

- Provide clear meaningful expectations for students, educators, leaders, schools and district staff for the Jeffco 2020 Vision.
- Improve the use of current continuous improvement strategies and tools in order to identify and expand proven practices that increase student achievement and post-secondary and workforce readiness.

- Implement evidence-based impact models that identify successful practices that can be shared throughout the district.

BUDGET CHANGES FROM PRIOR YEAR

This is a new Division established for the 2016-2017 school year. Prior budgets for each department have been combined in creating the new structure.

The establishment of the Division has required 2 FTE; The CSSO and one Executive Assistant.

Please see individual department reports for year to year change details.

ADDITIONAL INFORMATION

http://www.jeffcopublicschools.org/departments/profiles/?department_id=180

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|---------------------|------|----------------|-------------|
| DEPARTMENT | | Gifted and Talented | | | |
| DEPT ID | 84008 | FTE | 14.0 | Adopted Budget | \$1,152,364 |

RENEWAL REQUEST SUMMARY

The Division of Student Success provides a wide variety of services to students, teachers and parents that help to prepare all Jeffco students for a successful future, including those with special learning needs.

Gifted and Talented Education: The Gifted and Talented department facilitates the identification, programming and progress monitoring of the academic and social /emotional needs of gifted learners. Once identified, student are served either at their local school on an Advanced Learning Plan or through a Gifted and Talented Center Program. Teachers in Center Programs must hold, or be working toward, a gifted and talented endorsement or a master's degree in gifted education.

ACTIVITY DESCRIPTION

- Identification of Gifted Learners as per CDE guidelines: through a variety of processes, including:
 - Universal Screening of all 2nd grade students using the Cognitive Abilities Test (CogAT-7)
 - Testing for GT Center Placement
 - Identification at other grade levels using a Body of Evidence (including cognitive, behavioral & achievement)
- Programming for identified gifted learners, including:
 - Developing an Advanced Learning Plan (ALP) as per CDE guidelines, in Jeffco School Online Assessment Reporting System (SOARS) for Elementary and Naviance for Secondary
 - Accelerated curriculum at 16 GT Center Schools
 - Working with all school staff (via our Resource Teachers and Counselors) to provide intervention strategies for student success
- Professional Development via a variety of means, including:
 - Center Teacher and Building Liaison PD
 - Site-based and Central PD for all staff
 - Online coursework, which may be used toward CDE GT Endorsement
 - Various Parent Seminars and Information Nights
 -

PERFORMANCE MEASURES

In addition to supporting Jeffco's Strategic Plan and District Unified Improvement Plan measures, Gifted and Talented Department performance measures include:

- Implementation of all new CDE Academic Identification areas (Math, Reading, Writing, Science, Social Studies, General Intellectual Ability) as indicated above, and the following Talent Areas: Creativity, Leadership. Over the next 3 years, we will begin implementing the remaining talent areas (Music, Visual Art, Drama, Dance, Psychomotor).
- Improved ALP process (as indicated above) with greater compliance to CDE guidelines
- Establish consistent programming expectations for Center and Neighborhood schools for meeting the needs and achieving meaningful growth for GT students

IMPROVEMENT & EFFICIENCIES

- EXPLANATION:**
- This year we are piloting an online universal screener for 6 schools. If this pilot is successful, we would expand to at least 30 schools in 2017-18 and district-wide in 2018-19. We currently spend about \$25,000 (rough estimate) in personnel and fee costs scanning the paper/pencil version. This could lead to significant cost savings and increased efficiency.
 - We are planning on moving all of our identification assessments, including alternate cognitive assessments and other measures, into SOARS. This will make for increased efficiencies in the identification process and will foster team review procedures and portability requirements, both in compliance with CDE guidelines.
- MEASURABLE GOALS:**
- We will begin to comply with all CDE Identification guidelines, which were released this past spring. This will include compliance with Body of Evidence requirements, implementing a normed behavioral scale (SIGS), gradual addition of

Talent area identification (Creativity, Music, Visual Art, Drama, Dance, Psychomotor) and reclassifying identified students as per the new CDE GT strength area categories.

- We will begin bringing our ALPs into compliance in several areas this year, including the addition of Affective Goals, increased collaboration among stakeholders and implementation of standards-aligned measurable goals in all strength areas.
- We will be submitting a required Comprehensive Program Plan in October and undergoing our Colorado Gifted Education Review (CGER) from CDE in Jan 2017. We will be receiving feedback and guidance on additional growth areas, with which we will need to comply.
-

SUPPORT OF STRATEGIC OBJECTIVES

Jeffco 2020 Vision & Strategic Plan:

- Strategy 1: We will meaningfully include Affective (Social-emotional) goals to our ALPs, as noted above, and foster parent, student and teacher collaboration of both Academic and Affective goals and strategies to build holistic student resilience and achievement.
- Strategy 2: We will clarify GT best practices and expectations at our GT Center Schools to ensure quality instruction. We will also use a range of balanced measures to better identify and monitor the academic progress and social-emotional development of GT learners.
- Strategy 3: We will continue to provide quality professional development for our staff, and adjust to meet the new CDE GT Endorsement guidelines in order to build our capacity to better serve gifted learners. We will also strengthen our system for identifying and serving gifted leadership students.
-

BUDGET CHANGES FROM PRIOR YEAR

ADDITIONAL INFORMATION

CDE Guidelines:

- Identification: <http://www.cde.state.co.us/gt/giftedidentification>
- ALPs: <http://www.cde.state.co.us/gt/alpguidance>
- CGER: <http://www.cde.state.co.us/gt/cger>
- GT Endorsement: <http://www.cde.state.co.us/gt/endorsements>
- GT Grants: <http://www.cde.state.co.us/gt/grantsprojects>

We received \$40K less from the CDE Universal Screener & Qualified Personnel grant than we did in 2015-16. Though we should be able to absorb this shortfall, this could have an impact on our ability to identify students as per CDE guidelines in the future.

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|------------------|-------|----------------|-------------|
| DEPARTMENT | | SPED - Preschool | | | |
| DEPT ID | 85015 | FTE | 63.65 | Adopted Budget | \$5,719,846 |

RENEWAL REQUEST SUMMARY

The Division of Student Success provides a wide variety of services to students, teachers and parents that help to prepare all Jeffco students for a successful future, including those with special learning needs.

Special Education: If a student is determined eligible for Special Education services, then an Individual Educational Program (IEP) is developed which addresses the student's educational needs. The Individuals with Disabilities Education Act (IDEA) requires that disabled students be educated with nondisabled peers to the maximum extent possible in the least restrictive environment.

ACTIVITY DESCRIPTION

Standards-Aligned IEPs

- Provide IEP file reviews across all schools to meet CDE annual reporting requirements
- Provide professional learning for special education teachers and staff on writing high quality and compliant standards-aligned IEPs for all students with disabilities
- Submit data to CDE

Tier 3 - Center Based Programming (ASD / SSN combined) - Columbine Hills, Fitzmorris, Irwin, and Parr

Autism Spectrum Disorder (ASD)

- To achieve the Jeffco District goal for all centers that serve students with autism be recognized as a CDE Quality Autism Programs by 2020.
- Provide explicit social skills instruction, visual schedules and functional communication instruction in order to create opportunities for meaningful inclusion and increase independence. (3 non-negotiables)
- Provide high quality professional learning, coaching and materials to ensure the delivery of evidence-based interventions to support students with ASD.
- Conduct regular observations for review, consultation, and evaluation of programs.
- Provide high quality professional learning for para-educators who serve students with ASD.
- Provide a continuum of supportive services for students with ASD PreK-21 years of age.

Significant Support Needs (SSN)

- Provide explicit social skills and adaptive skills programming, rigorous standards-based instruction, and functional communication instruction in order to create opportunities for meaningful inclusion and increase independence. (3 non-negotiables)
- Provide high quality professional learning, coaching and materials to ensure the delivery of evidence-based interventions to support students with SSN.
- Conduct regular observations for review, consultation, and evaluation of programs.
- Provide high quality professional learning for certified staff and para-educators who serve students with SSN.
- Provide a continuum of services for students with SSN PreK-21 years of age.

Integrated Programming

- 44 Integrated Full Service Preschool Sites
- Approximately 600 preschool aged children identified for special education services
- Work with all 4 Child Find teams
- Continuum of services

Mental Health (SPED)

- Provide mental health assessments (including FBA/BIPs) and services to students with disabilities, 0-21
- Support crisis assessments and services for all students
- Collaborate with inside and outside providers/agencies to meet the mental health needs of all students

Early Childhood Instructional Coaches (2 Early Childhood Sped (ECSE) TOSAs)

- Assist staff with the development of instructional, emotional-behavioral and social skills practices with students that receive special education services in a variety of school settings.
- Assist staff in developing, implementing and maintaining IDEA and district standards and policies.

Behavior Analysts

- Observe classroom environment, and students staff interactions and collaborate with school team about data collection

systems, analyzing data, progress monitoring development

- Assist school teams with FBA and BIP development, development of reinforcement systems, identifying student needs during transitions and fade planning
- Provide school teams with training on behavior protocols and teaching replacement behaviors.

Deaf and Hard of Hearing (DHH) - Vivian Preschool

- Provide assessments, consultation and direct services to students who are deaf or hard of hearing
- Provide audiological assessments for all students and liaison with community agencies
- Provide notetaker and interpreter services for students who are DHH in classrooms
- Provide interpreter services for parents at IEPs, student and school events

Extended School Year (ESY)

- Provide professional learning opportunities for all special education staff in how to assess, collect data and document the need for ESY services
- Provide administrative oversight to conduct a 5-week ESY program, including building space and maintenance, hiring of staff, training of teachers, personnel adjustments (substitutes, leave requests, complaints, observations, grievances, attendance), discipline, safety/threat/suicide assessment/planning, lesson planning, safety planning, supplies and equipment
- Hire, monitor and support special education teachers, para-educators, interpreters, notetakers, SLPs, OT's, PT's, mental health providers, teachers of the blind and visually impaired, teachers of the deaf and hard of hearing, nurses, and/or any other professional who is indicated in the IEP

Assistive Technology Team

- The Assistive Technology Team provides consultation services to students with disabilities who may need assistive technology to receive reasonable benefit from their education
- The team may provide technology such as equipment, or product systems (software) that is used to increase, maintain, or improve functional capabilities of a student with disabilities which may interfere with communication, learning, social relationships, mobility, access to curriculum, and active participation in the educational environment. Examples could include specialized pencil grips, and paper, audiobooks, and speech generating apps

Homebound or Placed Out of District (POOD)

- Support educational services for students with disabilities who are unable to attend a District school for a variety of reasons, including health, social/emotional/behavioral and safety concerns within a separate facility school
- Collaborate with District schools, community agencies, parents and students to assist with connections to comprehensive educational services

PERFORMANCE MEASURES

Tier 3 Programming

- Increase the achievement of students in Tier 3 center programs
- Utilize TS Gold and progress monitoring data

Integrated Programming

- Increase the number of students meeting IEP goals
- Utilize TS Gold and progress monitoring data

Mental Health (SPED)

- Reduce suspensions for students with disabilities
- Increase percentage of FBAs/BIPs for students with SED to 80%

Standards-Aligned IEPs

- Increase percentage of compliant IEPs that are standards-aligned

Extended School Year (ESY)

- 90% of ESY students are identified and placed for ESY by May 15
- 90% of ESY staff are hired and placed by June 1

Significant Support Needs (SSN)Centers

- Increase the achievement of students in SSN center programs

Assistive Technology Team

- Increase the number of students served by 15%

Alternate State Assessment Support

- Increase appropriate development and implementation of instructional, district and state accommodations through the IEP process through professional learning opportunities

IMPROVEMENT & EFFICIENCIES

The Special Education Department has provided 2 professionals to partner with Achievement Directors, Preschool Directors

and Early Childhood Special Educators to align the work of special education with general education. These collaborative partnerships are strengthened with regular contact and communication. After aligning the goals from the Jeffco 2020, the West Ed report, and the strategic planning work of the special education department, we have identified three prioritized improvement targets to include: 1) Create aligned center programs; 2) Increase inclusive options for all students; and 3) Enhance culture, partnerships and communication.

Tier 3 - Center Based Programming (ASD / SSN combined) - Columbine Hills, Fitzmorris, Irwin, and Parr

- Identify 3 non-negotiables for programs and provide professional learning
- Develop a Director and Early Childhood Special Education training on best practices for SSN centers
- Host SSN center teacher focus group to gather feedback from teachers.

Autism Spectrum Disorder (ASD)

- The ASD (Autism Spectrum Disorder) Strategic Plan Committee's focus is on developing the existing centers serving students with autism into model Colorado Department of Education Quality Programs.
- ASD Teacher Cohorts are designed to support Center based teachers with collegial conversations and job alike opportunities.
- ASD Center teacher focus group is designed to provide feedback from teachers
- Collaborate with building staff to deliver comprehensive ASD programming to improve outcomes for students.

Placed Out of District (POOD)

- Develop a streamlined process for students being placed in out of district programming/homebound and are transitioning back to Jeffco schools
- Increase the number of students returning from out of district/homebound placement through close collaboration with facility schools

Mental Health (SPED)

- A mental health advisory team will provide focus group information to develop improved approaches to meet mental health needs in Jeffco
- Professional learning will be provided in best practice assessments and services
- Collaborate with Mental Health support staff to deliver comprehensive mental health services that improve social emotional learning and outcomes

Deaf and Hard of Hearing (DHH)

- Continue to partner with center based DHH program at Vivian Preschool
- Provide professional learning opportunities for interpreters, audiologists, DHH teachers and Sped partners on best practices for serving students who are DHH

Standards-Aligned IEPs

- Provide professional learning to learning specialists in how to write a standards-aligned and compliant IEP that connects specific student needs with rigorous goals and appropriate services (the "Golden Thread")

Extended School Year (ESY)

- Develop handbook for high quality ESY planning and implementation
- Ensure that all Sped Partners and Learning Specialists understand ESY eligibility procedures and documentation and that eligible students are identified early to allow for essential planning of services
- Share the administrative role for ESY planning with all Sped Partners

Assistive Technology Team

- Increase the number of students served by adding .5 FTE support staff to reduce technical, purchasing and deployment activities previously completed by ATAT consultants

TS Gold

- Administer TS Gold Assessment to all students.
- Utilize TS Gold and other formative data for ongoing progress monitoring

Behavior Analysts

- Priority focus on concerns that have been brought forward through the request for services process

Special Education Newsletter

To increase transparency and communication of special education services, professional learning opportunities, and practices, the Special Education department disperses a district-wide newsletter bi-monthly to the District special education staff and building administrators

MEASURABLE GOALS: Improve academic, social emotional and post-secondary outcomes for all students with disabilities.

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower to Educate, Inspire to Learn

Actions for Social, Emotional and Physical Wellness

- Prioritize and develop resources and support for social, emotional and physical wellness to promote whole child

- development.
- Utilize resources/support to implement strategies/tools that support whole child development for the purpose of empowering students through active engagement, leadership and academic excellence.
- Collaborate with families and community to provide opportunities to build student resilience through social, emotional and academic challenges.

Actions for **Family & Community Engagement**

- Establish feedback mechanisms for families and other stakeholders for two-way communication about performance on student learning outcomes and whole child development.
- Use feedback mechanisms to optimize two-way communication about student progress and recommendations for next steps in learning.
- Develop partnerships with community groups and businesses to enhance student learning experiences.
- Develop opportunities for students to be actively engaged in the community/world to participate and/or learn firsthand.
- Develop community/business participation in classrooms for authentic, relevant real-world engagement for students.

Connect to College, Career and Life Aspirations

Actions for **Student Learning Expectations**

- Expand District Curriculum to enhance integration/emphasis on Jeffco 2020 competencies.
- Develop and implement learning progressions from PreK to 12th for Jeffco 2020 competencies.
- Implement prioritized learning targets for competencies that benefit all students to master.
- Provide success criteria for student ownership of learning (goal setting, body of evidence, self-monitoring, self-reflection).

Actions for **High Quality Instruction for Engaged Learning**

- Retain and hire high quality educators who are effective in teaching mastery of content and competencies; with diverse backgrounds and experiences.
- Provide learning opportunities that engage students in rigorous, flexible, original complex thinking.
- Provide growth-producing feedback and learning supports that ensure students grow in and achieve the Jeffco 2020 competencies.
- Utilize high quality standards-based teaching and learning strategies/tools that result in evidence-based impact on student learning.

Actions for **Balanced Assessment Practices**

- Utilize balanced assessment data to track student growth and achievement.
- Provide all stakeholders with useful data on student growth, achievement and post-secondary and workforce readiness.
- Provide performance assessments and alternative measures to assess student learning of the Jeffco 2020 Competencies.

Actions for **Multiple Learning Pathways**

- Provide multiple pathways of learning to ensure that all students have equity in access to, opportunity for and expectation of the Jeffco 2020 Vision.
- Provide multiple pathways of learning in order to meet all students' needs and aspirations.
- Provide learning opportunities to all students that ensure authentic, relevant real-world engagement.

Leadership Development for all Stakeholders

Actions for **Professional Learning and Growth**

- Provide high quality professional learning aligned to students' needs in achieving Jeffco 2020 Vision.
- Use evaluation processes to establish priorities for professional growth that impacts student learning.
- Provide high quality professional learning that advances student use of technology as a tool for blended learning and effective communication.
- Provide evidence-based impact of professional learning on practice that increases student learning.

Actions for **Leadership Development and Collaboration**

- Provide leadership opportunities in the Jeffco 2020 work that supports educator leadership, shared leadership and school/district leadership.

- Utilize shared leadership opportunities with families and community to advance student learning of the Jeffco 2020 competencies.
- Provide learning opportunities for all students to develop leadership skills through implementation of the Jeffco 2020 competencies.

Actions for **Continuous Improvement**

- Provide clear meaningful expectations for students, educators, leaders, schools and district staff for the Jeffco 2020 Vision.
- Improve the use of current continuous improvement strategies and tools in order to identify and expand proven practices that increase student achievement and post-secondary and workforce readiness.
- Implement evidence-based impact models that identify successful practices that can be shared throughout the district.

BUDGET CHANGES FROM PRIOR YEAR

ADDITIONAL INFORMATION

http://www.jeffcopublicschools.org/programs/special_ed.html

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



| | | | | | |
|-------------------|--------------------------------------|------------------|-----|----------------|-----------|
| DEPARTMENT | | Student Services | | | |
| DEPT ID | 86000 – Student Services | FTE | 2.0 | Adopted Budget | \$238,494 |
| DEPT ID | 85076 – Office of Student Engagement | FTE | 7.0 | Adopted Budget | \$692,067 |

RENEWAL REQUEST SUMMARY

The Division of Student Success provides a wide variety of services to students, teachers and parents that help to prepare all Jeffco students for a successful future, including those with special learning needs.

Under the direction of the Chief of Student Success Office, both the department of Student Services and Office of Student Engagement work in collaboration to address the needs of students throughout the district.

The mission of the Student Engagement Office is to enhance the overall educational experiences and outcomes of all students through support for educators and leaders, system and program innovation, and fostering collaborative school and community partnerships.

ACTIVITY DESCRIPTION

Jeffco embraces and honors diversity in all forms including: race, ethnicity, gender, transgender, religion, socioeconomic status, sexual orientation, ability, and disability. The Diversity and Inclusion Office supports the district focus of infusing awareness and attention to the needs of diverse learners into the work of every school and department.

Supporting students who are at-risk of dropping out or who have dropped out of school, Dropout Prevention and Recovery works to connect students and families to the educational, social, and community supports that prepare them for a successful future.

The Colorado Department of Education, Expelled and At-Risk Student Services (EARSS) grant is focused on early intervention with youth identified with potential substance abuse issues.

A collaborative grant funded by Jefferson County Child and Youth Leadership Commission, Casey Family Programs, and Jefferson Center for Mental Health with a specific focus on improving educational outcomes for youth in foster care. This initiative provides direct support and case management to youth identified by Jefferson County Department of Human Services.

The mission of the Indian Education Program is to assist in meeting the unique educational and cultural needs of eligible American Indian, Alaskan Native and Native Hawaiian students.

PERFORMANCE MEASURES

In addition to supporting Jeffco’s Strategic Plan and District Unified Improvement plan measures, the Office of Student Services and the department of Student Engagement will support schools and the district in performance measures that include:

Every school and the district will have an engaging climate and culture that:

- Ensures a safe, caring and engaging environment for students, staff and families
- Values the diversity of all students, staff and families.
- Supports the social, emotional and physical wellness for students and staff
- Encourages family and community engagement to support, enhance and maximize learning
- Provides opportunities to develop Civic and Global Engagement within and outside of the school setting

With the expectation that:

- Every student will develop life skills and a continuous learning mindset to succeed in post-secondary aspirations (Self-direction & Personal Responsibility competency)
- Every student will be a responsible and engaged member of the community (Civic & Global Engagement competency)

Every school and the district will ensure that every student has the opportunity to work towards being connected to career, college and/or life aspirations through systems and practices that:

- Provide effective teaching and measurement of rigorous student learning expectations

- Provide access to and opportunity for multiple learning pathways aligned to student needs and interests
- Ensure the development of academic confidence through Self-direction and Personal Responsibility skills
- Use relevant measures to track progress and communicate meaningful results to students and families
- Address opportunity and achievement gaps through an integrated system of support that ensures equity in meeting all students needs

With the expectation that:

- Every student will demonstrate a year or more of growth on their way to mastery of Colorado Academic Standards (Content Mastery competency)
- Every student will be able to apply and transfer learning across disciplines and real world contexts (Critical Thinking & Creativity competency)
- Every student will have the opportunity and expectation to demonstrate leadership attributes (Civic & Global Engagement competency)
- Every student will communicate effectively in a variety of formats and situations (Communication competency)

The department will also work to:

- Support the increase in Individual Career and Academic Plan (ICAP) completion rates through Student Services
- Suicide Risk Assessment and Threat Management reports through Student Services
- State reporting metrics as required by CDE for Special Education
- Individual grant reporting requirements within Student Engagement
- Acuity tracking within Health Services
- Dropout/reengagement rates through Student Engagement
- Participation rates in Healthy Schools programming

IMPROVEMENT & EFFICIENCIES

SUPPORT OF STRATEGIC OBJECTIVES

The work of the Student Success Division is directly aligned to key elements of the Jeffco 2020 Vision as it was adopted into the Board of Education Ends policies as defined below.

Strategy One: Empower to Educate, Inspire to Learn

Actions for **Social, Emotional and Physical Wellness**

- Prioritize and develop resources and support for social, emotional and physical wellness to promote whole child development.
- Utilize resources/support to implement strategies/tools that support whole child development for the purpose of empowering students through active engagement, leadership and academic excellence.
- Collaborate with families and community to provide opportunities to build student resilience through social, emotional and academic challenges.

Actions for **Family & Community Engagement**

- Establish feedback mechanisms for families and other stakeholders for two-way communication about performance on student learning outcomes and whole child development.
- Use feedback mechanisms to optimize two-way communication about student progress and recommendations for next steps in learning.
- Develop partnerships with community groups and businesses to enhance student learning experiences.
- Develop opportunities for students to be actively engaged in the community/world to participate and/or learn firsthand.
- Develop community/business participation in classrooms for authentic, relevant real-world engagement for students.

Strategy Two: Connect to College, Career and Life Aspirations

Actions for **Student Learning Expectations**

- Expand District Curriculum to enhance integration/emphasis on Jeffco 2020 competencies.
- Develop and implement learning progressions from Pre-K to 12th for Jeffco 2020 competencies.
- Implement prioritized learning targets for competencies that benefit all students to master.
- Provide success criteria for student ownership of learning (goal setting, body of evidence, self-monitoring, self-reflection).

Actions for **High Quality Instruction for Engaged Learning**

- Retain and hire high quality educators who are effective in teaching mastery of content and competencies; with diverse backgrounds and experiences.
- Provide learning opportunities that engage students in rigorous, flexible, original complex thinking.

- Provide growth-producing feedback and learning supports that ensure students grow in and achieve the Jeffco 2020 competencies.
- Utilize high quality standards-based teaching and learning strategies/tools that result in evidence-based impact on student learning.

Actions for **Balanced Assessment Practices**

- Utilize balanced assessment data to track student growth and achievement.
- Provide all stakeholders with useful data on student growth, achievement and post-secondary and workforce readiness.
- Provide performance assessments and alternative measures to assess student learning of the Jeffco 2020 Competencies.

Actions for **Multiple Learning Pathways**

- Provide multiple pathways of learning to ensure that all students have equity in access to, opportunity for and expectation of the Jeffco 2020 Vision.
- Provide multiple pathways of learning in order to meet all students' needs and aspirations.
- Provide learning opportunities to all students that ensure authentic, relevant real-world engagement.

Strategy Three: Leadership Development for all Stakeholders

Actions for **Professional Learning and Growth**

- Provide high quality professional learning aligned to students' needs in achieving Jeffco 2020 Vision.
- Use evaluation processes to establish priorities for professional growth that impacts student learning.
- Provide high quality professional learning that advances student use of technology as a tool for blended learning and effective communication.
- Provide evidence-based impact of professional learning on practice that increases student learning.

Actions for **Leadership Development and Collaboration**

- Provide leadership opportunities in the Jeffco 2020 work that supports educator leadership, shared leadership and school/district leadership.
- Utilize shared leadership opportunities with families and community to advance student learning of the Jeffco 2020 competencies.
- Provide learning opportunities for all students to develop leadership skills through implementation of the Jeffco 2020 competencies.

Actions for **Continuous Improvement**

- Provide clear meaningful expectations for students, educators, leaders, schools and district staff for the Jeffco 2020 Vision.
- Improve the use of current continuous improvement strategies and tools in order to identify and expand proven practices that increase student achievement and post-secondary and workforce readiness.
- Implement evidence-based impact models that identify successful practices that can be shared throughout the district.

BUDGET CHANGES FROM PRIOR YEAR

This is a new Division established for the 2016-2017 school year. Prior budgets for each department have been combined in creating the new structure.

The establishment of the Division has required 2 FTE; The CSSO and one Executive Assistant.
Please see individual department reports for year to year change details.

ADDITIONAL INFORMATION

- [Office of Diversity and Inclusion](#)
- [Dropout Prevention and Recovery](#)
- [Indian Education.](#)

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|-------------------|-------|----------------|-------------|
| DEPARTMENT | | SPED - Child Find | | | |
| DEPT ID | 85080 | FTE | 15.50 | Adopted Budget | \$1,368,847 |

RENEWAL REQUEST SUMMARY

The Division of Student Success provides a wide variety of services to students, teachers and parents that help to prepare all Jeffco students for a successful future, including those with special learning needs.

Special Education: If a student is determined eligible for Special Education services, then an Individual Educational Program (IEP) is developed which addresses the student's educational needs. The Individuals with Disabilities Education Act (IDEA) requires that disabled students be educated with non-disabled peers to the maximum extent possible in the least restrictive environment.

ACTIVITY DESCRIPTION

Administrative Units (AUs) have an obligation to identify students who may have a disability and are eligible for special education and related services. In Colorado, AUs are responsible to identify children with disabilities from the date of diagnosis or birth, and work collaboratively with Community Center Boards (CCBs) to develop Early Intervention programming.

The Jeffco Child Find team 0-21 consists of 16 licensed and 1 classified staff who evaluates approximately 1700 children per year.

Children 0-2 yrs. 10 mos.- the team has 45 days to complete Child Find and CCB responsibilities in order to develop a plan for a child. For children transitioning from early childhood services into a Jeffco Preschool, IEPs must be developed and implemented by the time the child turns 3.

The K-12 team (Private and Homeschool Partnership Team) evaluates students that are parentally placed in private schools within Jeffco boundaries. This team then works with the private schools to determine how to use the federal dollars that are set aside to serve these students. They also evaluate children that are homeschooled that reside in Jeffco when evaluation is requested. They provide resources to parents and families of how they can support their child in their education and explain what services may benefit them if they were to enroll in a Jeffco Public School.

PERFORMANCE MEASURES

In addition to supporting Jeffco's Strategic Plan and District Unified Improvement plan measures, the Child Find Department will support schools and the district in performance measures.

- Every school and the district will have an engaging climate and culture that:
- Ensures a safe, caring and engaging environment for students, staff and families
 - Values the diversity of all students, staff and families.
 - Supports the social, emotional and physical wellness for students and staff
 - Encourages family and community engagement to support, enhance and maximize learning
 - Provides opportunities to develop Civic and Global Engagement within and outside of the school setting

- With the expectation that:
- Every student will develop life skills and a continuous learning mindset to succeed in post-secondary aspirations (Self-direction & Personal Responsibility competency)
 - Every student will be a responsible and engaged member of the community (Civic & Global Engagement competency)

EOY data showing evaluation timelines
 Feedback from preschool/school teams about appropriateness of IEP
 Completion of procedural manuals

EARLY INTERVENTION/CHILDHOOD:
 Random parent satisfaction surveys (early childhood only)
 Feedback from DDRC regarding child find processes, policies and procedures

IMPROVEMENT & EFFICIENCIES

EARLY INTERVENTION/CHILDHOOD:

All four Early Childhood teams began doing the same work as of July 1. This means we now have 4 teams doing evaluations 0-5 as opposed to 3 teams doing 0-3 and 1 team doing 2.10-5. Added staff to complete all developmental screenings for children aged 2.10 and above.

We increase FTE by 1.0 by increasing two part time staff to full time to support the work.

This change in structure allowed teams to develop a new schedule that provides extra weeks of work in the summer that had been lost when the previous schedule was developed. The goal of this is that the extra expense of summer Child Find will no longer be necessary as those dates were made a permanent calendar fixture. This calendar also allows some teams concentrated summer breaks as opposed to two weeks off at a time, thus increasing employee satisfaction. The overall change in structure, additional FTE and adding of 3 weeks back into work calendars was designed with the goal of increasing the number of evaluations the team can conduct in a 12-month period. These changes began July 1, 2016 so unsure of the effectiveness yet.

SCHOOL AGE:

The K-12 team is developing a procedural manual and undergoing a “rebranding” including a name change. They are now called the Private and Homeschool Partnership Team. The purpose of this is to better define what this team does and dispel the belief across the district that they are available to do school team work that teams do not want to do.

This team is also working with private schools in the attendance boundaries of the district to define how they will serve those Parentally Placed Private School students within the district for the 16-17 school year. The Child Find Coordinator is also working with Caplan and Earnest in better defining the Child Find obligations of the district for students who are Parentally Placed in Private Schools and are Homeschooled.

MEASURABLE GOALS:

EARLY INTERVENTION/CHILDHOOD:

Evaluations will be conducted in a timely fashion; meeting all prescribed timelines.
Additional days in the summer will not be needed to meet the demand in volume.

SCHOOL AGE:

Options are presented to private schools to address how the team can serve students parentally placed in private schools. Consensus reached by private schools and the district and action plan for 2016-17 developed.

The team will provide support to private school teachers and parents of students

Evaluation required for cases requested will be timely, comprehensive and result in plans developed that offer FAPE in the LRE.

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower to Educate, Inspire to Learn

Actions for **Social, Emotional and Physical Wellness**

- Prioritize and develop resources and support for social, emotional and physical wellness to promote whole child development.
- Utilize resources/support to implement strategies/tools that support whole child development for the purpose of empowering students through active engagement, leadership and academic excellence.
- Collaborate with families and community to provide opportunities to build student resilience through social, emotional and academic challenges.

Actions for **Family & Community Engagement**

- Establish feedback mechanisms for families and other stakeholders for two-way communication about performance on student learning outcomes and whole child development.
- Use feedback mechanisms to optimize two-way communication about student progress and recommendations for next steps in learning.
- Develop partnerships with community groups and businesses to enhance student learning experiences.
- Develop opportunities for students to be actively engaged in the community/world to participate and/or learn firsthand.
- Develop community/business participation in classrooms for authentic, relevant real-world engagement for students.

Connect to College, Career and Life Aspirations

Actions for **Student Learning Expectations**

- Expand District Curriculum to enhance integration/emphasis on Jeffco 2020 competencies.
- Develop and implement learning progressions from Pre-K to 12th for Jeffco 2020 competencies.

- Implement prioritized learning targets for competencies that benefit all students to master.
- Provide success criteria for student ownership of learning (goal setting, body of evidence, self-monitoring, self-reflection).

Actions for **High Quality Instruction for Engaged Learning**

- Retain and hire high quality educators who are effective in teaching mastery of content and competencies; with diverse backgrounds and experiences.
- Provide learning opportunities that engage students in rigorous, flexible, original complex thinking.
- Provide growth-producing feedback and learning supports that ensure students grow in and achieve the Jeffco 2020 competencies.
- Utilize high quality standards-based teaching and learning strategies/tools that result in evidence-based impact on student learning.

Actions for **Balanced Assessment Practices**

- Utilize balanced assessment data to track student growth and achievement.
- Provide all stakeholders with useful data on student growth, achievement and post-secondary and workforce readiness.
- Provide performance assessments and alternative measures to assess student learning of the Jeffco 2020 Competencies.

Actions for **Multiple Learning Pathways**

- Provide multiple pathways of learning to ensure that all students have equity in access to, opportunity for and expectation of the Jeffco 2020 Vision.
- Provide multiple pathways of learning in order to meet all students' needs and aspirations.
- Provide learning opportunities to all students that ensure authentic, relevant real-world engagement.

Leadership Development for all Stakeholders

Actions for **Professional Learning and Growth**

- Provide high quality professional learning aligned to students' needs in achieving Jeffco 2020 Vision.
- Use evaluation processes to establish priorities for professional growth that impacts student learning.
- Provide high quality professional learning that advances student use of technology as a tool for blended learning and effective communication.
- Provide evidence-based impact of professional learning on practice that increases student learning.

Actions for **Leadership Development and Collaboration**

- Provide leadership opportunities in the Jeffco 2020 work that supports educator leadership, shared leadership and school/district leadership.
- Utilize shared leadership opportunities with families and community to advance student learning of the Jeffco 2020 competencies.
- Provide learning opportunities for all students to develop leadership skills through implementation of the Jeffco 2020 competencies.

Actions for **Continuous Improvement**

- Provide clear meaningful expectations for students, educators, leaders, schools and district staff for the Jeffco 2020 Vision.
- Improve the use of current continuous improvement strategies and tools in order to identify and expand proven practices that increase student achievement and post-secondary and workforce readiness.
- Implement evidence-based impact models that identify successful practices that can be shared throughout the district.

BUDGET CHANGES FROM PRIOR YEAR

ADDITIONAL INFORMATION

http://www.jeffcopublicschools.org/programs/special_ed.html

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|-----------------------------|-------|----------------|-------------|
| DEPARTMENT | | Sobesky Academy K-12 School | | | |
| DEPT ID | 85100 | FTE | 22.86 | Adopted Budget | \$1,840,710 |

RENEWAL REQUEST SUMMARY

Sobesky Academy is part of the Jefferson County Public Schools Special Education program. The Academy offers an alternative to out-of-district placement, and is designed to meet the intensive emotional, behavioral, and related academic needs of students with identified emotional disabilities. Our trained and experienced professional staff and para-educators are invested in promoting growth in these areas through the provision of a therapeutic and educational environment, which is highly structured, predictable, consistent and supportive.

The program emphasizes development of appropriate emotional and behavioral responses to academic, social and life experiences through social skills training, scheduled and crisis counseling, group counseling and a behavioral management system, to externally support behavioral control while cognitive and emotional reactions are re-structured. The academic program is tailored to each student's capabilities with appropriate challenges to encourage academic growth and provide the opportunity for them to practice new responses. The main goal is to meet the individual needs of each student. The challenge is to do so in a manner which promotes emotional growth and well-being, and assists in developing the behaviors and skills necessary for students to be more successful in their reintegration to their home school.

ACTIVITY DESCRIPTION

Sobesky Academy's program **emphasizes development of appropriate emotional and behavioral responses** to academic, social and life experiences through social skills training, scheduled and crisis counseling, group counseling and a behavioral management system, to externally support behavioral control while cognitive and emotional reactions are restructured through individual educational programs and behavior intervention plans. The main goal is to meet the individual needs of each student. The challenge is to do so in a manner which promotes emotional growth and well-being and assists in developing the behaviors and skills necessary for them to be more successful in their reintegration to their home school.

Parental participation is a vital component of Sobesky's program. Through support of the educational and therapeutic program, there is a collaborative effort to ensure a student's success. Case management and coordinated services, along with outside agencies and private practitioners, are an integral part of the delivery of services. When parents and the program staff collectively support students in changing their cognitive, emotional and behavioral responses, significant progress can be made.

A student's stay at Sobesky Academy will generally be a short-term effort to develop a set of skills that will allow the student to be successful in their return to their home school. While it is understood that students and their families may be struggling with a number of significant issues, services provided at day treatment will focus mainly on school functioning. Many students and their families will require ongoing support from within, as well as outside the school system. To assist in the transition back to the home school, a gradual reintegration may start with one or two classes, in order to improve the chances of success. Regular communication and an identified point on contact for the student and the family in the home school are also important. Student-centered transitions, which take into consideration the needs of the receiving school, have been shown to be the most successful type of transition.

PERFORMANCE MEASURES

In addition to supporting Jeffco's Strategic Plan and District Unified Improvement plan measures, Sobesky Academy K-12 School/Department will support students in performance measures that include:

Every school and the district will have an engaging climate and culture that:

- Ensures a safe, caring and engaging environment for students, staff and families
- Values the diversity of all students, staff and families.
- Supports the social, emotional and physical wellness for students and staff
- Encourages family and community engagement to support, enhance and maximize learning
- Provides opportunities to develop Civic and Global Engagement within and outside of the school setting

With the expectation that:

- Every student will develop life skills and a continuous learning mindset to succeed in post-secondary aspirations (Self-direction & Personal Responsibility competency)
- Every student will be a responsible and engaged member of the community (Civic & Global Engagement competency)

Every school and the district will ensure that every student has the opportunity to work towards being connected to career, college and/or life aspirations through systems and practices that:

- Provide effective teaching and measurement of rigorous student learning expectations
- Provide access to and opportunity for multiple learning pathways aligned to student needs and interests
- Ensure the development of academic confidence through Self-direction and Personal Responsibility skills
- Use relevant measures to track progress and communicate meaningful results to students and families
- Address opportunity and achievement gaps through an integrated system of support that ensures equity in meeting all students needs

With the expectation that:

- Every student will demonstrate a year or more of growth on their way to mastery of Colorado Academic Standards (Content Mastery competency)
- Every student will be able to apply and transfer learning across disciplines and real world contexts (Critical Thinking & Creativity competency)

IMPROVEMENT & EFFICIENCIES

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower to Educate, Inspire to Learn

Actions for Social, Emotional and Physical Wellness

- Prioritize and develop resources and support for social, emotional and physical wellness to promote whole child development.
- Utilize resources/support to implement strategies/tools that support whole child development for the purpose of empowering students through active engagement, leadership and academic excellence.
- Collaborate with families and community to provide opportunities to build student resilience through social, emotional and academic challenges.

Actions for Family & Community Engagement

- Establish feedback mechanisms for families and other stakeholders for two-way communication about performance on student learning outcomes and whole child development.
- Use feedback mechanisms to optimize two-way communication about student progress and recommendations for next steps in learning.
- Develop partnerships with community groups and businesses to enhance student learning experiences.
- Develop opportunities for students to be actively engaged in the community/world to participate and/or learn firsthand.
- Develop community/business participation in classrooms for authentic, relevant real-world engagement for students.

Connect to College, Career and Life Aspirations

Actions for Student Learning Expectations

- Expand District Curriculum to enhance integration/emphasis on Jeffco 2020 competencies.
- Develop and implement learning progressions from PreK to 12th for Jeffco 2020 competencies.
- Implement prioritized learning targets for competencies that benefit all students to master.
- Provide success criteria for student ownership of learning (goal setting, body of evidence, self-monitoring, self-reflection).

Actions for High Quality Instruction for Engaged Learning

- Retain and hire high quality educators who are effective in teaching mastery of content and competencies; with diverse backgrounds and experiences.
- Provide learning opportunities that engage students in rigorous, flexible, original complex thinking.
- Provide growth-producing feedback and learning supports that ensure students grow in and achieve the Jeffco 2020 competencies.
- Utilize high quality standards-based teaching and learning strategies/tools that result in evidence-based impact on student learning.

Actions for Balanced Assessment Practices

- Utilize balanced assessment data to track student growth and achievement.
- Provide all stakeholders with useful data on student growth, achievement and post-secondary and workforce readiness.

- Provide performance assessments and alternative measures to assess student learning of the Jeffco 2020 Competencies.

Actions for Multiple Learning Pathways

- Provide multiple pathways of learning to ensure that all students have equity in access to, opportunity for and expectation of the Jeffco 2020 Vision.
- Provide multiple pathways of learning in order to meet all students' needs and aspirations.
- Provide learning opportunities to all students that ensure authentic, relevant real-world engagement.

Leadership Development for all Stakeholders

Actions for Professional Learning and Growth

- Provide high quality professional learning aligned to students' needs in achieving Jeffco 2020 Vision.
- Use evaluation processes to establish priorities for professional growth that impacts student learning.
- Provide high quality professional learning that advances student use of technology as a tool for blended learning and effective communication.
- Provide evidence-based impact of professional learning on practice that increases student learning.

Actions for Leadership Development and Collaboration

- Provide leadership opportunities in the Jeffco 2020 work that supports educator leadership, shared leadership and school/district leadership.
- Utilize shared leadership opportunities with families and community to advance student learning of the Jeffco 2020 competencies.
- Provide learning opportunities for all students to development leadership skills through implementation of the Jeffco 2020 competencies.

Actions for Continuous Improvement

- Provide clear meaningful expectations for students, educators, leaders, schools and district staff for the Jeffco 2020 Vision.
- Improve the use of current continuous improvement strategies and tools in order to identify and expand proven practices that increase student achievement and post-secondary and workforce readiness.
- Implement evidence-based impact models that identify successful practices that can be shared throughout the district.

BUDGET CHANGES FROM PRIOR YEAR

ADDITIONAL INFORMATION

http://www.jeffcopublicschools.org/schools/profiles/?school_id=157

BUDGET RESOURCES FOR NEXT BUDGET CYCLE



Building Bright Futures



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Student Success

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: Student Success | | | | | | |
| Payroll | | | | | | |
| Chief Officer | - | 1.00 | 1.00 | \$45,036 | \$121,309 | \$138,600 |
| Executive Director | 1.00 | - | - | 73,803 | - | - |
| Director | 2.50 | 3.50 | 3.50 | 443,197 | 371,685 | 335,742 |
| Principal. | 2.00 | 2.00 | 2.00 | 177,405 | 185,743 | 202,435 |
| Assistant Director | 9.00 | 9.00 | 9.00 | 809,494 | 763,305 | 792,844 |
| Assistant Principal | 2.00 | 2.00 | 2.00 | 162,623 | 170,266 | 172,549 |
| Manager | 1.00 | 2.00 | 2.00 | 69,934 | 148,500 | 148,444 |
| Technical Specialist | 1.00 | 1.00 | 1.00 | 214 | 67,467 | 70,840 |
| Dean | - | - | - | 65,057 | - | - |
| Teacher | 442.62 | 442.62 | 442.62 | 24,682,650 | 25,845,858 | 26,092,594 |
| Substitute Teacher | - | - | - | 338,031 | 56,600 | 56,600 |
| Counselor | 0.50 | 4.50 | 4.50 | 226,133 | 236,761 | 288,111 |
| Coordinator - Licensed | 10.75 | 10.75 | 10.75 | 408,099 | 839,494 | 849,996 |
| Coordinator - Administrative | 1.00 | 1.00 | 1.00 | 50,330 | 49,209 | 51,077 |
| Resource Teachers | 8.50 | 8.50 | 8.50 | 499,722 | 573,246 | 577,311 |
| Administrator | 3.00 | 3.00 | 3.00 | 182,241 | 197,979 | 204,354 |
| Physical Therapist | 12.50 | 12.50 | 12.50 | 837,644 | 874,904 | 900,997 |
| Occupational Therapist | 28.50 | 28.50 | 28.50 | 1,795,466 | 1,770,994 | 1,937,399 |
| Nurse | 35.00 | 35.00 | 33.00 | 2,282,974 | 2,461,032 | 2,248,431 |
| Psychologist | 55.50 | 55.50 | 55.50 | 3,237,765 | 3,780,235 | 3,863,825 |
| Social Worker | 71.70 | 71.70 | 71.70 | 4,694,246 | 4,759,751 | 4,528,017 |
| Audiologist | 4.50 | 4.50 | 4.50 | 262,637 | 286,358 | 309,871 |
| Speech Therapist | 120.90 | 120.90 | 120.90 | 7,252,932 | 7,920,338 | 8,202,827 |
| Specialist - Classified | 2.88 | 3.88 | 3.88 | 115,145 | 159,365 | 157,387 |
| Technician - Classified | 13.00 | 13.00 | 13.00 | 519,001 | 543,695 | 546,816 |
| Administrative Assistant | - | 1.00 | 1.00 | 6,282 | 57,585 | 65,414 |
| School Secretary | 3.75 | 3.75 | 3.75 | 136,220 | 142,979 | 139,213 |
| Substitute Secretary | - | - | - | 4,455 | 900 | - |
| Secretary | 8.00 | 8.00 | 8.00 | 319,522 | 339,597 | 334,846 |
| Paraprofessional | 116.52 | 124.77 | 124.67 | 57,623 | 2,963,032 | 3,111,184 |
| Special Interpreter/Tutor | 36.73 | 39.33 | 39.30 | 893,683 | 933,958 | 980,656 |
| Para-Educator | 35.13 | 37.62 | 37.59 | 823,362 | 893,457 | 938,130 |
| Clinic Aides | 0.57 | 0.61 | 0.61 | 13,127 | 14,487 | 15,211 |
| Sub Para-Educator | - | - | - | - | 1,400 | 1,400 |
| Custodian | - | - | - | - | - | - |
| Campus Supervisor. | - | - | - | 27,645 | - | - |
| Classified - Hourly | 26.17 | 28.01 | 28.00 | 627,867 | 665,254 | 698,518 |
| Certificated - Hourly | 6.92 | 7.41 | 7.41 | 120,412 | 176,069 | 184,872 |
| One-Time Add'l Salary Pymts | - | - | - | 23,133 | - | - |
| Additional Pay - Certificated | - | - | - | 255,144 | 36,000 | 36,000 |
| Additional Pay-Classified | - | - | - | 9,170 | - | 900 |
| Additional Pay-Administrative | - | - | - | 64,460 | - | - |
| Overtime - Classified | - | - | - | 35,571 | 12,000 | 12,000 |
| Payroll Total | 1,063.14 | 1,086.85 | 1,084.68 | 52,649,455 | 58,420,812 | 59,195,411 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 15,284,144 | 17,008,756 | 17,482,879 |
| Benefits Total | - | - | - | 15,284,144 | 17,008,756 | 17,482,879 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Student Success

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 250,194 | 116,000 | 117,000 |
| Employee Training & Conf | - | - | - | 45,196 | 16,700 | 16,700 |
| Awards And Banquets | - | - | - | 306 | 1,300 | 1,300 |
| Recruiting Costs | - | - | - | 5,035 | - | - |
| Employee Background Verificatn | - | - | - | - | 200 | 200 |
| Meals/Refreshments | - | - | - | 1,758 | 1,200 | 1,200 |
| Student Transportation. | - | - | - | 48,279 | 43,400 | 43,400 |
| Student Admission/Entry Fees | - | - | - | 12 | - | - |
| Legal Fees | - | - | - | 380,818 | 75,000 | 75,000 |
| Printing | - | - | - | 6,100 | 4,800 | 4,800 |
| ADA/Legal Settlement | - | - | - | 43,337 | - | - |
| Consultants | - | - | - | - | 1,000 | 1,000 |
| SWAP Match | - | - | - | 273,497 | 290,400 | 290,400 |
| Contracted Services | - | - | - | 1,828,950 | 817,500 | 817,500 |
| Building Rental | - | - | - | 915 | - | - |
| Equipment Rental | - | - | - | 399 | - | - |
| Contract Maint/Eq Repair | - | - | - | 12,579 | 1,500 | 1,500 |
| Software Purch | - | - | - | 2,747 | 6,700 | 6,700 |
| Marketing - Advertising | - | - | - | 1,691 | 1,400 | 1,400 |
| Telephone/Pagers/Modems | - | - | - | 63,621 | 17,600 | 16,600 |
| Natural Gas | - | - | - | - | - | - |
| Electricity | - | - | - | - | - | - |
| Voice Communication Line | - | - | - | - | - | - |
| Water & Sanitation | - | - | - | - | - | - |
| Storm Water | - | - | - | - | - | - |
| Postage | - | - | - | 4,478 | 5,700 | 5,700 |
| Permits/Licenses/Fees | - | - | - | 2,018 | 500 | 500 |
| Community Relations | - | - | - | - | 500 | 500 |
| Tuition Reimb-Other Facilities | - | - | - | 186,045 | 140,000 | 140,000 |
| POODS Tuition/Excess Spec Ed | - | - | - | 4,027,509 | 4,831,200 | 4,831,200 |
| Tuition to SPED Preschool | - | - | - | 900,000 | 900,000 | 900,000 |
| Purchased Services Total | - | - | - | 8,085,484 | 7,272,600 | 7,272,600 |
| Materials and Supplies | | | | | | |
| Contingency | - | - | - | - | 4,300 | 4,300 |
| Office Material/Supplies | - | - | - | 82,755 | 28,800 | 28,800 |
| Office Equipment - Under \$5K | - | - | - | 39,378 | 19,800 | 19,800 |
| Curriculum Dev/Staff Training | - | - | - | 18,555 | 3,000 | 3,000 |
| Clinic Supplies/Materials | - | - | - | 4,121 | 3,800 | 3,800 |
| Custodial Supplies | - | - | - | 32 | - | - |
| Instructional Material/Supply | - | - | - | 389,436 | 115,883 | 115,883 |
| Instructional Equip-Under \$5K | - | - | - | 140,964 | 37,600 | 37,600 |
| Textbooks | - | - | - | 401 | 2,000 | 2,000 |
| Copier Usage | - | - | - | 41,934 | 25,300 | 25,300 |
| Testing Materials | - | - | - | 155,489 | - | - |
| Graduation Materials | - | - | - | 260 | - | - |
| Maint Materials/Supplies | - | - | - | 10,358 | - | - |
| Audio Visual Materials | - | - | - | 15,733 | - | - |
| Miscellaneous Expense | - | - | - | 683 | - | - |
| Materials and Supplies Total | - | - | - | 900,099 | 240,483 | 240,483 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Student Success

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Capital | | | | | | |
| Instructional/Curric Equipmnt | - | - | - | - | 9,500 | 9,500 |
| Building Improvements. | - | - | - | 195,463 | - | - |
| Capital Total | - | - | - | 195,463 | 9,500 | 9,500 |
| Total | 1,063.14 | 1,086.85 | 1,084.68 | \$77,114,645 | \$82,952,151 | \$84,200,873 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Miller Special

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 54000 | | | | | | |
| Payroll | | | | | | |
| Principal. | 1.00 | 1.00 | 1.00 | \$86,047 | \$90,091 | \$98,188 |
| Assistant Principal | 1.00 | 1.00 | 1.00 | 91,797 | 96,111 | 98,315 |
| Teacher | 19.00 | 19.00 | 19.00 | 1,072,983 | 1,121,890 | 1,126,755 |
| Substitute Teacher | - | - | - | 31,866 | 13,600 | 13,600 |
| Physical Therapist | 3.00 | 3.00 | 3.00 | 202,148 | 203,558 | 209,207 |
| Occupational Therapist | 2.00 | 2.00 | 2.00 | 181,157 | 127,043 | 132,622 |
| Nurse | 2.00 | 2.00 | 2.00 | 137,682 | 144,153 | 147,158 |
| Social Worker | 1.00 | 1.00 | 1.00 | 45,596 | 46,947 | 49,934 |
| Speech Therapist | 5.00 | 5.00 | 5.00 | 246,696 | 268,623 | 286,646 |
| Specialist - Classified | 1.00 | 1.00 | 1.00 | 33,304 | 34,207 | 27,999 |
| School Secretary | 2.00 | 2.00 | 2.00 | 76,105 | 80,039 | 80,669 |
| Para-Educator | 29.46 | 31.55 | 31.52 | 588,690 | 749,218 | 786,679 |
| Custodian | - | - | - | - | - | - |
| Classified - Hourly | 5.24 | 5.61 | 5.61 | 128,186 | 133,346 | 140,014 |
| One-Time Add'l Salary Pymts | - | - | - | 2,124 | - | - |
| Additional Pay - Certificated | - | - | - | 3,083 | - | - |
| Additional Pay-Classified | - | - | - | 642 | - | - |
| Overtime - Classified | - | - | - | 552 | 2,000 | 2,000 |
| Payroll Total | 71.70 | 74.16 | 74.13 | 2,928,658 | 3,110,826 | 3,199,786 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 980,735 | 905,706 | 945,076 |
| Benefits Total | - | - | - | 980,735 | 905,706 | 945,076 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 2,380 | 1,000 | 1,000 |
| Employee Training & Conf | - | - | - | 2,295 | 5,000 | 5,000 |
| Student Transportation. | - | - | - | - | 2,900 | 2,900 |
| Student Admission/Entry Fees | - | - | - | 12 | - | - |
| Printing | - | - | - | 135 | 700 | 700 |
| Contracted Services | - | - | - | 1,065 | - | - |
| Contract Maint/Eq Repair | - | - | - | 248 | 1,500 | 1,500 |
| Telephone/Pagers/Modems | - | - | - | 888 | 2,500 | 2,500 |
| Natural Gas | - | - | - | - | - | - |
| Electricity | - | - | - | - | - | - |
| Voice Communication Line | - | - | - | - | - | - |
| Water & Sanitation | - | - | - | - | - | - |
| Storm Water | - | - | - | - | - | - |
| Postage | - | - | - | 308 | 1,500 | 1,500 |
| Permits/Licenses/Fees | - | - | - | 1,068 | 500 | 500 |
| Purchased Services Total | - | - | - | 8,399 | 15,600 | 15,600 |
| Materials and Supplies | | | | | | |
| Contingency | - | - | - | - | 4,300 | 4,300 |
| Office Material/Supplies | - | - | - | 4,896 | 5,500 | 5,500 |
| Clinic Supplies/Materials | - | - | - | 3,735 | 3,500 | 3,500 |
| Custodial Supplies | - | - | - | 32 | - | - |
| Instructional Material/Supply | - | - | - | 44,287 | 52,800 | 52,800 |
| Instructional Equip-Under \$5K | - | - | - | 13,307 | 18,500 | 18,500 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Miller Special

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Copier Usage | - | - | - | 6,544 | 5,000 | 5,000 |
| Graduation Materials | - | - | - | 260 | - | - |
| Maint Materials/Supplies | - | - | - | 453 | - | - |
| Audio Visual Materials | - | - | - | 15,589 | - | - |
| Miscellaneous Expense | - | - | - | 683 | - | - |
| Materials and Supplies Total | - | - | - | 89,786 | 89,600 | 89,600 |
| Capital | | | | | | |
| Total | 71.70 | 74.16 | 74.13 | \$4,007,578 | \$4,121,732 | \$4,250,062 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Chief Student Success Office

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 84006 | | | | | | |
| Payroll | | | | | | |
| Chief Officer | - | 1.00 | 1.00 | \$45,036 | \$121,309 | \$138,600 |
| Administrative Assistant | - | 1.00 | 1.00 | 6,282 | 57,585 | 65,414 |
| Payroll Total | - | 2.00 | 2.00 | 51,318 | 178,894 | 204,014 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 12,705 | 52,100 | 60,252 |
| Benefits Total | - | - | - | 12,705 | 52,100 | 60,252 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | - | 1,000 | 1,000 |
| Employee Training & Conf | - | - | - | - | 2,500 | 2,500 |
| Purchased Services Total | - | - | - | - | 3,500 | 3,500 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | - | 1,500 | 1,500 |
| Office Equipment - Under \$5K | - | - | - | - | 2,500 | 2,500 |
| Materials and Supplies Total | - | - | - | - | 4,000 | 4,000 |
| Capital | | | | | | |
| Total | - | 2.00 | 2.00 | \$64,023 | \$238,494 | \$271,766 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Gifted and Talented

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 84008 | | | | | | |
| Payroll | | | | | | |
| Director | 0.50 | 0.50 | 0.50 | \$51,097 | \$54,000 | \$55,125 |
| Substitute Teacher | - | - | - | 16,175 | - | - |
| Counselor | - | 4.00 | 4.00 | 199,493 | 208,869 | 259,214 |
| Resource Teachers | 7.50 | 7.50 | 7.50 | 444,067 | 514,975 | 519,583 |
| Technician - Classified | 1.00 | 1.00 | 1.00 | 34,423 | 40,558 | 42,335 |
| Secretary | 1.00 | 1.00 | 1.00 | 37,479 | 42,004 | 43,792 |
| Additional Pay - Certificated | - | - | - | 7,104 | - | - |
| Additional Pay-Classified | - | - | - | 40 | - | - |
| Additional Pay-Administrative | - | - | - | 7,000 | - | - |
| Overtime - Classified | - | - | - | 266 | - | - |
| Payroll Total | 10.00 | 14.00 | 14.00 | 797,144 | 860,406 | 920,049 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 224,845 | 250,575 | 271,721 |
| Benefits Total | - | - | - | 224,845 | 250,575 | 271,721 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 12,040 | 2,200 | 2,200 |
| Employee Training & Conf | - | - | - | 11,137 | - | - |
| Printing | - | - | - | 1,486 | - | - |
| Contracted Services | - | - | - | 5,000 | 7,500 | 7,500 |
| Building Rental | - | - | - | 615 | - | - |
| Software Purch | - | - | - | 30 | - | - |
| Telephone/Pagers/Modems | - | - | - | 834 | - | - |
| Postage | - | - | - | 679 | - | - |
| Purchased Services Total | - | - | - | 31,821 | 9,700 | 9,700 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 972 | 700 | 700 |
| Office Equipment - Under \$5K | - | - | - | 670 | 5,000 | 5,000 |
| Curriculum Dev/Staff Training | - | - | - | 3,118 | - | - |
| Instructional Material/Supply | - | - | - | 1,711 | 25,983 | 25,983 |
| Materials and Supplies Total | - | - | - | 6,471 | 31,683 | 31,683 |
| Capital | | | | | | |
| Total | 10.00 | 14.00 | 14.00 | \$1,060,281 | \$1,152,364 | \$1,233,153 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

SPED - Central Support

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 85000 | | | | | | |
| Payroll | | | | | | |
| Executive Director | 1.00 | - | - | \$73,803 | - | - |
| Director | - | - | - | 193,937 | - | - |
| Technical Specialist | 1.00 | 1.00 | 1.00 | - | 67,467 | 70,840 |
| Teacher | 2.00 | 2.00 | 2.00 | 139,655 | 146,913 | 170,730 |
| Substitute Teacher | - | - | - | 2,421 | - | - |
| Coordinator - Licensed | - | - | - | 65,214 | - | - |
| Resource Teachers | 1.00 | 1.00 | 1.00 | 55,655 | 58,271 | 57,728 |
| Occupational Therapist | 1.00 | 1.00 | 1.00 | 31,541 | 79,013 | 82,964 |
| Technician - Classified | 1.00 | 1.00 | 1.00 | 53,918 | 56,462 | 59,285 |
| Substitute Secretary | - | - | - | 462 | - | - |
| Secretary | 1.00 | 1.00 | 1.00 | 33,363 | 38,858 | 40,622 |
| Paraprofessional | 113.01 | 121.01 | 120.91 | 1,195 | 2,873,675 | 3,017,359 |
| One-Time Add'l Salary Pymts | - | - | - | 1,062 | - | - |
| Additional Pay - Certificated | - | - | - | 9,208 | 5,000 | 5,000 |
| Additional Pay-Administrative | - | - | - | 19,007 | - | - |
| Overtime - Classified | - | - | - | 1,039 | - | - |
| Payroll Total | 121.01 | 128.01 | 127.91 | 681,480 | 3,325,659 | 3,504,528 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 181,496 | 968,175 | 1,035,028 |
| Benefits Total | - | - | - | 181,496 | 968,175 | 1,035,028 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 35,998 | 17,900 | 17,900 |
| Employee Training & Conf | - | - | - | 21,768 | - | - |
| Recruiting Costs | - | - | - | 5,000 | - | - |
| Student Transportation. | - | - | - | 3,902 | - | - |
| Legal Fees | - | - | - | 2,737 | - | - |
| Printing | - | - | - | 2,773 | 1,000 | 1,000 |
| Contracted Services | - | - | - | 144,257 | - | - |
| Contract Maint/Eq Repair | - | - | - | 489 | - | - |
| Software Purch | - | - | - | 1,579 | 6,700 | 6,700 |
| Marketing - Advertising | - | - | - | 611 | - | - |
| Telephone/Pagers/Modems | - | - | - | 40,175 | - | - |
| Postage | - | - | - | 636 | 500 | 500 |
| Permits/Licenses/Fees | - | - | - | 199 | - | - |
| Community Relations | - | - | - | - | 500 | 500 |
| Purchased Services Total | - | - | - | 260,124 | 26,600 | 26,600 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 15,641 | - | - |
| Office Equipment - Under \$5K | - | - | - | 16,280 | 6,000 | 6,000 |
| Curriculum Dev/Staff Training | - | - | - | 13,179 | 3,000 | 3,000 |
| Instructional Material/Supply | - | - | - | 239,368 | - | - |
| Instructional Equip-Under \$5K | - | - | - | 71,378 | - | - |
| Copier Usage | - | - | - | 18,459 | 9,000 | 9,000 |
| Maint Materials/Supplies | - | - | - | 9,905 | - | - |
| Audio Visual Materials | - | - | - | 144 | - | - |
| Materials and Supplies Total | - | - | - | 384,354 | 18,000 | 18,000 |

ERD - Student Success



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail**

SPED - Central Support

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|----------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Capital | | | | | | |
| Total | 121.01 | 128.01 | 127.91 | \$1,507,454 | \$4,338,434 | \$4,584,156 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

SPED - Area 1

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 85011 | | | | | | |
| Payroll | | | | | | |
| Assistant Director | 2.00 | 2.00 | 2.00 | \$170,322 | \$181,898 | \$190,344 |
| Teacher | 116.00 | 116.00 | 116.00 | 6,405,713 | 6,853,093 | 6,905,655 |
| Substitute Teacher | - | - | - | 106,282 | - | - |
| Coordinator - Licensed | 1.00 | 1.00 | 1.00 | 65,775 | 68,866 | 70,409 |
| Physical Therapist | 1.00 | 1.00 | 1.00 | 183,596 | 70,908 | 64,936 |
| Occupational Therapist | 5.00 | 5.00 | 5.00 | 800,725 | 308,456 | 322,776 |
| Psychologist | 19.20 | 19.20 | 19.20 | 1,152,946 | 1,363,864 | 1,388,461 |
| Social Worker | 17.00 | 17.00 | 17.00 | 998,516 | 1,133,001 | 1,084,074 |
| Speech Therapist | 28.80 | 28.80 | 28.80 | 2,018,283 | 1,888,155 | 1,943,394 |
| Secretary | 1.00 | 1.00 | 1.00 | 50,040 | 51,694 | 40,878 |
| Classified - Hourly | 6.23 | 6.67 | 6.67 | 147,716 | 158,409 | 166,329 |
| One-Time Add'l Salary Pymts | - | - | - | 6,737 | - | - |
| Additional Pay - Certificated | - | - | - | 30,140 | - | - |
| Overtime - Classified | - | - | - | 14 | - | - |
| Payroll Total | 197.23 | 197.67 | 197.67 | 12,136,805 | 12,078,344 | 12,177,256 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 3,448,756 | 3,516,263 | 3,596,351 |
| Benefits Total | - | - | - | 3,448,756 | 3,516,263 | 3,596,351 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 34,657 | 7,800 | 7,800 |
| Employee Training & Conf | - | - | - | 1,069 | - | - |
| Printing | - | - | - | 94 | - | - |
| Contracted Services | - | - | - | 61,510 | - | - |
| Postage | - | - | - | 15 | - | - |
| Purchased Services Total | - | - | - | 97,345 | 7,800 | 7,800 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 69 | - | - |
| Curriculum Dev/Staff Training | - | - | - | 738 | - | - |
| Instructional Material/Supply | - | - | - | 4,209 | - | - |
| Materials and Supplies Total | - | - | - | 5,016 | - | - |
| Capital | | | | | | |
| Total | 197.23 | 197.67 | 197.67 | \$15,687,922 | \$15,602,407 | \$15,781,407 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

SPED - Area 2

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 85012 | | | | | | |
| Payroll | | | | | | |
| Assistant Director | 4.00 | 4.00 | 4.00 | \$315,554 | \$330,385 | \$342,920 |
| Teacher | 116.00 | 116.00 | 116.00 | 6,728,891 | 6,980,098 | 6,929,071 |
| Substitute Teacher | - | - | - | 71,618 | - | - |
| Coordinator - Licensed | 3.00 | 3.00 | 3.00 | 79,440 | 249,521 | 251,546 |
| Physical Therapist | 1.00 | 1.00 | 1.00 | 26,477 | 66,327 | 69,643 |
| Occupational Therapist | 6.00 | 6.00 | 6.00 | 130,594 | 343,711 | 360,897 |
| Psychologist | 19.00 | 19.00 | 19.00 | 898,389 | 1,266,401 | 1,299,570 |
| Social Worker | 19.50 | 19.50 | 19.50 | 1,221,440 | 1,329,139 | 1,302,246 |
| Speech Therapist | 28.50 | 28.50 | 28.50 | 1,755,446 | 1,872,360 | 1,905,123 |
| Secretary | 1.00 | 1.00 | 1.00 | 45,494 | 37,819 | 40,878 |
| Para-Educator | - | - | - | 16,506 | - | - |
| Classified - Hourly | 8.97 | 9.60 | 9.59 | 132,611 | 227,991 | 239,391 |
| One-Time Add'l Salary Pymts | - | - | - | 5,916 | - | - |
| Additional Pay - Certificated | - | - | - | 91,503 | - | - |
| Additional Pay-Classified | - | - | - | 13 | - | - |
| Overtime - Classified | - | - | - | 4,931 | - | - |
| Payroll Total | 206.97 | 207.60 | 207.59 | 11,524,823 | 12,703,752 | 12,741,285 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 3,308,511 | 3,698,276 | 3,762,926 |
| Benefits Total | - | - | - | 3,308,511 | 3,698,276 | 3,762,926 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 18,175 | 8,400 | 8,400 |
| Employee Training & Conf | - | - | - | 100 | - | - |
| Printing | - | - | - | 54 | - | - |
| Postage | - | - | - | 5 | - | - |
| Purchased Services Total | - | - | - | 18,334 | 8,400 | 8,400 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 30 | - | - |
| Instructional Material/Supply | - | - | - | 10,240 | - | - |
| Materials and Supplies Total | - | - | - | 10,270 | - | - |
| Capital | | | | | | |
| Total | 206.97 | 207.60 | 207.59 | \$14,861,938 | \$16,410,428 | \$16,512,611 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

SPED - Area 3

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 85013 | | | | | | |
| Payroll | | | | | | |
| Assistant Director | 2.00 | 2.00 | 2.00 | \$166,214 | \$174,026 | \$179,660 |
| Teacher | 126.62 | 126.62 | 126.62 | 6,757,730 | 7,042,075 | 7,122,065 |
| Substitute Teacher | - | - | - | 87,616 | - | - |
| Coordinator - Licensed | 4.75 | 4.75 | 4.75 | 123,185 | 365,135 | 370,537 |
| Physical Therapist | 2.00 | 2.00 | 2.00 | 60,828 | 152,380 | 159,999 |
| Occupational Therapist | 6.50 | 6.50 | 6.50 | 151,255 | 323,745 | 439,257 |
| Psychologist | 14.30 | 14.30 | 14.30 | 620,262 | 959,267 | 978,413 |
| Social Worker | 24.20 | 24.20 | 24.20 | 1,346,896 | 1,590,171 | 1,440,162 |
| Speech Therapist | 30.60 | 30.60 | 30.60 | 1,941,013 | 1,956,997 | 1,991,669 |
| Substitute Secretary | - | - | - | 393 | - | - |
| Secretary | 1.00 | 1.00 | 1.00 | 45,795 | 46,595 | 48,598 |
| Classified - Hourly | 3.62 | 3.87 | 3.87 | 177,204 | 92,000 | 96,600 |
| Certificated - Hourly | 2.45 | 2.62 | 2.62 | - | 62,285 | 65,399 |
| One-Time Add'l Salary Pymts | - | - | - | 3,412 | - | - |
| Additional Pay - Certificated | - | - | - | 27,277 | - | - |
| Overtime - Classified | - | - | - | 229 | - | - |
| Payroll Total | 218.04 | 218.46 | 218.46 | 11,509,309 | 12,764,676 | 12,892,359 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 3,336,410 | 3,715,941 | 3,807,543 |
| Benefits Total | - | - | - | 3,336,410 | 3,715,941 | 3,807,543 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 22,195 | 7,700 | 7,700 |
| Awards And Banquets | - | - | - | 9 | - | - |
| Student Transportation. | - | - | - | 2,195 | - | - |
| Printing | - | - | - | 258 | - | - |
| Contracted Services | - | - | - | 281,352 | - | - |
| Contract Maint/Eq Repair | - | - | - | 60 | - | - |
| Marketing - Advertising | - | - | - | 35 | - | - |
| Purchased Services Total | - | - | - | 306,104 | 7,700 | 7,700 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 533 | - | - |
| Instructional Material/Supply | - | - | - | 360 | - | - |
| Materials and Supplies Total | - | - | - | 893 | - | - |
| Capital | | | | | | |
| Total | 218.04 | 218.46 | 218.46 | \$15,152,716 | \$16,488,317 | \$16,707,602 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

SPED - Area 4

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 85014 | | | | | | |
| Payroll | | | | | | |
| Assistant Director | 1.00 | 1.00 | 1.00 | \$157,404 | \$76,996 | \$79,920 |
| Teacher | 26.00 | 26.00 | 26.00 | 1,344,924 | 1,573,205 | 1,645,645 |
| Substitute Teacher | - | - | - | 5,793 | 18,500 | 18,500 |
| Coordinator - Licensed | 2.00 | 2.00 | 2.00 | 74,485 | 155,972 | 157,504 |
| Psychologist | 1.00 | 1.00 | 1.00 | 133,577 | 47,586 | 49,965 |
| Social Worker | 1.00 | 1.00 | 1.00 | 144,542 | 68,646 | 61,343 |
| Audiologist | 4.00 | 4.00 | 4.00 | 233,787 | 256,152 | 278,975 |
| Speech Therapist | 2.50 | 2.50 | 2.50 | 149,134 | 156,143 | 200,440 |
| Specialist - Classified | 1.00 | 1.00 | 1.00 | 53,722 | 56,462 | 58,926 |
| Technician - Classified | 8.00 | 8.00 | 8.00 | 326,794 | 325,622 | 324,042 |
| Secretary | 2.00 | 2.00 | 2.00 | 66,611 | 74,408 | 77,743 |
| Paraprofessional | 0.17 | 0.18 | 0.18 | 12,158 | 4,336 | 4,553 |
| Special Interpreter/Tutor | 36.73 | 39.33 | 39.30 | 893,683 | 933,958 | 980,656 |
| Para-Educator | - | - | - | 67,547 | - | - |
| Classified - Hourly | 1.43 | 1.53 | 1.53 | 37,745 | 36,271 | 38,085 |
| Certificated - Hourly | - | - | - | 51,906 | - | - |
| Additional Pay - Certificated | - | - | - | 23,420 | - | - |
| Additional Pay-Classified | - | - | - | 3,919 | - | - |
| Overtime - Classified | - | - | - | 25,251 | 10,000 | 10,000 |
| Payroll Total | 86.83 | 89.54 | 89.51 | 3,806,402 | 3,794,257 | 3,986,297 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 1,195,585 | 1,104,737 | 1,177,419 |
| Benefits Total | - | - | - | 1,195,585 | 1,104,737 | 1,177,419 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 46,368 | 33,000 | 33,000 |
| Employee Training & Conf | - | - | - | 199 | - | - |
| Meals/Refreshments | - | - | - | 40 | - | - |
| Student Transportation. | - | - | - | 40,132 | 40,300 | 40,300 |
| Legal Fees | - | - | - | 378,081 | 75,000 | 75,000 |
| Printing | - | - | - | 514 | - | - |
| ADA/Legal Settlement | - | - | - | 43,337 | - | - |
| Contracted Services | - | - | - | 1,236,140 | 797,000 | 797,000 |
| Equipment Rental | - | - | - | 399 | - | - |
| Contract Maint/Eq Repair | - | - | - | 9,158 | - | - |
| Software Purch | - | - | - | 892 | - | - |
| Marketing - Advertising | - | - | - | 400 | - | - |
| Telephone/Pagers/Modems | - | - | - | - | 2,000 | 2,000 |
| Postage | - | - | - | 681 | 1,000 | 1,000 |
| Purchased Services Total | - | - | - | 1,756,341 | 948,300 | 948,300 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 42,292 | - | - |
| Curriculum Dev/Staff Training | - | - | - | 757 | - | - |
| Instructional Material/Supply | - | - | - | 58,904 | - | - |
| Instructional Equip-Under \$5K | - | - | - | 51,251 | - | - |
| Textbooks | - | - | - | - | 1,000 | 1,000 |
| Copier Usage | - | - | - | 92 | - | - |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

SPED - Area 4

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Testing Materials | - | - | - | 155,489 | - | - |
| Materials and Supplies Total | - | - | - | 308,785 | 1,000 | 1,000 |
| Capital | | | | | | |
| Instructional/Curric Equipmnt | - | - | - | - | 9,500 | 9,500 |
| Capital Total | - | - | - | - | 9,500 | 9,500 |
| Total | 86.83 | 89.54 | 89.51 | \$7,067,113 | \$5,857,794 | \$6,122,516 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

SPED - Preschool

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 85015 | | | | | | |
| Payroll | | | | | | |
| Teacher | 20.00 | 20.00 | 20.00 | \$1,266,161 | \$1,110,736 | \$1,186,836 |
| Substitute Teacher | - | - | - | 5,595 | 10,000 | 10,000 |
| Physical Therapist | 2.00 | 2.00 | 2.00 | 119,639 | 125,262 | 142,185 |
| Occupational Therapist | 7.00 | 7.00 | 7.00 | 426,229 | 511,585 | 520,833 |
| Social Worker | 3.00 | 3.00 | 3.00 | 187,382 | 207,397 | 202,506 |
| Speech Therapist | 21.00 | 21.00 | 21.00 | 866,422 | 1,453,040 | 1,541,528 |
| Specialist - Classified | - | - | - | 485 | - | - |
| Technician - Classified | 1.00 | 1.00 | 1.00 | 32,911 | 34,458 | 32,391 |
| Paraprofessional | 3.34 | 3.58 | 3.58 | 44,270 | 85,021 | 89,272 |
| Para-Educator | 5.67 | 6.07 | 6.07 | 150,619 | 144,239 | 151,451 |
| Sub Para-Educator | - | - | - | - | 1,400 | 1,400 |
| One-Time Add'l Salary Pymts | - | - | - | 2,123 | - | - |
| Additional Pay - Certificated | - | - | - | 10,243 | 19,000 | 19,000 |
| Overtime - Classified | - | - | - | 278 | - | - |
| Payroll Total | 63.01 | 63.65 | 63.65 | 3,112,357 | 3,702,138 | 3,897,402 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 912,541 | 1,077,808 | 1,151,176 |
| Benefits Total | - | - | - | 912,541 | 1,077,808 | 1,151,176 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 14,225 | 11,800 | 11,800 |
| Employee Training & Conf | - | - | - | 100 | 1,000 | 1,000 |
| Employee Background Verificatn | - | - | - | - | 200 | 200 |
| Student Transportation. | - | - | - | - | 200 | 200 |
| Printing | - | - | - | - | 200 | 200 |
| Telephone/Pagers/Modems | - | - | - | 375 | 300 | 300 |
| Postage | - | - | - | 126 | 500 | 500 |
| Permits/Licenses/Fees | - | - | - | 751 | - | - |
| Tuition to SPED Preschool | - | - | - | 900,000 | 900,000 | 900,000 |
| Purchased Services Total | - | - | - | 915,577 | 914,200 | 914,200 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 1,216 | 2,900 | 2,900 |
| Office Equipment - Under \$5K | - | - | - | 758 | - | - |
| Instructional Material/Supply | - | - | - | 5,287 | 9,000 | 9,000 |
| Instructional Equip-Under \$5K | - | - | - | 4,360 | 12,400 | 12,400 |
| Copier Usage | - | - | - | 6,963 | 1,400 | 1,400 |
| Materials and Supplies Total | - | - | - | 18,584 | 25,700 | 25,700 |
| Capital | | | | | | |
| Total | 63.01 | 63.65 | 63.65 | \$4,959,059 | \$5,719,846 | \$5,988,478 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2017/2018

General Fund Department Detail

Homebound and Health Services

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 85072 | | | | | | |
| Payroll | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$102,216 | \$106,713 | \$89,250 |
| Teacher | 2.00 | 2.00 | 2.00 | 122,090 | 127,828 | 138,837 |
| Nurse | 33.00 | 33.00 | 31.00 | 2,145,292 | 2,316,879 | 2,101,273 |
| Psychologist | - | - | - | 91 | - | - |
| Specialist - Classified | 0.88 | 0.88 | 0.88 | 27,634 | 29,098 | 30,553 |
| Substitute Secretary | - | - | - | 3,600 | - | - |
| Secretary | 1.00 | 1.00 | 1.00 | 40,740 | 48,219 | 42,335 |
| Classified - Hourly | 0.68 | 0.73 | 0.73 | 4,405 | 17,237 | 18,099 |
| Certificated - Hourly | 4.47 | 4.79 | 4.79 | 68,506 | 113,784 | 119,473 |
| One-Time Add'l Salary Pymts | - | - | - | 1,062 | - | - |
| Additional Pay - Certificated | - | - | - | 32,314 | - | - |
| Additional Pay-Classified | - | - | - | 4,312 | - | - |
| Additional Pay-Administrative | - | - | - | 38,453 | - | - |
| Overtime - Classified | - | - | - | 499 | - | - |
| Payroll Total | 43.03 | 43.40 | 41.40 | 2,591,214 | 2,759,758 | 2,539,820 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 679,958 | 803,482 | 750,094 |
| Benefits Total | - | - | - | 679,958 | 803,482 | 750,094 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 40,773 | 15,000 | 15,000 |
| Employee Training & Conf | - | - | - | 1,815 | - | - |
| Recruiting Costs | - | - | - | 35 | - | - |
| Printing | - | - | - | 298 | 1,200 | 1,200 |
| Contracted Services | - | - | - | 91,711 | 10,000 | 10,000 |
| Marketing - Advertising | - | - | - | 95 | 1,400 | 1,400 |
| Telephone/Pagers/Modems | - | - | - | 19,340 | 10,000 | 10,000 |
| Postage | - | - | - | 47 | - | - |
| Purchased Services Total | - | - | - | 154,114 | 37,600 | 37,600 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 3,875 | 5,000 | 5,000 |
| Office Equipment - Under \$5K | - | - | - | 17,886 | 1,000 | 1,000 |
| Curriculum Dev/Staff Training | - | - | - | 380 | - | - |
| Instructional Material/Supply | - | - | - | 55 | 5,400 | 5,400 |
| Copier Usage | - | - | - | 4,169 | 1,600 | 1,600 |
| Materials and Supplies Total | - | - | - | 26,365 | 13,000 | 13,000 |
| Capital | | | | | | |
| Total | 43.03 | 43.40 | 41.40 | \$3,451,651 | \$3,613,840 | \$3,340,514 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Office of Student Engagement

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 85076 | | | | | | |
| Payroll | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$95,947 | \$98,859 | \$102,117 |
| Manager | 1.00 | 1.00 | 1.00 | 69,934 | 72,202 | 74,944 |
| Technical Specialist | - | - | - | 214 | - | - |
| Substitute Teacher | - | - | - | 285 | 3,100 | 3,100 |
| Coordinator - Administrative | 1.00 | 1.00 | 1.00 | 50,330 | 49,209 | 51,077 |
| Administrator | 3.00 | 3.00 | 3.00 | 182,241 | 197,979 | 204,354 |
| Technician - Classified | 1.00 | 1.00 | 1.00 | 43,941 | 51,338 | 51,743 |
| Substitute Secretary | - | - | - | - | 900 | - |
| Additional Pay - Certificated | - | - | - | 60 | 2,000 | 2,000 |
| Additional Pay-Classified | - | - | - | 62 | - | 900 |
| Payroll Total | 7.00 | 7.00 | 7.00 | 443,014 | 475,587 | 490,235 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 133,788 | 138,480 | 144,811 |
| Benefits Total | - | - | - | 133,788 | 138,480 | 144,811 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 8,549 | 5,500 | 6,500 |
| Employee Training & Conf | - | - | - | 2,461 | 7,300 | 7,300 |
| Meals/Refreshments | - | - | - | 891 | 1,000 | 1,000 |
| Student Transportation. | - | - | - | 910 | - | - |
| Printing | - | - | - | 58 | 1,300 | 1,300 |
| Consultants | - | - | - | - | 1,000 | 1,000 |
| Contracted Services | - | - | - | 3,369 | 3,000 | 3,000 |
| Building Rental | - | - | - | 300 | - | - |
| Software Purch | - | - | - | 246 | - | - |
| Marketing - Advertising | - | - | - | 550 | - | - |
| Telephone/Pagers/Modems | - | - | - | 373 | 1,500 | 500 |
| Postage | - | - | - | 31 | 500 | 500 |
| Tuition Reimb-Other Facilities | - | - | - | 51,280 | 50,000 | 50,000 |
| Purchased Services Total | - | - | - | 69,018 | 71,100 | 71,100 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 8,571 | 4,700 | 4,700 |
| Instructional Material/Supply | - | - | - | 1,776 | 800 | 800 |
| Copier Usage | - | - | - | 1,645 | 1,400 | 1,400 |
| Materials and Supplies Total | - | - | - | 11,992 | 6,900 | 6,900 |
| Capital | | | | | | |
| Total | 7.00 | 7.00 | 7.00 | \$657,812 | \$692,067 | \$713,046 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

SPED - Child Find

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 85080 | | | | | | |
| Payroll | | | | | | |
| Teacher | 4.00 | 4.00 | 4.00 | \$229,736 | \$241,259 | \$249,732 |
| Physical Therapist | 3.50 | 3.50 | 3.50 | 244,956 | 256,469 | 255,027 |
| Occupational Therapist | 1.00 | 1.00 | 1.00 | 73,965 | 77,441 | 78,050 |
| Psychologist | 1.00 | 1.00 | 1.00 | 53,398 | 61,763 | 65,791 |
| Audiologist | 0.50 | 0.50 | 0.50 | 28,850 | 30,206 | 30,896 |
| Speech Therapist | 4.50 | 4.50 | 4.50 | 275,938 | 325,020 | 334,027 |
| Technician - Classified | 1.00 | 1.00 | 1.00 | 27,014 | 35,257 | 37,020 |
| Additional Pay - Certificated | - | - | - | 19,381 | 10,000 | 10,000 |
| Payroll Total | 15.50 | 15.50 | 15.50 | 953,238 | 1,037,415 | 1,060,543 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 249,398 | 301,932 | 313,260 |
| Benefits Total | - | - | - | 249,398 | 301,932 | 313,260 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 2,059 | 4,200 | 4,200 |
| Employee Training & Conf | - | - | - | - | 500 | 500 |
| Printing | - | - | - | 70 | 100 | 100 |
| Contracted Services | - | - | - | 4,526 | - | - |
| Contract Maint/Eq Repair | - | - | - | 2,549 | - | - |
| Telephone/Pagers/Modems | - | - | - | 195 | 300 | 300 |
| Postage | - | - | - | 1,637 | 1,400 | 1,400 |
| Purchased Services Total | - | - | - | 11,036 | 6,500 | 6,500 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 813 | 2,900 | 2,900 |
| Office Equipment - Under \$5K | - | - | - | 1,313 | 5,300 | 5,300 |
| Curriculum Dev/Staff Training | - | - | - | 383 | - | - |
| Instructional Material/Supply | - | - | - | 745 | 11,900 | 11,900 |
| Copier Usage | - | - | - | 1,333 | 2,900 | 2,900 |
| Materials and Supplies Total | - | - | - | 4,587 | 23,000 | 23,000 |
| Capital | | | | | | |
| Total | 15.50 | 15.50 | 15.50 | \$1,218,259 | \$1,368,847 | \$1,403,303 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

SPED - School to Work Program Alliance

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 85087 | | | | | | |
| Purchased Services | | | | | | |
| SWAP Match | - | - | - | \$273,497 | \$290,400 | \$290,400 |
| Telephone/Pagers/Modems | - | - | - | 60 | - | - |
| Purchased Services Total | - | - | - | 273,557 | 290,400 | 290,400 |
| Materials and Supplies | | | | | | |
| Capital | | | | | | |
| Total | - | - | - | \$273,557 | \$290,400 | \$290,400 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Itinerant Services

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 85090 | | | | | | |
| Materials and Supplies | | | | | | |
| Instructional Material/Supply | - | - | - | \$27 | - | - |
| Materials and Supplies Total | - | - | - | 27 | - | - |
| Capital | | | | | | |
| Total | - | - | - | \$27 | - | - |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Out of District Placement

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 85091 | | | | | | |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | \$11,498 | - | - |
| Tuition Reimb-Other Facilities | - | - | - | 134,765 | 90,000 | 90,000 |
| POODS Tuition/Excess Spec Ed | - | - | - | 4,027,509 | 4,831,200 | 4,831,200 |
| Purchased Services Total | - | - | - | 4,173,772 | 4,921,200 | 4,921,200 |
| Materials and Supplies | | | | | | |
| Capital | | | | | | |
| Total | - | - | - | \$4,173,772 | \$4,921,200 | \$4,921,200 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Sobesky Academy K-12

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: 85100 | | | | | | |
| Payroll | | | | | | |
| Principal. | 1.00 | 1.00 | 1.00 | \$91,358 | \$95,652 | \$104,247 |
| Assistant Principal | 1.00 | 1.00 | 1.00 | 70,826 | 74,155 | 74,234 |
| Dean | - | - | - | 65,057 | - | - |
| Teacher | 11.00 | 11.00 | 11.00 | 614,767 | 648,761 | 617,268 |
| Substitute Teacher | - | - | - | 10,380 | 11,400 | 11,400 |
| Counselor | 0.50 | 0.50 | 0.50 | 26,640 | 27,892 | 28,897 |
| Psychologist | 1.00 | 1.00 | 1.00 | 70,330 | 81,354 | 81,625 |
| Social Worker | 6.00 | 6.00 | 6.00 | 327,444 | 384,450 | 387,752 |
| School Secretary | 1.75 | 1.75 | 1.75 | 60,115 | 62,940 | 58,544 |
| Clinic Aides | 0.57 | 0.61 | 0.61 | 13,127 | 14,487 | 15,211 |
| Campus Supervisor. | - | - | - | 27,645 | - | - |
| Additional Pay - Certificated | - | - | - | 1,411 | - | - |
| Additional Pay-Classified | - | - | - | 182 | - | - |
| Overtime - Classified | - | - | - | 2,512 | - | - |
| Payroll Total | 22.82 | 22.86 | 22.86 | 1,381,794 | 1,401,091 | 1,379,178 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 414,945 | 408,019 | 407,370 |
| Benefits Total | - | - | - | 414,945 | 408,019 | 407,370 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 1,277 | 500 | 500 |
| Employee Training & Conf | - | - | - | 4,252 | 400 | 400 |
| Awards And Banquets | - | - | - | 297 | 1,300 | 1,300 |
| Meals/Refreshments | - | - | - | 827 | 200 | 200 |
| Student Transportation. | - | - | - | 1,140 | - | - |
| Printing | - | - | - | 360 | 300 | 300 |
| Contracted Services | - | - | - | 20 | - | - |
| Contract Maint/Eq Repair | - | - | - | 75 | - | - |
| Telephone/Pagers/Modems | - | - | - | 1,381 | 1,000 | 1,000 |
| Voice Communication Line | - | - | - | - | - | - |
| Postage | - | - | - | 313 | 300 | 300 |
| Purchased Services Total | - | - | - | 9,942 | 4,000 | 4,000 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 3,847 | 5,600 | 5,600 |
| Office Equipment - Under \$5K | - | - | - | 2,471 | - | - |
| Clinic Supplies/Materials | - | - | - | 386 | 300 | 300 |
| Custodial Supplies | - | - | - | - | - | - |
| Instructional Material/Supply | - | - | - | 22,467 | 10,000 | 10,000 |
| Instructional Equip-Under \$5K | - | - | - | 668 | 6,700 | 6,700 |
| Textbooks | - | - | - | 401 | 1,000 | 1,000 |
| Copier Usage | - | - | - | 2,729 | 4,000 | 4,000 |
| Materials and Supplies Total | - | - | - | 32,969 | 27,600 | 27,600 |
| Capital | | | | | | |
| Building Improvements. | - | - | - | 195,463 | - | - |
| Capital Total | - | - | - | 195,463 | - | - |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Sobesky Academy K-12

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|--------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Total | 22.82 | 22.86 | 22.86 | \$2,035,113 | \$1,840,710 | \$1,818,148 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

Student Services Response

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Dept ID: 86000 | | | | | | |
| Payroll | | | | | | |
| Director | - | 1.00 | 1.00 | - | \$112,113 | \$89,250 |
| Manager | - | 1.00 | 1.00 | - | 76,298 | 73,500 |
| Psychologist | - | - | - | 308,772 | - | - |
| Social Worker | - | - | - | 422,430 | - | - |
| Specialist - Classified | - | 1.00 | 1.00 | - | 39,598 | 39,909 |
| One-Time Add'l Salary Pymts | - | - | - | 697 | - | - |
| Payroll Total | - | 3.00 | 3.00 | 731,899 | 228,009 | 202,659 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 204,471 | 67,262 | 59,852 |
| Benefits Total | - | - | - | 204,471 | 67,262 | 59,852 |
| Materials and Supplies | | | | | | |
| Capital | | | | | | |
| Total | - | 3.00 | 3.00 | \$936,370 | \$295,271 | \$262,511 |



Telecommunications, Network and Utilities

Divisions within the General Fund participated in Budgeting for Outcomes, a process where departments evaluated their programs and services to assure alignment with district goals. Detailed information that follows includes:

- Department Renewal Summary
- Activity Description
- Performance Measures
- Improvement & Efficiencies
- Support of Strategic Objectives
- Budget Changes from prior year

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|----------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Operations and Maintenance | | | | | | |
| Payroll | 1.50 | 1.50 | 1.50 | \$106,958 | \$172,306 | \$176,882 |
| Non-Payroll | - | - | - | 20,508,667 | 22,683,800 | 21,483,800 |
| Total | 1.50 | 1.50 | 1.50 | \$20,615,625 | \$22,856,106 | \$21,660,682 |

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



| | | | | | |
|-------------------|-------|------------------------------------|-----|----------------|-----------|
| DEPARTMENT | | Field Services – Energy Management | | | |
| DEPT ID | 93020 | FTE | 1.5 | Adopted Budget | \$232,406 |

RENEWAL REQUEST SUMMARY

The mission of the Energy Management Program is to minimize utility costs while supporting the needs of the educational environment and the extracurricular use of Jeffco Facilities while empowering students, teachers, and staff to become conscientious of their individual and collective energy use.

ACTIVITY DESCRIPTION

- Paying and reviewing utility bills and troubleshooting of billing issues
- Analysis of live and historical energy data
- Administration of behavioral savings competitions for schools
- Provide resources to district personnel
- Participating in design review and technical guideline meetings (on topics related to energy usage)
- Help in troubleshooting Calsense (Irrigation Management) System to drive water savings at high use sites
- Project selection and administration of district wide energy conservation measures

PERFORMANCE MEASURES

- To bring behavioral engagement to more schools by hosting Fall and Spring energy saving competitions. Increasing the visibility of our district-wide electrical profiles through the installation of eGauges at more schools. Direct work with and support of five school Green Teams or Environmental Clubs.

IMPROVEMENT & EFFICIENCIES

- Increased visibility on our electrical usage in district with eGauges. Before we only received monthly snapshots of consumption and demand, now we can validate our bills against data and troubleshoot equipment that is not performing correctly. eGauges provide a practical interface for students to learn about energy and they will serve as the backbone for any energy saving competitions held.
- Implementation of initiatives to save on natural gas in the unoccupied mode and to reduce water consumption at high use sites.

MEASURABLE GOALS: Behavioral savings of 1,000,000 kWh.

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One - Empower to Educate, Inspire to Learn:
 Updates to the Energy Management website will include access to energy and water usage data for every school. Twenty-four schools currently have real time electric monitoring devices in place, 46 are planned to be installed 2016-2017, and another ~ fifty schools in 2017-2018. These web dashboards which track electricity serve as a learning platform and the engine to our behavioral savings competitions throughout the district.

Strategy Two - Connect to College, Career and Life Aspirations:
 Whatever paths our students may take in the future, each individual will make decisions about his/her energy and water usage. A goal of this department is to raise the energy literacy of our students and staff to help pave a path towards a conservation minded culture. Our behavioral engagement programs involve volunteer mentors from the community in a sustainability, building, or energy related field each mentor typically begins his/her interaction with the students by explaining what their career is.

BUDGET CHANGES FROM PRIOR YEAR

Unchanged, Utility Budgets are adequate.

ADDITIONAL INFORMATION

http://www.jeffcopublicschools.org/departments/profiles/?department_id=146

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

We would like to increase the Resource Conservation Advocate position from being 0.5 FTE (\$24,000) to 1.0 FTE (\$48,000). The Resource Conservation Advocate administers our behavioral savings competitions and serves as Energy Management's liaison with all schools, students, and staff. During October 2016 we are hosting our second large scale energy savings competition among twelve Jeffco Schools. With the further installation of eGauges throughout the district we will be able to impact and engage with more schools. We will need more staff (time) to accommodate our increasing outreach efforts as they expand throughout the district.



Building Bright Futures



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Department Detail

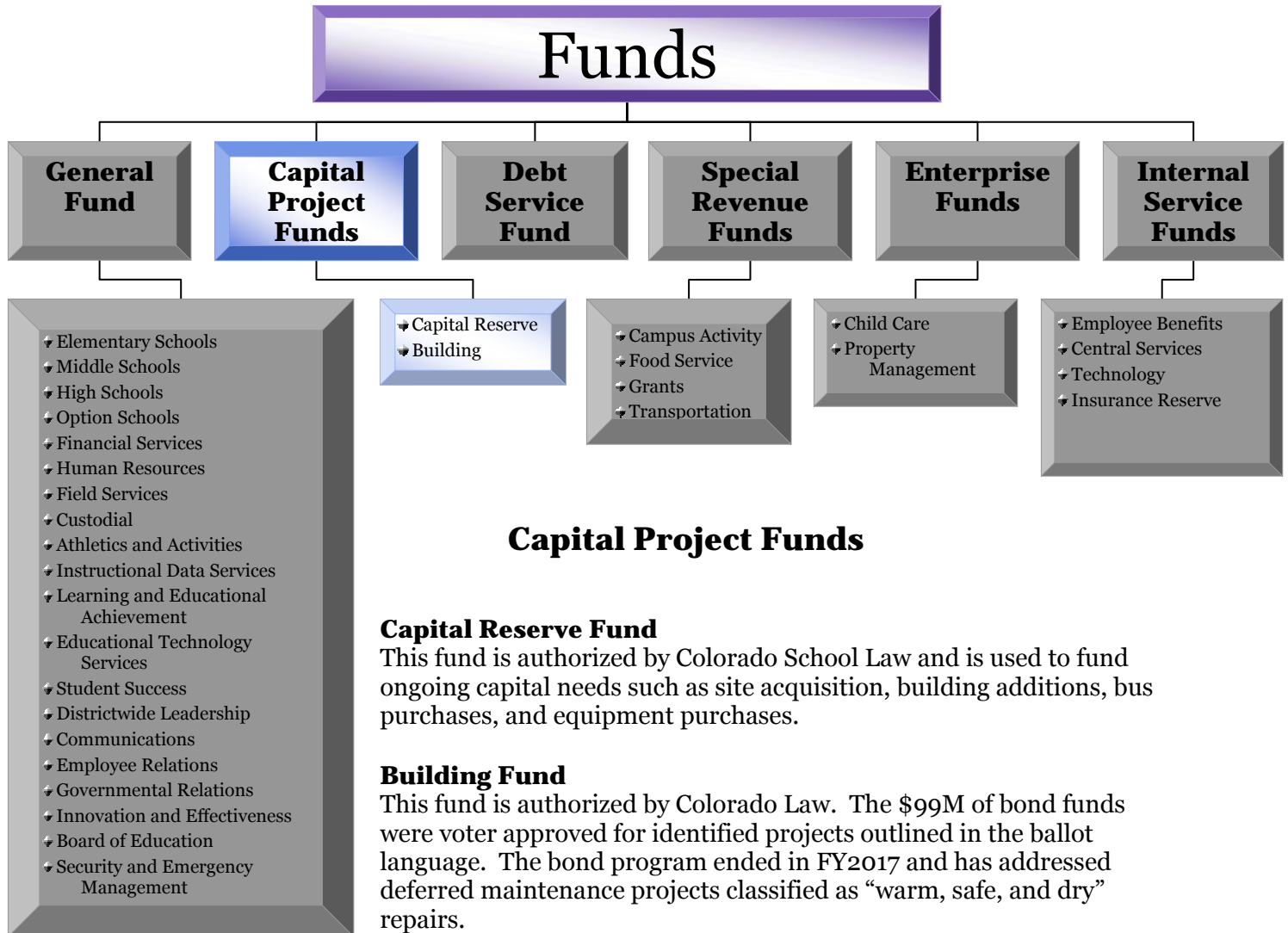
Telecom, Network & Utilities

| | 2015/2016 Budget FTE | 2016/2017 Budget FTE | 2017/2018 Budget FTE | 2015/2016 Actual | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Payroll | | | | | | |
| Manager | 1.50 | 1.50 | 1.50 | \$82,773 | \$133,493 | \$136,553 |
| Administrator | - | - | - | 1,000 | - | - |
| Payroll Total | 1.50 | 1.50 | 1.50 | 83,773 | 133,493 | 136,553 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 23,185 | 38,813 | 40,329 |
| Benefits Total | - | - | - | 23,185 | 38,813 | 40,329 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 669 | - | - |
| Awards And Banquets | - | - | - | 3,300 | - | - |
| Refuse & Dump Fees | - | - | - | 413,652 | 400,000 | 400,000 |
| Technology Services | - | - | - | 2,282,500 | 2,282,500 | 2,282,500 |
| Telephone/Pagers/Modems | - | - | - | 1,938 | - | - |
| Natural Gas | - | - | - | 1,671,112 | 2,440,000 | 2,140,000 |
| Propane | - | - | - | 91,980 | 110,000 | 110,000 |
| Data Communication Lines | - | - | - | 53,208 | - | - |
| Electricity | - | - | - | 9,979,174 | 10,250,000 | 9,950,000 |
| Voice Communication Line | - | - | - | 3,094,640 | 3,057,200 | 2,957,200 |
| Water & Sanitation | - | - | - | 2,630,632 | 3,804,000 | 3,304,000 |
| Storm Water | - | - | - | 285,551 | 280,000 | 280,000 |
| Purchased Services Total | - | - | - | 20,508,356 | 22,623,700 | 21,423,700 |
| Materials and Supplies | | | | | | |
| Office Material/Supplies | - | - | - | 311 | - | - |
| Maint Materials/Supplies | - | - | - | - | 60,100 | 60,100 |
| Materials and Supplies Total | - | - | - | 311 | 60,100 | 60,100 |
| Total | 1.50 | 1.50 | 1.50 | \$20,615,625 | \$22,856,106 | \$21,660,682 |



Building Bright Futures

Funds



Capital Project Funds

Capital Reserve Fund

This fund is authorized by Colorado School Law and is used to fund ongoing capital needs such as site acquisition, building additions, bus purchases, and equipment purchases.

Building Fund

This fund is authorized by Colorado Law. The \$99M of bond funds were voter approved for identified projects outlined in the ballot language. The bond program ended in FY2017 and has addressed deferred maintenance projects classified as “warm, safe, and dry” repairs.



Building Bright Futures

District-wide Facilities Plan

A Capital Improvement Plan is developed annually to address improvements and capital needs of district facilities. The foundation of the current plan is the 2009 Facility Assessment. During this full district assessment, educational, administrative and support sites underwent a detailed deficiency review. The plan is kept up to date with each building being reassessed every third year. The purpose of the assessment was to develop an objective method to prioritize capital needs. The assessment determined the replacement value at \$2.4B, and the deficiencies were nearly \$451.2M. In 2017, the facility portfolio replacement value is estimated to be \$2.75B, and the deficiencies are \$575M.

Over the last five years, the focus of all improvements has been on addressing the highest priority needs as identified through the assessment process. Since 2013, inflation adjusted deficiencies have increased from \$468.5M to \$575M, an increase of over 18 percent. In FY 2018 the district will spend approximately \$17.3M on capital improvements.

Facilities Management Overall Goal

The district strives to provide a physical environment that supports the educational needs of students and staff through facilities that are well maintained, energy and operationally efficient, and adequate in size and functionality, and to maintain a district-wide Facility Master Plan that addresses current and future facility needs.

Targeted Objectives

- **Facilities Master Plan**

- Prepare an update to the district-wide Facility Master Plan that will include recommendations to district properties including additional square footage, new buildings, renovations, boundary changes, and acquisitions and disposal of real assets. The updated Master Plan was completed in July 2016.
- In January 2017, the Board of Education directed staff to review schools that could be potential closure candidates. Some had been identified in the Facility Master Plan and others had not been considered, but due to changing circumstances were added to the potential closure list. In February 2017 the Board decided to close Pleasant View Elementary at the end of the 2016-2017 school year.

- **Assessment**

- Maintain and update the facility assessment data. Each facility will continue to be assessed at a minimum of once every three years covering one third of the districts' portfolio annually.
- Determine educational adequacy of all instructional spaces district-wide.
- Provide data necessary to maintain all facilities in a safe and secure manner.
- Identify cost, prioritize and correct building condition and educational adequacy deficiencies district-wide.
- Reduce the overall portfolio Facility Condition Index (FCI).
- Reduce operational and energy expenses through the use of targeted capital expenditures, operational efficiencies and conservation of utility resources.
- Prepare an annual report to the Board of Education and the public that summarizes the physical condition, portfolio replacement value and the costs associated with addressing deficiencies to the district's real property.

- **Enrollment Tracking & Annual Report**

- Monitor growth, decline and development that impacts utilization of existing facilities and could determine closures or locations that require capital investment.
- Prepare an annual report to the Board of Education and the public that projects growth or decline in enrollment across the district.

Facility Planning District Policy

The facilities policies are determined by the Jeffco Board of Education and include direction in the areas of maintenance, capital asset and real property management. In compliance with district policy FB, Facilities Planning, long-term facilities planning and the development of a district-wide Facilities Master Plan (FMP) is ongoing work. This plan provides current and accurate data which is the foundation of facilities planning. Each spring an annual Summary of Findings and an Enrollment Projections Report are prepared for distribution to the Board of Education and the public.

Facility Master Planning

From the early 1990s, Jeffco has been successful at passing capital improvement bond issues on a four-year cycle. These bonds addressed the growth and capital improvement needs of the school district. In 2008, a capital improvement bond ballot initiative failed. The failure has left a funding gap in the four-year development and maintenance cycle for facilities. The 2012 renewal bond was specifically targeted at addressing high priority deficiencies categorized as “warm, safe and dry” needs. The plan did not include funding for any expansions, renovations or new buildings. In 2016, a major capital improvement bond that provided for replacement facilities, additions, educational adequacy, equity between schools, deferred maintenance and other needs and improvements identified in the 2016 Facility Master Plan was defeated.



Despite limited resources aimed at only the highest priority needs, population trends in the north and west-central areas of the county indicate that new facilities or the expansion of existing facilities will be necessary in the near future. To prepare for this growth, the Board of Education authorized the construction of Three Creeks K-8 that will open as a K-6 facility in the fall of 2017, a grade a year will be added and by 2019 the school will be a K-8 facility as originally designed. A second phase is planned that will allow for an increase in enrollment from 800 to 1,000. The Board authorized the completion of Phase II of Sierra Elementary School which will add approximately 250 seats to the school, bringing it to a capacity of 768 students. Funding for both projects is through the issuance of Certificates of Participation (COP's). Additional projects to deal with enrollment growth in the north and west-central areas are identified in the District-wide Facility Master Plan.

In order to better utilize existing square footage the Board of Education authorized the reconfiguration of remaining K-6 elementary schools to K-5 and the conversion of middle schools from grades 7-8 to grades 6-8. These reconfigurations will provide capacity to elementary schools, reduce the number of students' currently in modular classrooms and better utilize middle schools where the greatest excess capacity currently exists. Areas experiencing high middle school growth or high enrollment in small middle schools have been recommended to receive additions to deal with the additional grade.

Facility Condition Index

The district utilizes the Facility Condition Index (FCI), a widely used evaluation method that provides a relative scale of the overall condition of a given facility or group of facilities within a real property portfolio. The index is derived by dividing the total repair cost, including educational adequacy and site-related repairs, into the total replacement cost for the set of facilities.

$$\text{FCI} = \frac{\text{Total Maintenance, Repair, and Replacement Deficiencies}}{\text{Total Current Replacement Value}}$$

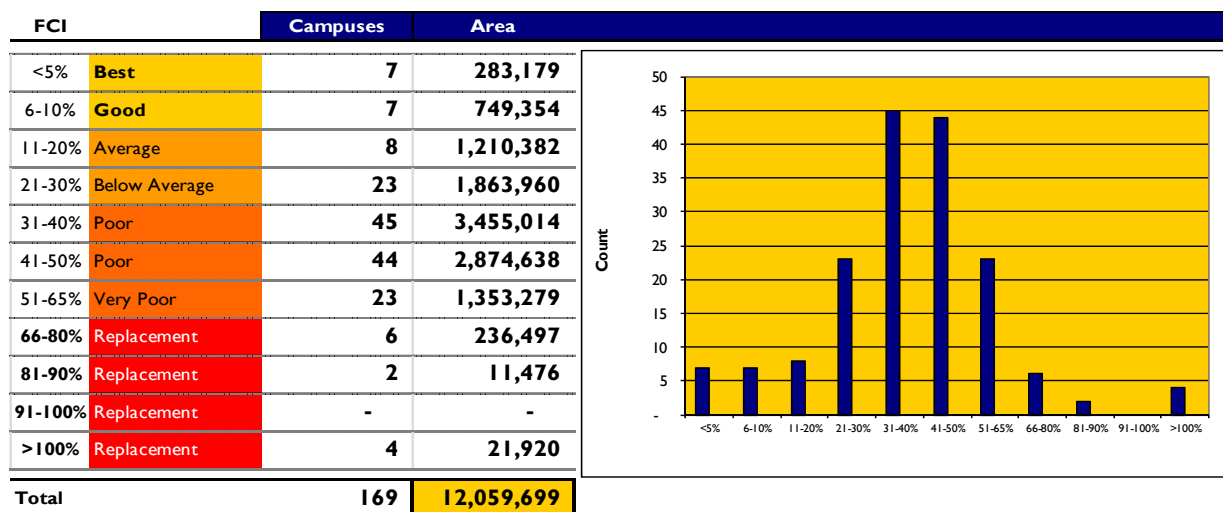
Based on industry standards, previous district experience and consultation with district staff, the following scale was implemented:

| | |
|------------------|-----------------------|
| Less than 5% | Excellent |
| 6% to 10% | Good |
| 11% to 20% | Average |
| 21% to 30% | Below Average |
| 31% to 50% | Poor |
| 51% to 65% | Very Poor |
| Greater than 65% | Replacement Candidate |

Currently, district-wide deficiencies total approximately \$575M, and the overall estimated portfolio replacement value is nearly \$2.75B. The result is a district-wide FCI of 21 percent that reflects district-wide facilities in below average condition. The improvement in FCI since 2010's 24.6 is attributed to the funding from the approved 2012 Bond that addressed the highest need deficiencies and the annual capital investment made each year.

A campus-level FCI encompasses the real estate and the combination of all structures belonging to that campus. The following chart shows the distribution of campus conditions across the district. Note that the chart includes schools, stadia, administration, and support facilities.

Districtwide Facility Condition Index (FCI) w/Life Cycle by Site Location



The facilities condition assessment evaluates each building's overall condition, including its site, roof, structural integrity, the exterior building envelope, the interior, and the mechanical, electrical and plumbing systems.

Jeffco Schools Facility Summary

Below is a listing by school type identifying the age of the facility, the 2016/2017 enrollment, the total permanent capacity, the facility condition costs and the resultant FCI. The facility condition cost is the value of the identified deficiencies at the site; and when that value is divided by the replacement cost of the facility, it results in the FCI. Note that the chart below does not include all district facilities.

| Jeffco High Schools Facility Summary | | | | | |
|---|------------|---------------------------|-----------------------------|--------------------------------|------------|
| Campus Name | Age | 2016-17 Enrollment | Total Permanent S.F. | Facility Condition Cost | FCI |
| Arvada High School | 1971 | 836 | 236,196 | \$ 16,026,666 | 29.4% |
| Arvada West High School | 2003 | 1740 | 237,052 | \$ 2,452,890 | 4.5% |
| Bear Creek High School | 2008 | 1594 | 255,986 | \$ 1,814,464 | 3.1% |
| Chatfield High School | 1986 | 1737 | 275,727 | \$ 8,526,829 | 13.4% |
| Columbine High School | 1973 | 1708 | 238,149 | \$ 10,908,577 | 19.8% |
| Conifer Senior High School | 1996 | 833 | 166,224 | \$ 4,538,433 | 11.6% |
| Dakota Ridge Senior High School | 1996 | 1527 | 236,407 | \$ 5,193,298 | 9.5% |
| Evergreen High School | 1954 | 1085 | 209,129 | \$ 5,887,979 | 12.2% |
| Golden High School | 2008 | 1261 | 187,259 | \$ 1,728,133 | 4.0% |
| Green Mountain High School | 1973 | 1142 | 199,223 | \$ 12,611,417 | 27.3% |
| Lakewood High School | 1958 | 2116 | 248,135 | \$ 4,725,140 | 8.2% |
| Pomona High School | 1973 | 1517 | 203,945 | \$ 11,734,990 | 24.9% |
| Ralston Valley Senior High School | 2001 | 1821 | 239,199 | \$ 5,444,251 | 9.9% |
| Standley Lake High School | 1988 | 1303 | 193,706 | \$ 8,156,228 | 18.2% |
| Wheat Ridge High School | 1956 | 1210 | 211,311 | \$ 15,087,920 | 30.9% |
| 15 | | 21,430 | 3,337,648 | \$ 114,837,215 | |

| Jeffco 7-12 Schools Facility Summary | | | | | |
|---|------------|---------------------------|-----------------------------|--------------------------------|------------|
| Campus Name | Age | 2016-17 Enrollment | Total Permanent S.F. | Facility Condition Cost | FCI |
| Alameda International Junior/Senior High School | 1961 | 1239 | 262,863 | \$ 10,217,201 | 16.8% |
| Jefferson Junior/Senior High School | 1959 | 719 | 123,773 | \$ 5,083,919 | 17.6% |
| 2 | | 1,958 | 386,636 | \$ 15,301,120 | |



Jeffco Middle Schools Facility Summary

| Campus Name | Age | 2016-17 Enrollment | Total Permanent S.F. | Facility Condition Cost | FCI |
|------------------------------|------|--------------------|----------------------|-------------------------|-------|
| Bell Middle School | 1964 | 785 | 125,740 | \$ 7,167,512 | 23.7% |
| Carmody Middle School | 1965 | 542 | 99,694 | \$ 3,861,435 | 16.1% |
| Creighton Middle School | 1962 | 689 | 120,847 | \$ 1,915,975 | 6.6% |
| Deer Creek Middle School | 1980 | 680 | 120,366 | \$ 6,225,925 | 21.6% |
| Drake Junior High School | 1962 | 676 | 98,656 | \$ 3,883,243 | 16.4% |
| Dunstan Middle School | 2006 | 635 | 125,644 | \$ 872,334 | 2.9% |
| Evergreen Middle School | 1969 | 767 | 111,715 | \$ 2,419,541 | 9.0% |
| Everitt Middle School | 1966 | 468 | 103,698 | \$ 6,114,986 | 24.6% |
| Falcon Bluffs Middle School | 2003 | 597 | 113,571 | \$ 2,016,096 | 7.4% |
| Ken Caryl Middle School | 1970 | 695 | 88,021 | \$ 3,826,510 | 17.7% |
| Mandalay Middle School | 1983 | 396 | 88,977 | \$ 3,722,725 | 17.5% |
| Moore Middle School | 1978 | 387 | 83,756 | \$ 4,914,204 | 24.5% |
| North Arvada Middle School | 1962 | 471 | 113,554 | \$ 5,549,120 | 20.2% |
| Oberon Junior High School | 1965 | 560 | 90,839 | \$ 6,170,570 | 28.4% |
| Summit Ridge Middle School | 1994 | 725 | 122,573 | \$ 4,186,453 | 14.3% |
| Wayne Carle Middle School | 2006 | 429 | 105,483 | \$ 2,076,170 | 8.2% |
| West Jefferson Middle School | 1974 | 550 | 104,165 | \$ 6,681,147 | 26.8% |
| 17 | | 10,052 | 1,817,299 | \$ 71,603,946 | |

Jeffco K-8 Schools Facility Summary

| Campus Name | Age | 2016-17 Enrollment | Total Permanent S.F. | Facility Condition Cost | FCI |
|---|------|--------------------|----------------------|-------------------------|-------|
| Arvada K-8 | 1952 | 612 | 115,363 | \$ 5,861,021 | 21.2% |
| Bear Creek K-8 School | 2008 | 1086 | 122,367 | \$ 682,543 | 2.3% |
| Bradford K-8 North | 1990 | 344 | 48,682 | \$ 1,177,460 | 10.9% |
| Bradford K-8 South | 1994 | 436 | 46,070 | \$ 2,406,790 | 21.1% |
| Coal Creek Canyon K-8 Elementary School | 1963 | 140 | 25,361 | \$ 1,656,762 | 26.9% |
| 5 | | 2,618 | 357,843 | \$ 11,784,576 | |

Jeffco Elementary Schools Facility Summary

| Campus Name | Age | 2016-17 Enrollment | Total Permanent S.F. | Facility Condition Cost | FCI |
|-----------------------------------|------|--------------------|----------------------|-------------------------|-------|
| Adams Elementary School | 1988 | 453 | 47,737 | \$ 3,361,268 | 29.8% |
| Allendale Elementary School | 1964 | 243 | 40,306 | \$ 1,978,369 | 20.6% |
| Belmar Elementary School | 1961 | 319 | 40,829 | \$ 2,448,421 | 25.2% |
| Bergen Meadow Primary School | 1970 | 331 | 50,555 | \$ 2,643,630 | 22.3% |
| Bergen Valley Intermediate School | 1997 | 294 | 42,281 | \$ 1,188,295 | 12.0% |
| Blue Heron Elementary School | 2002 | 521 | 55,083 | \$ 1,452,003 | 11.3% |
| Campbell Elementary School | 1964 | 294 | 43,487 | \$ 4,195,282 | 40.9% |
| Colorow Elementary School | 1977 | 206 | 44,227 | \$ 4,393,820 | 42.4% |
| Columbine Hills Elementary School | 1964 | 421 | 47,268 | \$ 2,225,672 | 20.1% |
| Coronado Elementary School | 1987 | 590 | 46,544 | \$ 4,292,515 | 38.2% |
| Deane Elementary School | 1954 | 501 | 46,118 | \$ 2,155,748 | 19.4% |
| Devinny Elementary School | 1964 | 554 | 52,617 | \$ 2,436,242 | 18.9% |
| Dutch Creek Elementary School | 1973 | 317 | 49,780 | \$ 2,765,104 | 23.7% |

Jeffco Elementary Schools Facility Summary

| Campus Name | Age | 2016-17 Enrollment | Total Permanent S.F. | Facility Condition Cost | FCI |
|--------------------------------------|------|--------------------|----------------------|-------------------------|-------|
| Edgewater Elementary School | 1949 | 468 | 45,207 | \$ 2,991,857 | 26.4% |
| Eiber Elementary School | 1955 | 392 | 52,018 | \$ 3,992,976 | 31.7% |
| Elk Creek Elementary School | 1989 | 315 | 51,002 | \$ 3,670,493 | 30.7% |
| Emory Elementary School | 1994 | 686 | 107,786 | \$ 4,045,484 | 15.7% |
| Fairmount Elementary School | 1962 | 645 | 65,146 | \$ 3,247,302 | 21.3% |
| Fitzmorris Elementary School | 1960 | 315 | 51,259 | \$ 3,522,897 | 29.3% |
| Foothills Elementary School | 1970 | 314 | 40,000 | \$ 2,172,590 | 22.5% |
| Foster Elementary School | 1953 | 527 | 42,486 | \$ 4,433,779 | 42.4% |
| Fremont Elementary School | 1953 | 292 | 45,915 | \$ 2,210,952 | 20.0% |
| Glennon Heights Elementary School | 1957 | 239 | 34,699 | \$ 2,888,517 | 33.7% |
| Governor's Ranch Elementary School | 1987 | 400 | 46,908 | \$ 2,589,209 | 22.9% |
| Green Gables Elementary School | 1969 | 288 | 36,920 | \$ 4,483,116 | 50.8% |
| Green Mountain Elementary School | 1962 | 335 | 40,336 | \$ 2,828,354 | 29.1% |
| Hackberry Hill Elementary School | 1966 | 501 | 52,414 | \$ 1,568,610 | 12.8% |
| Hutchinson Elementary School | 1973 | 356 | 44,400 | \$ 3,451,455 | 32.7% |
| Kendallvue Elementary School | 1982 | 487 | 45,418 | \$ 3,579,202 | 32.2% |
| Kendrick Lakes Elementary School | 1970 | 456 | 40,078 | \$ 6,232,638 | 64.2% |
| Kullerstrand Elementary School | 1961 | 236 | 35,531 | \$ 2,709,906 | 31.1% |
| Kyffin Elementary School | 1972 | 503 | 49,472 | \$ 6,489,264 | 54.1% |
| Lasley Elementary School | 1961 | 479 | 66,926 | \$ 3,149,442 | 19.8% |
| Lawrence Elementary School | 1996 | 365 | 47,139 | \$ 3,431,056 | 30.5% |
| Leawood Elementary School | 1972 | 418 | 48,383 | \$ 1,829,842 | 16.1% |
| Little Elementary School | 1973 | 364 | 40,713 | \$ 3,606,263 | 37.3% |
| Lukas Elementary School | 1988 | 510 | 47,742 | \$ 2,473,947 | 22.1% |
| Lumberg Elementary School | 1955 | 473 | 49,380 | \$ 6,316,922 | 51.6% |
| Maple Grove Elementary School | 1960 | 389 | 42,410 | \$ 1,914,958 | 16.6% |
| Marshdale Elementary School | 1980 | 274 | 44,121 | \$ 5,458,755 | 52.8% |
| Martensen Elementary School (Closed) | 1954 | 0 | 32,107 | \$ 2,885,475 | 40.5% |
| Meiklejohn Elementary | 2006 | 787 | 69,841 | \$ 771,521 | 4.7% |
| Mitchell Elementary School | 1997 | 539 | 52,697 | \$ 1,645,875 | 13.1% |
| Molholm Elementary School | 1954 | 503 | 46,525 | \$ 5,125,309 | 44.4% |
| Mortensen Elementary School | 1994 | 446 | 52,158 | \$ 2,232,939 | 18.3% |
| Mount Carbon Elementary School | 1996 | 497 | 51,931 | \$ 1,300,250 | 10.7% |
| Normandy Elementary School | 1970 | 536 | 55,702 | \$ 3,739,342 | 26.7% |
| Parmalee Elementary School | 1963 | 289 | 29,376 | \$ 2,481,148 | 34.1% |
| Parr Elementary School | 1969 | 353 | 33,587 | \$ 2,937,551 | 33.7% |
| Patterson International School | 1964 | 481 | 48,895 | \$ 5,324,160 | 46.2% |
| Peck Elementary School | 1966 | 332 | 42,836 | \$ 3,753,682 | 37.1% |
| Peiffer Elementary School | 1973 | 370 | 44,035 | \$ 3,597,892 | 33.3% |
| Pennington Elementary School | 1961 | 202 | 36,877 | \$ 2,816,009 | 31.8% |
| Pleasant View Elementary School | 1950 | 275 | 49,079 | \$ 4,460,544 | 38.8% |
| Powderhorn Elementary School | 1994 | 654 | 52,135 | \$ 2,842,359 | 21.7% |
| Prospect Valley Elementary School | 1967 | 498 | 46,229 | \$ 5,574,644 | 51.1% |
| Ralston Elementary School | 1955 | 352 | 51,303 | \$ 2,162,622 | 18.0% |
| Red Rocks Elementary School | 1955 | 323 | 29,177 | \$ 4,622,153 | 63.2% |
| Rooney Ranch Elementary School | 1994 | 575 | 53,635 | \$ 2,240,295 | 17.8% |
| Rose Stein Elementary School | 1954 | 0 | 47,094 | \$ 3,505,963 | 31.8% |
| Ryan Elementary School | 1994 | 465 | 50,545 | \$ 3,537,008 | 29.4% |

Jeffco Elementary Schools Facility Summary

| Campus Name | Age | 2016-17 Enrollment | Total Permanent S.F. | Facility Condition Cost | FCI |
|-------------------------------------|------|--------------------|----------------------|-------------------------|-------|
| Secrest Elementary School | 1955 | 373 | 46,373 | \$ 2,941,356 | 27.9% |
| Semper Elementary School | 1996 | 399 | 53,756 | \$ 1,860,753 | 15.2% |
| Shaffer Elementary School | 1998 | 518 | 53,368 | \$ 1,707,396 | 13.5% |
| Shelton Elementary School | 1998 | 456 | 53,530 | \$ 2,987,513 | 24.6% |
| Sheridan Green Elementary School | 1987 | 425 | 46,466 | \$ 2,632,777 | 24.9% |
| Sierra Elementary School | 1970 | 549 | 60,176 | \$ 6,326,828 | 45.3% |
| Slater Elementary School | 1953 | 335 | 46,085 | \$ 2,523,539 | 25.0% |
| South Lakewood Elementary School | 1995 | 518 | 51,797 | \$ 2,696,171 | 22.9% |
| Stevens @ Wheat Ridge Middle School | 1995 | 418 | 112,152 | \$ 4,277,261 | 15.9% |
| Stober Elementary School | 1965 | 296 | 31,243 | \$ 3,960,116 | 52.0% |
| Stony Creek Elementary School | 1983 | 481 | 45,230 | \$ 3,792,388 | 33.3% |
| Stott Elementary School | 1972 | 336 | 45,529 | \$ 2,601,269 | 24.4% |
| Swanson Elementary School | 1964 | 358 | 54,462 | \$ 4,999,106 | 38.5% |
| Thomson Elementary School | 1973 | 368 | 48,833 | \$ 3,953,633 | 34.6% |
| Ute Meadows Elementary School | 1987 | 400 | 46,466 | \$ 2,165,123 | 19.6% |
| Van Arsdale Elementary School | 1994 | 513 | 50,512 | \$ 4,588,796 | 38.0% |
| Vanderhoof Elementary School | 1969 | 476 | 44,082 | \$ 3,578,735 | 33.9% |
| Vivian Elementary School | 1953 | 202 | 33,139 | \$ 5,015,001 | 61.5% |
| Warder Elementary School | 1973 | 401 | 41,934 | \$ 2,281,130 | 23.2% |
| Weber Elementary School | 1972 | 440 | 51,052 | \$ 2,138,246 | 17.6% |
| Welchester Elementary School | 1961 | 283 | 42,093 | \$ 2,954,168 | 30.0% |
| West Jefferson Elementary School | 2001 | 383 | 48,100 | \$ 766,682 | 6.8% |
| West Woods Elementary School | 1972 | 795 | 51,212 | \$ 3,593,853 | 28.1% |
| Westgate Elementary School | 1987 | 573 | 47,105 | \$ 3,567,706 | 31.0% |
| Westridge Elementary School | 1996 | 515 | 53,381 | \$ 3,186,272 | 24.5% |
| Wilmore Davis Elementary School | 1955 | 310 | 38,596 | \$ 2,547,836 | 27.6% |
| Wilmot Elementary School | 1877 | 411 | 52,330 | \$ 2,927,457 | 23.9% |
| Witt Elementary School | 1980 | 366 | 44,341 | \$ 3,914,733 | 37.7% |
| Zerger Elementary School (Closed) | 1977 | 0 | 43,876 | \$ 3,473,544 | 33.8% |
| 90 | | 36,446 | 4,333,714 | \$ 292,342,284 | |

Jeffco PreK Schools Facility Summary

| Campus Name | Age | 2016-17 Enrollment | Total Permanent S.F. | Facility Condition Cost | FCI |
|-------------------------------|------|--------------------|----------------------|-------------------------|-------|
| Florence Irwin Preschool | 2009 | 107 | 10,705 | \$ 89,625 | 3.7% |
| John and Karen Litz Preschool | 2007 | 76 | 9,674 | \$ 122,358 | 5.6% |
| Norma Anderson Preschool | 2007 | 122 | 13,743 | \$ 184,298 | 5.9% |
| Patterson Preschool | 1965 | 107 | 13,820 | \$ 1,137,915 | 36.2% |
| Stein Preschool | 1961 | 57 | 6,794 | \$ 521,344 | 33.8% |
| 5 | | 469 | 54,736 | \$ 2,055,540 | |

Jeffco Districtwide and Option Schools Facility Summary

| Campus Name | Age | 2016-17 Enrollment | Total Permanent S.F. | Facility Condition Cost | FCI |
|---|------|--------------------|----------------------|-------------------------|-------|
| Brady Exploration School | 1975 | 272 | 68,612 | \$ 3,627,549 | 23.8% |
| Connections Learning Center | 2010 | 37 | 20,500 | \$ 92,649 | 1.9% |
| Dennison Elementary School | 1958 | 625 | 49,948 | \$ 3,221,701 | 30.1% |
| D'Evelyn Junior/Senior High School | 2005 | 1025 | 154,002 | \$ 1,907,685 | 5.4% |
| Jefferson County Open School | 1930 | 574 | 103,528 | \$ 2,231,754 | 9.2% |
| Long View High School | 1967 | 52 | 6,808 | \$ 699,631 | 43.9% |
| Manning Options School | 1958 | 443 | 72,678 | \$ 4,505,109 | 26.3% |
| McLain Community High School | 2000 | 494 | 79,113 | \$ 1,575,304 | 8.6% |
| Miller Special Education | 1963 | 91 | 56,748 | \$ 4,373,055 | 35.1% |
| Mt. Evans Outdoor Education Lab School | 1929 | 0 | 44,321 | \$ 3,659,753 | 42.9% |
| 20th and Hoyt St. | 1947 | 0 | 29,992 | \$ 2,026,534 | 28.8% |
| Sobesky Academy @ Stevens Elementary School | 1994 | 85 | 53,724 | \$ 2,642,120 | 21.0% |
| Warren Tech Central | 1972 | 49 | 169,147 | \$ 7,196,699 | 18.5% |
| Warren Tech North | 1995 | 11 | 34,593 | \$ 1,581,034 | 19.8% |
| Windy Peak Outdoor Education Lab School | 1857 | 0 | 35,753 | \$ 2,944,192 | 38.1% |
| 15 | | 3,758 | 979,467 | \$ 42,284,769 | |



Jeffco Schools Real Property Portfolio

The district owns and maintains nearly 12 million square feet of building area. The chart below summarizes the district's real property portfolio by building type, quantity and area.

| District Facilities by Type | | | | | | | |
|--------------------------------|------------|---------------------|-------------------|-------------------|---------------|-------------------------|----------------|
| School/Facility Type | Campuses | Permanent Buildings | | Cottage Buildings | | Transportable Buildings | |
| | | Count | Sq Ft | Count | Sq Ft | Count | Sq Ft |
| Pre-K Centers | 5 | 3 | 34,122 | 6 | 20,614 | 0 | - |
| Elementary Schools | 89 | 137 | 4,301,904 | - | - | 228 | 225,447 |
| K-8 Schools | 5 | 6 | 357,843 | - | - | 1 | 1,008 |
| Middle Schools | 17 | 36 | 1,817,299 | - | - | 12 | 12,824 |
| 7-12 Schools | 2 | 6 | 386,636 | - | - | 5 | 4,800 |
| High Schools | 15 | 37 | 3,337,648 | - | - | 13 | 12,934 |
| Districtwide / Option | 17 | 97 | 953,171 | 1 | 3,310 | 34 | 37,030 |
| Stadia | 4 | 27 | 31,458 | - | - | 2 | 1,920 |
| Administrative | 10 | 24 | 435,683 | 3 | 10,173 | 0 | - |
| Maintenance and Transportation | 5 | 9 | 43,102 | - | - | 4 | 3,894 |
| Decommissioned | 0 | 0 | | 2 | 5,179 | 26 | 23,652 |
| Total | 169 | 382 | 11,698,866 | 12 | 39,276 | 325 | 323,509 |
| | | | | | 0.3% | | 2.7% |

Building Condition Assessment

In 2009, the district contracted to have a full assessment of the condition of all the facilities. This information was collected and placed in a database. To maintain the data, each year one-third of the district's facilities are assessed. In the summer of 2013, a full cycle of assessment of the district's facilities was completed. In anticipation of the Facilities Master Plan update, all facilities were assessed in 2016.

As deficiencies are identified, an estimate is prepared, and the information is added to the database. As deficiencies are funded, they remain in the database but the deficiency is closed and is no longer a factor in calculating FCI or other capital/deferred maintenance costs.

Portfolio value and deficiencies are adjusted each year for inflation. Life cycle forecasts are also prepared as a result of these assessments. The current and up-to-date assessments are used each year for planning and prioritization of all capital spending.

The following chart summarizes the impact that capital investments and the reduction of the overall portfolio have had over the last four years.

| Category | Summary 2013-2016 | | | |
|--------------------------|-------------------|----------------|----------------|----------------|
| | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| Enrollment (No Charters) | 78,070 | 78,065 | 77,320 | 73,684 |
| Campuses | 168 | 169 | 169 | 169 |
| Area in SF (No Temps) | 11,737,553 | 11,710,331 | 11,737,756 | 11,738,142 |
| District FCI | 19.6% | 18.9% | 20.4% | 20.9% |
| Deficiency Value | \$ 468,555,853 | \$ 451,155,102 | \$ 520,118,756 | \$ 575,061,515 |

The following chart illustrates all identified building systems and the priority classification of the remaining deficiencies per industry standards. Priority 1 is the highest level classified as life safety/code issues and upgrades that need to be addressed within a year. The last few years, Jeffco has focused efforts on Priority 1 needs. Priority 2 needs are asset protection and should be addressed within 1-2 years. Priority 3 and 4 include finishes, furniture and fixtures, and system components that need to be addressed in 3-5 years. Priority 5 includes both educational adequacy as well as facility condition-related deficiencies.

Districtwide Crosstab by Priority by System

| Building System | Facility Condition Assessment Priority | | | | | Total |
|----------------------|--|----------------------|-----------------------|-----------------------|----------------------|-----------------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Site | \$ 1,123,512 | \$ 2,540,908 | \$ 38,627,338 | \$ 20,376,764 | \$ 10,372,204 | \$ 73,040,726 |
| Roofing | \$ 4,987,713 | \$ 10,017,399 | \$ 12,703,343 | \$ 1,081,408 | \$ 104,832 | \$ 28,894,695 |
| Structure | \$ 62,704 | \$ 493,796 | \$ 1,218,801 | \$ 99,105 | \$ 28,594 | \$ 1,903,000 |
| Exterior | \$ 396,000 | \$ 8,563,298 | \$ 2,251,875 | \$ 4,119,908 | \$ 5,654,559 | \$ 20,985,640 |
| Interior | \$ 268,961 | \$ 3,205,423 | \$ 40,866,881 | \$ 33,785,411 | \$ 14,117,967 | \$ 92,244,644 |
| HVAC | \$ 369,886 | \$ 25,234,500 | \$ 67,966,675 | \$ 13,672,865 | \$ 2,090,275 | \$ 109,334,202 |
| Electrical | \$ 1,313,373 | \$ 6,927,912 | \$ 7,300,282 | \$ 12,146,013 | \$ 5,660,710 | \$ 33,348,289 |
| Plumbing | \$ 2,721,795 | \$ 3,439,701 | \$ 6,852,863 | \$ 26,175,362 | \$ 3,369,743 | \$ 42,559,465 |
| Fire and Safety | \$ 19,761,452 | \$ 5,093,105 | \$ 3,818,714 | \$ 122,359 | \$ 5,900,613 | \$ 34,696,243 |
| Technology | \$ 714,794 | \$ 957,340 | \$ 7,154,248 | \$ 15,135,223 | \$ 10,291,606 | \$ 34,253,211 |
| Stairs and Elevators | \$ 134,930 | \$ - | \$ 1,277,545 | \$ 4,886,290 | \$ - | \$ 6,298,764 |
| Specialties | \$ 165,873 | \$ 1,179,585 | \$ 44,017,843 | \$ 30,095,748 | \$ 18,864,049 | \$ 94,323,097 |
| Other | \$ 23,400 | \$ 248,126 | \$ 28,277 | \$ 126,292 | \$ 2,753,443 | \$ 3,179,538 |
| Total | \$ 32,044,393 | \$ 67,901,095 | \$ 234,084,685 | \$ 161,822,748 | \$ 79,208,595 | \$ 575,061,514 |

Impact of Targeted Capital Expenditures on Operations

Capital projects have a direct and indirect impact on the total cost of operations; projects that add or subtract area directly impact expenses by increasing or reducing the overall cost of operations, maintenance and custodial needs.

Industry guidelines recommend capital renewal and maintenance expenditures in a range of 2 to 4 percent of the portfolio value or between \$50M and \$100M for the district. The current capital improvement budget is \$22.4M, or less than one half of the lowest recommended amount; building and site maintenance are \$11.6M. Combined, this amounts to \$34.1M or 1.2 percent of portfolio value.

Continuing to fund capital renewal and maintenance at the current levels will only result in increasing the quantity of deferred maintenance deficiencies that will have to be corrected eventually. Capital renewal funds are now being used to address deficiencies created by deferred maintenance. “Deferred maintenance” is a real estate term that recognizes not all maintenance needs can be addressed within a given time frame and that resources are limited.

The implementation of an aggressive preventative maintenance program combined with the mothballing or disposal of unnecessary temporary transportable buildings has allowed the available maintenance funds to be “stretched.” With a portfolio of buildings with an average age of 45 years, the maintenance practices become very important along with where capital dollars are spent in order to extend the service life of the buildings and their component systems. The correction or elimination of high maintenance deficiencies releases maintenance funds to be applied towards other deferred maintenance items.

Following is a chart of capital improvement projects in 2016/2017 that will have a direct impact on operational expense by reducing total square footage. With limited funding for capital projects, an alteration in square footage is unlikely, but may occur in future projects. Square footage is not being ignored, rather put on hold, as the allocation of capital dollars is only capable of addressing deferred maintenance.

| Facility Utilization Projects | Square Feet |
|--|-------------|
| Surplus and decommission / demolish temporary | 15,000 |
| Close/Sell 20 th Hoyt Facility (Former Sobesky) | 30,000 |
| Sell Zerger ES Facility | 43,900 |

Capital renewal projects that upgrade the infrastructure of a facility often have an indirect impact on operations; for example, window or mechanical equipment replacements reduce utility expense and create a better learning environment but do not decrease custodial costs. The district categorizes the indirect impact on operations into four project types: Risk Mitigation, Energy, Safety and Security, and Warm, Safe and Dry. Below is a description of each project type. These project types are also referenced in the five-year capital investment chart in the pages to follow.

Risk Mitigation (RM) – Projects that enhance safety or reduce the risk of injury to students, staff and the public. Examples include parking lot repair/replacement, sidewalk repair/replacement, drainage which removes ice buildup issues in the winter, and replacement of exterior lighting. These improvements are directly correlated to reduction in injuries and insurance claims for vandalism.

Energy (E) – Projects that improve the environment of the facility by reducing energy/utility consumption through more efficient systems or components and have a direct impact on maintenance and operational expenses through labor savings. Examples include replacement of interior and exterior lighting, water saving irrigation systems and toilet fixtures, energy efficient HVAC components, upgrading window and roofing/insulation systems.

Safety & Security (SS) – Secure front entries have been installed at all elementary schools. This includes controlled entries using cards or fobs at certain entry points at the schools, video surveillance at the exterior and interior of facilities. In addition, a program of exterior door and hardware replacement is on-going as is the upgrade and addition of new emergency generators at select sites. The replacement of exterior lighting also enhances site security.

Warm, Safe, and Dry (WSD) – This category deals primarily with the systems that maintain the school environment. Heating and ventilation projects represent the “warm” portion, although chillers for air conditioning are also included. This work includes boilers, pumps, piping and other related improvements. Fire alarm and building security, such as electronic entry systems, and hardware in general, constitute the “safe.” This work is on-going as building codes and other requirements change. State and local fire districts also inspect buildings twice a year to review compliance with appropriate regulations. “Dry” is the ability to maintain a comfortable facility, minimize air and water infiltration. This is achieved by replacing roofing systems that have exceeded their life cycle and components of the roofing system that aren’t part of normal maintenance. Window and door system replacement is another area that addresses “dry.” A number of schools have original systems that are 50 years or older, and many of these systems received energy modifications in the 1970s. Today’s window systems are very energy efficient allowing the building to be returned to its original design, increasing daylight to classrooms and decreasing the use of artificial light while not significantly increasing energy costs. Please refer to the five-year capital investment by campus table later in this section for the identified type of impact on operations of each project.



Capital Improvement Plan (CIP) 2016-2019

The district budgets in four categories: Facility Improvement, Facility Utilization, New Construction and Vehicles. The following targeted objectives outline specific goals in each of these areas plus goals related to long term planning.

Targeted Objectives:

- ***Long Range Planning:***

- Maintain a district-wide Facility Master Plan that provides options for the development of new facilities and the modernization and expansion of existing facilities. This Master Plan should serve as the basis for a major Capital Program.
- Track operational and potential capital expenses, enrollment trends, demographic changes that could impact school facilities and provide the basis for expansion or closure.
- Acquire property and dispose of district real assets as necessary to address both future growth as well as closed or obsolete facilities due to demographic shifts.

- ***Facility Improvements:***

- Continue to maintain the real asset database that lists current property values, building deficiencies and Facility Condition Index. Use this database as a planning tool for capital renewal/improvement programs.
- Prioritize capital investment in existing buildings through an objective process that involves the property database, on-going evaluation of facilities, and input from other departments.
- Maintain adequate capital fund balance that allows the flexibility to address events such as unexpected major maintenance or minor capital construction projects necessary for programmatic changes that occur throughout the year.

- ***Facility Utilization***

- Projects that encourage the efficient use of district facilities and reduce maintenance and operational expenses.

- ***New Construction***

- Projects that include the design and construction of new schools, additions or the replacement of existing schools.

- ***Vehicles***

- The purchase and replacement of district white fleet.
- Vehicle purchases for Safety and Security will be from this vehicle funding.

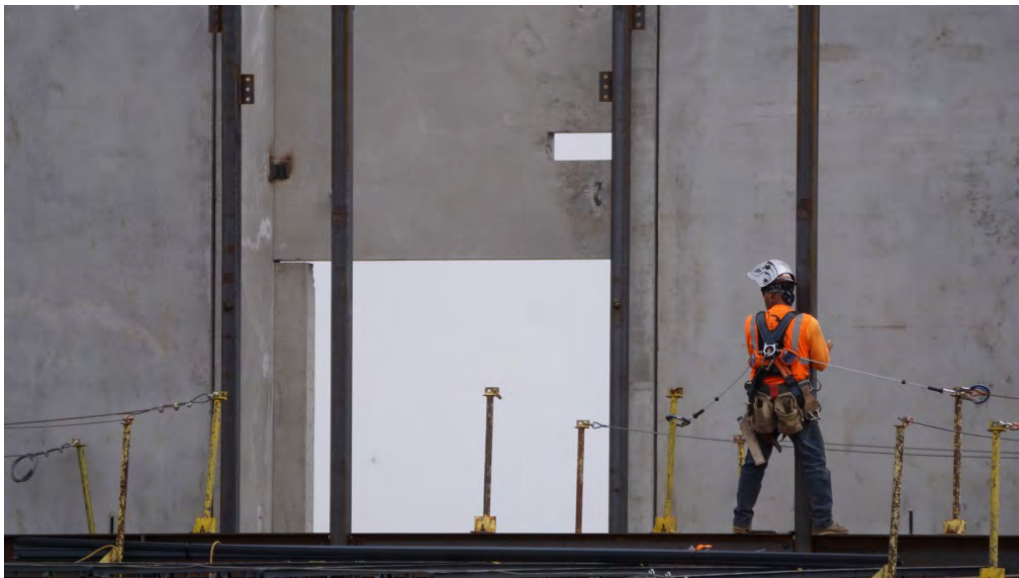
Capital Project Funds

Management and Oversight of Capital Projects

In October 2010, the Capital Asset Advisory Committee was formed to monitor the planning of all capital reports and the implementation of capital programs, which may include future bond programs. Annually, the Advisory Committee meets with the Board of Education to provide an update of the previous years' capital asset planning.

Capital Project Funds include two separate funds. Both of these funds include revenue and expenditures from two separate sources, an annual transfer from the General Fund and bond proceeds.

- The Capital Reserve Fund focuses on renewal projects as well as regulatory and code changes. It contains the transfer from the General Fund and totals \$22.4M for 2017/2018. This Fund covers capital projects of approximately \$17.2M, administrative expenses of \$2.6M, Certificate of Participation payments of \$1.7M, vehicle purchases of \$638K, modular building lease payments \$240K.
- The Building Fund houses the bond proceeds and costs for those identified projects. In November 2012, voters approved a \$99M bond package for capital renewal of facilities, and bonds were issued in December 2012. Bond proceeds reside in the Building Fund which will be addressed later in this section.

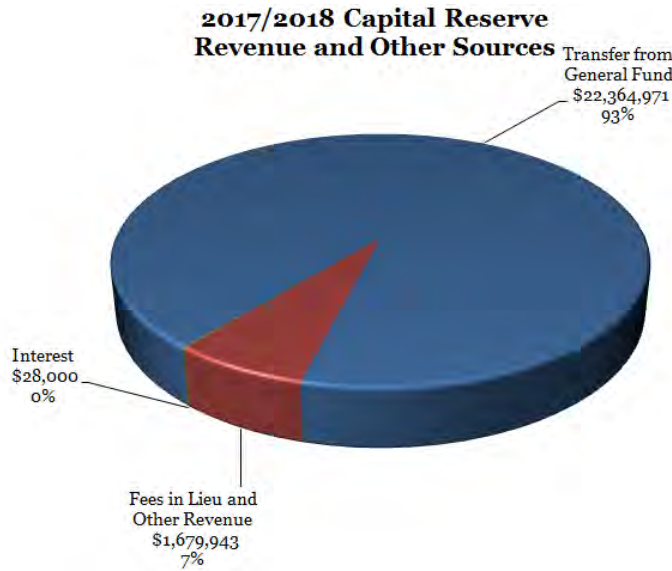


Capital Reserve Fund

Capital Reserve Funds are planned for multiple years. The current planning period per the Capital Improvement Plan (CIP) is 2016 through 2019. The majority of projects scheduled during this planning period are for capital renewal projects, such as roof replacements, mechanical system replacements, finishes and furnishings in addition to projects that address regulatory and/or code changes. Funds are also allocated for unexpected deferred maintenance projects, COP payments, modular building rental and support vehicle replacement purchases.

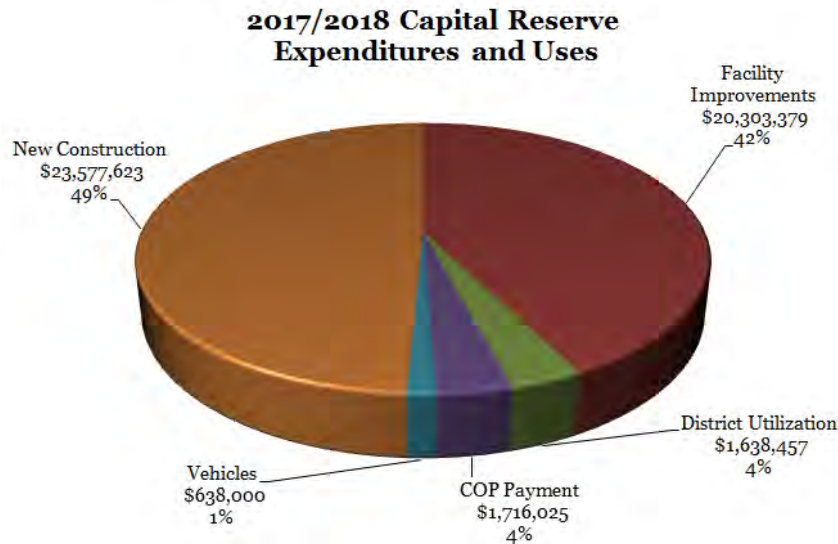
Revenue and Other Sources

The Capital Reserve Fund receives revenue from a number of sources. However, the primary funding mechanism is an annual transfer from the General Fund. Below is a summary of those revenue sources



Expenditures and Uses

Below is a summary of planned expenditures by category. The current planning of expenditures includes funds for deferred maintenance as well as new construction.





The Capital Reserve Fund also provides replacements of the district’s white fleet which is evaluated and funded from capital. White fleet purchases include vehicles for the district’s Security and Emergency Management and Facilities Management departments.

Capital Investment Transportation

| | 2015/2016 Actual | 2016/2017 Planned | 2017/2018 Planned | 2018/2019 Planned | 2019/2020 Planned |
|---------------------|---------------------|----------------------|------------------------------|----------------------|----------------------|
| White Fleet: | | | | | |
| Vans / Cars | \$181,383 | \$200,000 | \$225,000 | \$250,000 | \$250,000 |
| Trucks | \$352,856 | \$175,000 | \$185,000 | \$200,000 | \$200,000 |
| Trailer | | \$15,000 | \$25,000 | \$30,000 | \$30,000 |
| Equipment | \$163,867 | \$200,000 | \$203,000 | \$210,000 | \$210,000 |
| Total Budget | \$698,106 | \$590,000 | \$638,000 | \$690,000 | \$690,000 |

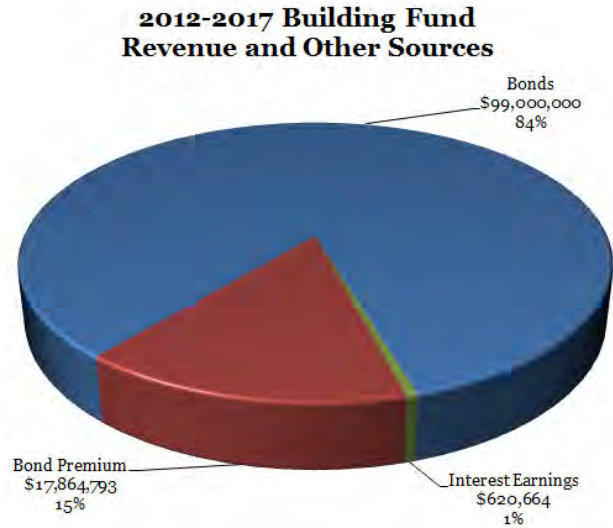


Building Bright Futures

Building Fund

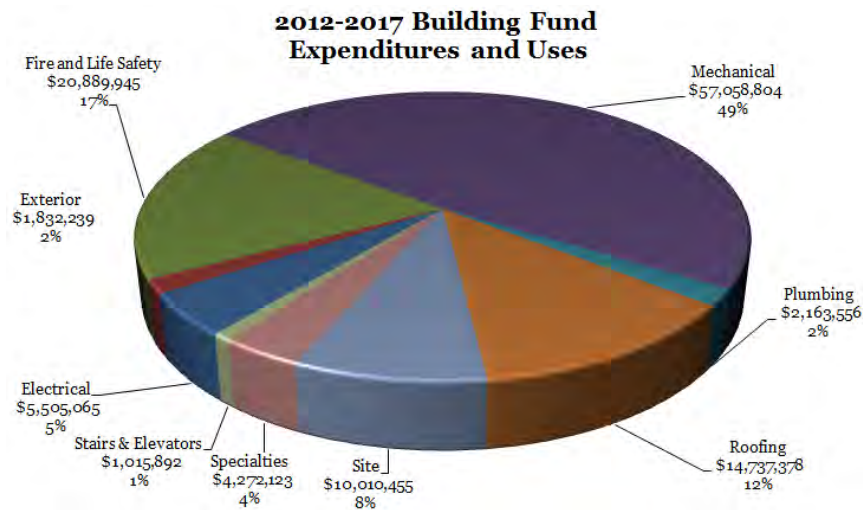
Revenue and Other Sources

The second of the two funds in the Capital Projects group is the Building Fund. In November 2012, voters approved a \$99M bond for capital renewal of facilities. The approved bond funds, including bond premium and interest, have provided \$117M of available funds. Below is a summary of revenue sources related to the Building Fund.



Expenditures and Uses

The funds derived from the 2012 Bond are intended to address critical needs and “warm, safe, and dry” deficiencies. It is for protection of the district’s existing assets only. No new square footage, no renovations, no additions and no grade reconfiguration will be funded by this program. Planned work took place at over 141 sites including work at charterschools.



The table below identifies the locations, systems and five-year capital investment at each campus. A break down by specific location can be found in *Appendix A*.

KEY

Risk Mitigation – RM
Safety & Security – SS

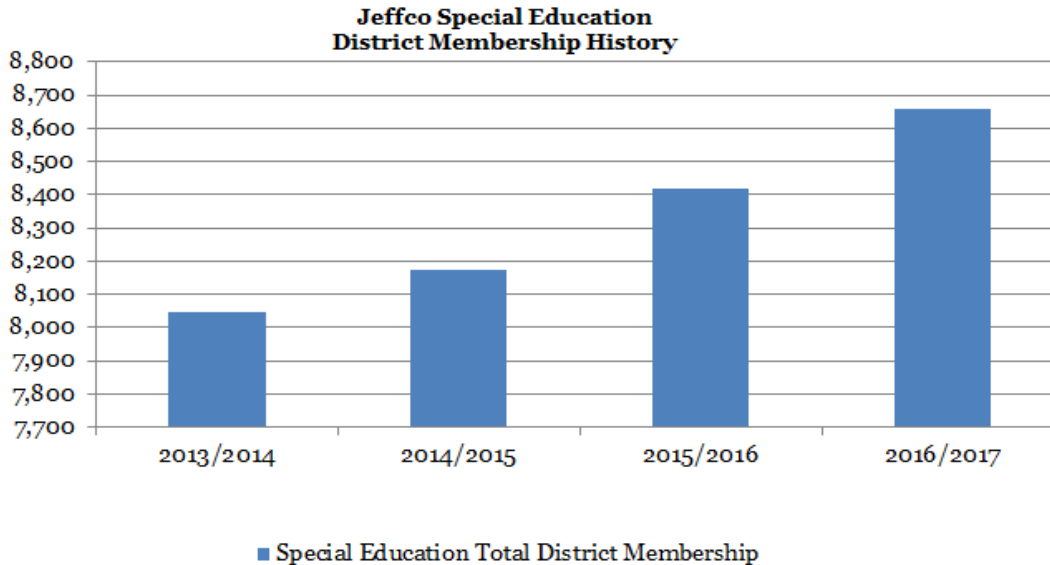
Energy – E
Warm, Safe, and Dry – WSD

| Project Type | Project Description | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 |
|----------------------|----------------------|-----------|-----------|------------|-----------|-----------|
| High School | | | | | | |
| WSD | Building Envelope | - | - | - | - | 459,165 |
| E | Electrical Upgrades | - | 14,607 | 34,083 | - | - |
| RM | Elevator Upgrade | - | 61,687 | 143,937 | - | - |
| SS | Emergency Generator | - | - | - | - | - |
| RM | Ext. Bleachers | 857 | 2,000 | - | - | - |
| WSD | Fire Alarm Upgrade | - | 391,152 | 920,336 | 17,844 | 142,637 |
| E/RM/WSD | General Upgrades | 662,745 | 5,816,198 | 10,162,501 | 715,850 | 262,419 |
| WSD | HVAC & Elec Upgrades | - | 135,900 | 317,100 | - | - |
| WSD | Locker Replacement | 102,339 | 238,790 | - | - | - |
| WSD | Mechanical Upgrade | - | - | 2,025 | 1,015,724 | 313,530 |
| RM | Paving | 332,078 | 803,664 | 67,234 | - | - |
| WSD | Plumbing Upgrades | 22,900 | 69,790 | 38,165 | 63,000 | - |
| WSD | Roof | - | - | - | - | - |
| WSD | Roof Replacement | 348,785 | 1,698,666 | 2,064,611 | - | - |
| WSD | Site Improvements | - | 142,366 | 332,188 | - | - |
| WSD | Site Irrigation | - | 27,377 | 63,881 | - | - |
| WSD | Site Upgrades | - | 3,152 | 7,354 | - | - |
| WSD | Warm, Safe, Dry | - | 25,845 | 60,306 | 50,000 | - |
| Middle School | | | | | | |
| RM | Bleacher Replacement | 100,652 | 234,854 | - | - | - |
| WSD | Chiller Replacement | - | 24,407 | 56,949 | - | - |
| E | Electrical Upgrades | - | 120,278 | 280,648 | - | - |
| RM | Elevator Upgrade | - | 27,720 | 64,681 | - | - |
| RM | Ext. Bleachers | 857 | 1,999 | - | - | - |
| WSD | Fire Alarm Upgrade | - | 237,643 | 909,590 | 496,220 | 143,833 |
| E/RM/WSD | General Upgrades | - | 57,781 | 134,821 | - | - |
| WSD | Interior Renovation | - | - | - | 700,000 | - |
| RM | Kitchen Hood | 21,255 | 49,596 | - | - | - |
| WSD | Mechanical Upgrade | - | 169,356 | 1,222,568 | 1,930,607 | 447,390 |
| RM | Paving | 26,713 | 118,417 | 130,867 | - | - |
| WSD | Piping Replacement | 35,421 | 82,649 | - | - | - |
| WSD | Plumbing Upgrades | 39,369 | 109,661 | 41,534 | 72,000 | - |
| WSD | Roof Replacement | 142,294 | 962,939 | 1,472,149 | - | - |
| WSD | Roof Upgrades | - | 37,422 | 87,318 | - | - |
| SS | Security, PA Upgrade | - | 92,810 | 216,558 | - | - |
| RM | Site Improvements | - | - | - | 102,000 | - |
| WSD | Warm, Safe, Dry | - | 565,900 | 1,320,432 | 23,520 | 16,427 |
| K-8 | | | | | | |
| E | Electrical Upgrades | - | 13,358 | 31,168 | 1,200,000 | - |
| RM | Elevator Upgrade | - | 23,728 | 55,365 | - | - |
| WSD | Fire Alarm Upgrade | - | - | 1,793 | 351,612 | - |
| E/RM/WSD | General Upgrades | - | - | - | - | 289,114 |
| WSD | Mechanical Upgrade | - | - | 30,391 | 784,776 | - |
| RM | Paving | 3,909 | 9,120 | - | - | - |
| WSD | Plumbing Upgrades | 1,500 | 3,500 | - | - | - |
| WSD | Roof Upgrades | - | 26,711 | 62,326 | - | - |
| WSD | Site Improvements | - | 10,243 | 23,900 | - | - |
| WSD | Warm, Safe, Dry | - | 4,179 | 9,752 | - | - |

| Elementary School | | | | | | |
|--------------------------|-------------------------|---------|-----------|-----------|------------|-----------|
| E | Electrical Upgrades | - | 526,657 | 1,271,165 | 88,192 | 23,197 |
| RM | Elevator Upgrade | - | 240 | 559 | - | - |
| RM | Exterior Upgrades | - | - | - | 75,000 | 1,582,526 |
| WSD | Fire Alarm Replacement | - | - | - | - | - |
| WSD | Fire Alarm Upgrade | - | 596,639 | 2,341,685 | 1,569,682 | 2,241,107 |
| E/RM/WSD | General Upgrades | - | 973,499 | 2,873,734 | 5,229,178 | 255,659 |
| WSD | Gym Floor Replacement | - | 9,752 | 22,754 | - | - |
| WSD | Interior Renovation | 3,619 | 8,445 | - | 393,000 | - |
| RM | Kitchen Hood | 360,317 | 840,739 | - | - | - |
| E | Lighting | - | - | - | - | - |
| WSD | Mechanical Upgrade | - | 529,148 | 4,944,723 | 10,042,907 | 235,017 |
| WSD | Partition Upgrades | 7,458 | 17,402 | - | - | - |
| RM | Paving | 290,519 | 793,241 | 269,179 | - | - |
| WSD | Plumbing Upgrades | 72,630 | 238,282 | 160,563 | 364,000 | - |
| WSD | Roof Drain Repair | - | 3,564 | 8,315 | - | - |
| WSD | Roof Replacement | 644,534 | 2,488,881 | 2,298,260 | 38,700 | 247,292 |
| WSD | Roof Upgrades | - | 200,203 | 467,139 | - | 605,934 |
| WSD | Sanitary Sewer Repl | 23,587 | 55,036 | - | - | - |
| WSD | Security Upgrade | - | - | 11,000 | - | - |
| WSD | Site Improvements | - | 2,878 | 6,715 | 479,000 | - |
| WSD | Site Upgrades | - | 63,390 | 147,911 | 27,000 | - |
| WSD | Warm, Safe, Dry | 101,597 | 1,667,485 | 3,367,460 | 1,226,076 | 234,631 |
| District-wide | | | | | | |
| E | Electrical Upgrades | - | 1,004 | 2,342 | 250,000 | - |
| WSD | Fire Alarm Upgrade | - | 58,316 | 136,071 | - | - |
| WSD | Fire Suppression | 22,616 | 52,771 | - | - | - |
| RM | Paving | 2,823 | 6,587 | - | - | - |
| Option | | | | | | |
| RM | Bleacher Replacement | - | 24,000 | 56,000 | - | - |
| E | Electrical Upgrades | - | 196,678 | 458,916 | - | - |
| RM | Elevator Upgrade | - | 167,862 | 391,678 | - | - |
| WSD | Exterior Upgrades | - | - | - | - | - |
| WSD | Fire Alarm Upgrade | - | 11,847 | 130,098 | 239,061 | - |
| E/RM/WSD | General Upgrades | - | 66,000 | 235,390 | - | 403,993 |
| RM | Kitchen Hood | 21,255 | 49,596 | - | - | - |
| WSD | Mechanical Upgrade | - | 294,928 | 973,169 | 725,008 | 24,467 |
| RM | Paving | 18,140 | 42,328 | - | - | 3,307,758 |
| WSD | Piping Replacement | 1,205 | 2,812 | - | - | - |
| WSD | Plumbing Upgrades | 6,097 | 14,226 | - | - | 2,105 |
| WSD | Roof Replacement | 173,807 | 475,400 | 162,983 | - | - |
| WSD | Warm, Safe, Dry | - | 154,334 | 360,112 | - | - |
| Charter | | | | | | |
| E/RM/WSD | General Upgrades | - | 501,060 | 1,574,740 | 1,273,867 | 250,000 |
| WSD | HVAC & Elec Upgrades | - | 26,100 | 60,900 | - | - |
| WSD | Sitework | - | 39,300 | 91,700 | - | - |
| Support | | | | | | |
| WSD | Complex Improvements | - | - | 450,000 | 1,500,000 | - |
| E | Electrical Upgrades | - | 31,148 | 72,680 | - | - |
| RM | Elevator Upgrade | - | 23,531 | 54,905 | - | - |
| WSD | Fire Alarm Upgrade | - | 7,924 | 109,119 | 211,471 | 40,455 |
| WSD | HVAC & Elec Upgrades | - | 92,684 | 216,262 | 40,000 | - |
| WSD | Interior Renovation | - | - | 1,382 | 3,224 | - |
| WSD | Mechanical Upgrade | - | 450,000 | 1,050,506 | 1,181 | 107,206 |
| RM | Paving | - | 84,810 | 197,890 | - | - |
| WSD | Plumbing Upgrades | 16,558 | 38,634 | - | - | 587,337 |
| SS | South Entry Reconfigure | - | 50,700 | 118,300 | - | - |
| Athletics | | | | | | |
| E/RM/WSD | General Upgrades | - | - | - | - | - |
| WSD | Mechanical Upgrade | - | 7,688 | 17,940 | - | - |
| WSD | Plumbing Upgrades | - | 299 | 697 | - | - |
| RM | Turf Replacement | - | - | 450,000 | - | - |
| WSD | Roof Upgrades | - | 5,744 | 13,402 | - | - |

Special Education Services

Participation in special education services is another key component in the planning and budget process for capital planning. Over the last four years, the number of special education students requiring services has continued to increase. If participation continues to grow, the district will need to look at alternative plans to support this program. A few possibilities are permanent facilities dedicated to serving special education students and/or moving students out of district to facilities that can support the increased need. The chart below outlines the last four years of special education total district membership.



Jeffco Special Education Program

| | Special Education Total District Membership | Special Education & General Education Total District Membership | Special Education Membership as % of Total District Membership |
|------------------|---|---|--|
| 2013/2014 | 8,046 | 86,011 | 9.35% |
| 2014/2015 | 8,173 | 86,572 | 9.44% |
| 2015/2016 | 8,417 | 86,721 | 9.71% |
| 2016/2017 | 8,657 | 86,361 | 10.02% |

**Includes Charters*



Student Enrollment Trends and Forecast

Enrollment Projections

Capital planning watches enrollment closely in order to accurately plan and budget in the most efficient manner. Enrollment is a key factor in long term planning and assessment of space for the district. The charts that follow illustrate the historic, current and projected enrollment by grade.

| Historical Enrollment | | | | | |
|-----------------------|---------------|---------------|---------------|---------------|---------------|
| | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
| Pre-K | 2,978 | 3,041 | 2,934 | 2,948 | 2,925 |
| K | 6,204 | 6,119 | 6,175 | 5,958 | 5,934 |
| 1 | 6,107 | 6,426 | 6,409 | 6,358 | 6,060 |
| 2 | 6,211 | 6,168 | 6,499 | 6,476 | 6,334 |
| 3 | 6,278 | 6,248 | 6,272 | 6,544 | 6,549 |
| 4 | 6,445 | 6,342 | 6,327 | 6,358 | 6,568 |
| 5 | 6,235 | 6,534 | 6,357 | 6,373 | 6,355 |
| 6 | 6,226 | 6,235 | 6,594 | 6,429 | 6,424 |
| 7 | 6,308 | 6,237 | 6,208 | 6,579 | 6,405 |
| 8 | 6,283 | 6,335 | 6,305 | 6,291 | 6,538 |
| 9 | 6,550 | 6,610 | 6,647 | 6,581 | 6,517 |
| 10 | 6,579 | 6,511 | 6,578 | 6,665 | 6,510 |
| 11 | 6,473 | 6,573 | 6,520 | 6,496 | 6,559 |
| 12 | 6,665 | 6,632 | 6,746 | 6,665 | 6,683 |
| Total | 85,542 | 86,011 | 86,571 | 86,721 | 86,361 |

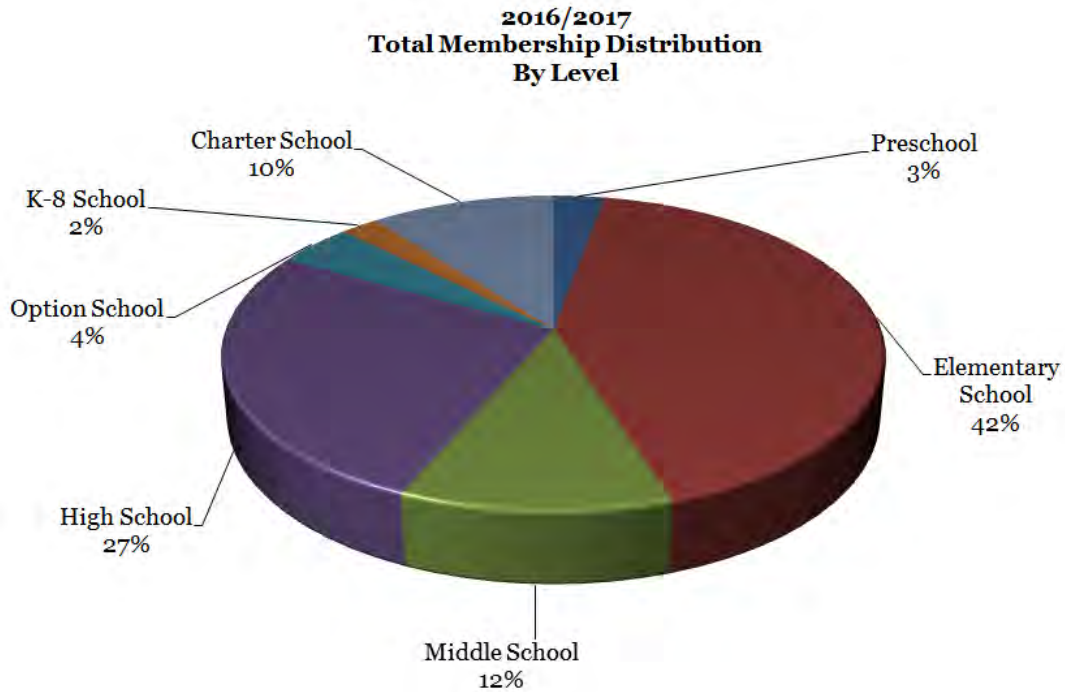
Source: Jeffco Public Schools - Instructional Data Reporting

| Projected Enrollment | | | | | |
|----------------------|---------------|---------------|---------------|---------------|---------------|
| | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
| Pre-K | 3,064 | 3,114 | 3,095 | 3,191 | 3,194 |
| K | 5,937 | 6,152 | 6,241 | 6,267 | 6,305 |
| 1 | 6,208 | 6,167 | 6,374 | 6,469 | 6,571 |
| 2 | 6,151 | 6,287 | 6,205 | 6,443 | 6,515 |
| 3 | 6,420 | 6,233 | 6,369 | 6,279 | 6,515 |
| 4 | 6,521 | 6,513 | 6,285 | 6,457 | 6,311 |
| 5 | 6,602 | 6,529 | 6,513 | 6,318 | 6,489 |
| 6 | 6,494 | 6,488 | 6,442 | 6,494 | 6,416 |
| 7 | 6,374 | 6,588 | 6,673 | 6,691 | 6,694 |
| 8 | 6,425 | 6,340 | 6,576 | 6,664 | 6,667 |
| 9 | 6,683 | 6,677 | 6,514 | 6,569 | 6,615 |
| 10 | 6,504 | 6,621 | 6,579 | 6,405 | 6,515 |
| 11 | 6,449 | 6,471 | 6,523 | 6,467 | 6,333 |
| 12 | 6,690 | 6,594 | 6,694 | 6,758 | 6,638 |
| Total | 86,522 | 86,774 | 87,083 | 87,472 | 87,778 |

Source: Jeffco Public Schools - Planning & Property

Membership Distribution

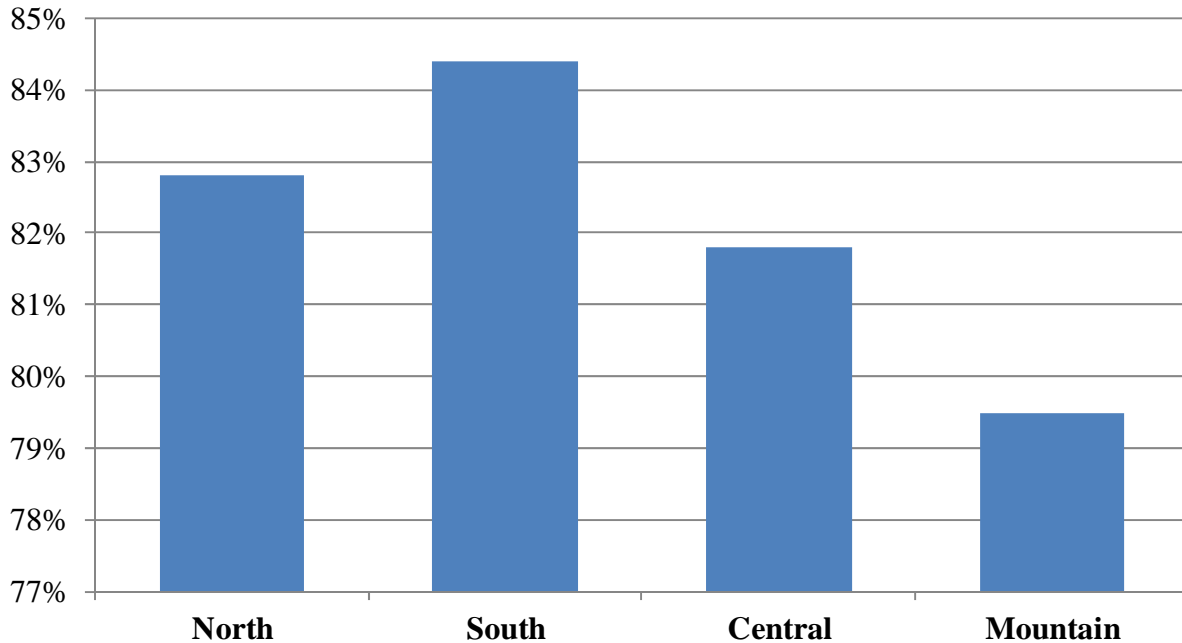
Total student enrollment has slightly decreased over the last year, while distribution of enrollment by level has remained fairly constant. The composition of student membership, by level for the district is shown below.



Building Utilization

Because of Jeffco’s large size, population turnover, new residential construction, and average age of the building portfolio, utilization varies across the district. Currently some schools are over-enrolled and use temporary transportable classrooms, and some are under-enrolled. Below is a graph of district-managed building utilization aggregated by region. This does not include temporary buildings and cottages.

2016/2017 Building Utilization By Region



| <u>Region</u> | <u>Articulation Area</u> |
|----------------------|---|
| North | Arvada, Arvada West, Pomona, Ralston Valley and Standley Lake |
| South | Bear Creek, Chatfield, Columbine, Dakota Ridge and Green Mountain |
| Central | Alameda, Golden, Jefferson, Lakewood and Wheat Ridge |
| Mountain | Conifer and Evergreen |

Conclusion

The district owns and maintains approximately 11.7 million square feet of building area which is a large capital portfolio to manage. Careful planning and prioritization is done through a yearly assessment of properties as well as rapid response to unexpected issues that may arise. The district strives to provide a physical environment that supports the educational needs of students and staff through facilities that are well maintained, energy and operationally efficient, and adequate in size and functionality.

Facility improvements, new buildings, utilization and transportation are thoroughly evaluated and prioritized when making budget decisions with Capital Reserve and Building Funds. Monitoring FCI, projecting enrollment, evaluating special education, and assessing capacity and utilization all play a key role in this process. With an aging district portfolio of capital assets and limited resources, it is important that the district continues to prioritize funding needed to ensure students and staff are in an environment conducive to learning and in support of the district’s 2020 Vision.

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Capital Reserve
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2013/2014 Actuals | 2014/2015 Actuals | 2015/2016 Actuals | 2016/2017 Budget |
|---|------------------------------------|------------------------------------|------------------------------------|-----------------------------------|
| Beginning Fund Balance | \$ 20,872,999 | \$ 16,800,332 | \$ 36,538,906 | \$ 66,956,693 |
| Revenue: | | | | |
| Interest Earnings | 78,037 | 20,513 | 152,682 | 20,000 |
| Other Revenue | 2,223,939 | 1,162,068 | 1,970,192 | 1,464,943 |
| Total Revenue | 2,301,976 | 1,182,581 | 2,122,874 | 1,484,943 |
| Expenditures: | | | | |
| Facility Improvements | 25,169,825 | 19,137,130 | 16,843,272 | 19,574,639 |
| District Utilization | 214,461 | 1,009,401 | 5,721,255 | 2,121,036 |
| New Construction | - | - | 3,696,933 | 41,850,000 |
| Vehicles | 2,546,357 | 273,076 | 914,597 | 590,000 |
| Payment to COP agent | - | - | - | 2,000,000 |
| Total Expenditures | 27,930,643 | 20,419,607 | 27,176,057 | 66,135,675 |
| Income (Loss) from Operations | (25,628,667) | (19,237,026) | (25,053,183) | (64,650,732) |
| Non-Operating Revenues (Expenses): | | | | |
| General obligation COP issuance | - | - | 45,450,000 | - |
| Premium from COP issuance | - | - | 2,971,858 | - |
| Operating Transfer In | 21,556,000 | 38,975,600 | 7,049,112 | 37,059,971 |
| Operating Transfer Out | - | - | - | - |
| Total Non-Operating Revenue (Expenses) | 21,556,000 | 38,975,600 | 55,470,970 | 37,059,971 |
| Net Income (Loss) | (4,072,667) | 19,738,574 | 30,417,787 | (27,590,761) |
| Ending Fund Balance | \$ 16,800,332 | \$ 36,538,906 | \$ 66,956,693 | \$ 39,365,932 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Capital Reserve
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2016/2017 Estimate | 2017/2018 Budget | 2018/2019 Planned | 2019/2020 Planned | 2020/2021 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 66,956,693 | \$ 48,452,735 | \$ 24,652,165 | \$ 23,940,535 | \$ 24,200,430 |
| 218,752 | 28,000 | 32,000 | 32,000 | 32,000 |
| 1,738,655 | 1,679,943 | 1,484,943 | 1,484,943 | 1,484,943 |
| 1,957,407 | 1,707,943 | 1,516,943 | 1,516,943 | 1,516,943 |
| 17,612,044 | 20,303,379 | 18,525,318 | 18,489,694 | 18,541,407 |
| 3,094,040 | 1,638,457 | 1,535,000 | 1,430,000 | 1,430,000 |
| 34,020,967 | 23,577,623 | 834,226 | - | - |
| 720,285 | 638,000 | 690,000 | 690,000 | 690,000 |
| 2,074,000 | 1,716,025 | 3,204,000 | 3,207,325 | 3,205,000 |
| 57,521,336 | 47,873,484 | 24,788,544 | 23,817,019 | 23,866,407 |
| (55,563,929) | (46,165,541) | (23,271,601) | (22,300,076) | (22,349,464) |
| - | - | - | - | - |
| - | - | - | - | - |
| 37,059,971 | 22,364,971 | 22,559,971 | 22,559,971 | 22,559,971 |
| - | - | - | - | - |
| 37,059,971 | 22,364,971 | 22,559,971 | 22,559,971 | 22,559,971 |
| (18,503,958) | (23,800,570) | (711,630) | 259,895 | 210,507 |
| \$ 48,452,735 | \$ 24,652,165 | \$ 23,940,535 | \$ 24,200,430 | \$ 24,410,937 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Building
Schedule of Revenues, Expenses and Changes in Retained Earnings

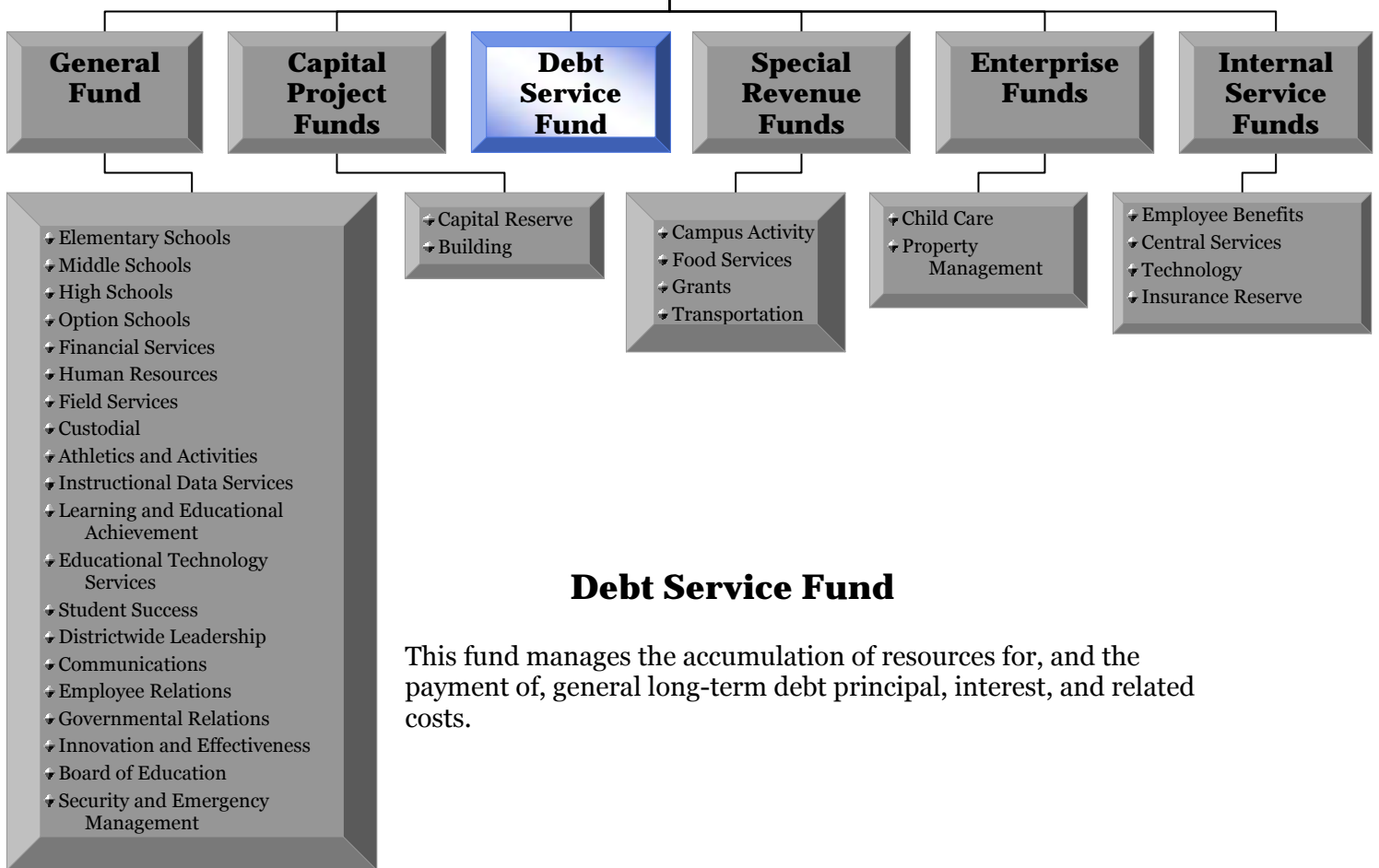
| | 2013/2014 Actuals | 2014/2015 Actuals | 2015/2016 Actuals | 2016/2017 Budget |
|-------------------------------|------------------------------------|------------------------------------|------------------------------------|-----------------------------------|
| Beginning Fund Balance | \$ 111,590,500 | \$ 84,902,102 | \$ 31,975,559 | \$ 7,702,559 |
| Revenue: | | | | |
| Bond Proceeds | - | - | - | - |
| Interest Earnings | 383,063 | 169,274 | 60,933 | 30,000 |
| Bond Premium | - | - | - | - |
| Total Revenue | 383,063 | 169,274 | 60,933 | 30,000 |
| Expenditures: | | | | |
| Facility Improvements | 27,071,461 | 53,095,817 | 24,322,843 | 7,730,559 |
| District Utilization | - | - | 11,090 | - |
| New Construction | - | - | - | - |
| Total Expenditures | 27,071,461 | 53,095,817 | 24,333,933 | 7,730,559 |
| Net Income (Loss) | (26,688,398) | (52,926,543) | (24,273,000) | (7,700,559) |
| Ending Fund Balance | \$ 84,902,102 | \$ 31,975,559 | \$ 7,702,559 | \$ 2,000 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Building
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2016/2017 Estimate | 2017/2018 Budget | 2018/2019 Planned | 2019/2020 Planned | Total FY2013 thru FY2017 |
|-------------------------------|-----------------------------|------------------------------|------------------------------|---|
| \$ 7,702,559 | \$ - | \$ - | \$ - | \$ - |
| - | - | - | - | 99,000,000 |
| 18,000 | - | - | - | 620,664 |
| - | - | - | - | 17,864,793 |
| 18,000 | - | - | - | 117,485,457 |
| 7,720,559 | - | - | - | 117,474,367 |
| - | - | - | - | 11,090 |
| - | - | - | - | - |
| 7,720,559 | - | - | - | 117,485,457 |
| (7,702,559) | - | - | - | - |
| \$ - | \$ - | \$ - | \$ - | \$ - |



Funds



Debt Service Fund

This fund manages the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Debt Service
General Obligation Bonds and Amortization Schedules

General Obligation Bonds Payable

| Description, Interest Rates and Maturity Dates | Principal Balance June 30th 2017 |
|---|-------------------------------------|
| 2010 Series Refunding Bonds due in semi-annual installments with annual payments of \$844,400 to \$35,335,375 through December 15, 2024. Interest rate: 2.00% to 5.25% | \$219,340,000 |
| 2012 Series Refunding Bonds due in semi-annual installments with annual payments of \$854,250 to \$35,024,250 through December 15, 2026. Interest rate: 3.50% to 5.00% | \$69,540,000 |
| 2012 Series Refunding Bonds due in semi-annual installments with annual payments of \$271,625 to \$11,136,625 through December 15, 2032. Interest rate: 2.00% to 5.00% | \$77,530,000 |
| 2015 Series Refunding Bonds due in semi-annual installments with annual payments of \$113,936.25 to \$19,928,936.25 through December 15, 2017. Interest rate: .55% to 1.15% | \$19,815,000 |
| Total General Obligation Bonds | \$386,225,000 |

| Total Outstanding General Obligation Bonds | | | |
|--|----------------------|----------------------|----------------------|
| Fiscal Year | Principal | Interest | Total Payments |
| 2017-18 | \$26,085,000 | \$17,527,761 | \$43,612,761 |
| 2018-19 | \$27,480,000 | \$16,630,275 | \$44,110,275 |
| 2019-20 | \$28,820,000 | \$15,248,363 | \$44,068,363 |
| 2020-21 | \$30,245,000 | \$13,785,425 | \$44,030,425 |
| 2021-22 | \$31,745,000 | \$12,274,375 | \$44,019,375 |
| 2022-23 | \$33,270,000 | \$10,682,100 | \$43,952,100 |
| 2023-24 | \$34,930,000 | \$8,987,625 | \$43,917,625 |
| 2024-25 | \$36,655,000 | \$7,211,025 | \$43,866,025 |
| 2025-26 | \$38,485,000 | \$5,499,275 | \$43,984,275 |
| 2026-27 | \$40,080,000 | \$3,699,400 | \$43,779,400 |
| 2027-28 | \$8,710,000 | \$2,490,650 | \$11,200,650 |
| 2028-29 | \$9,125,000 | \$2,095,025 | \$11,220,025 |
| 2029-30 | \$9,500,000 | \$1,716,150 | \$11,216,150 |
| 2030-31 | \$9,880,000 | \$1,293,450 | \$11,173,450 |
| 2031-32 | \$10,350,000 | \$802,000 | \$11,152,000 |
| 2032-33 | \$10,865,000 | \$271,625 | \$11,136,625 |
| Totals | \$386,225,000 | \$120,214,524 | \$506,439,524 |

**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Debt Service
General Obligation Bonds and Amortization Schedules**

| Computation of Legal Debt Margin | | |
|--|------------------------|------------------------|
| Assessed Value | <u>\$8,208,266,691</u> | |
| Debt Limitation - 20 percent | | \$1,641,653,338 |
| Total Bonded Debt | \$386,225,000 | |
| Less: Assets in Bond Redemption | 64,852,041 | |
| | <hr/> | |
| Total Amount of Debt Applicable to Debt Limit | | 321,372,959 |
| Legal Debt Margin | | \$1,320,280,379 |

| Bond Ratings | |
|---------------------|-----|
| Moody's | Aa2 |
| Standard & Poor's | AA- |

Principal and Interest by Issue

| Fiscal Year | \$233,400,000 Series 2010 General Obligation Refunding Bonds | | \$69,540,000 Series 2012 General Obligation Refunding Bonds | | \$99,000,000 Series 2012 General Obligation Bonds | | \$40,345,000 Series 2015 General Obligation Refunding Bonds | |
|--------------------|---|-----------------|--|-----------------|--|-----------------|--|-----------------|
| | Principal | Interest | Principal | Interest | Principal | Interest | Principal | Interest |
| 2017-18 | \$5,585,000 | \$10,718,275 | | \$3,110,700 | \$685,000 | \$3,584,850 | \$19,815,000 | \$113,936 |
| 2018-19 | 27,480,000 | 9,945,000 | | \$3,110,700 | \$0 | \$3,574,575 | | |
| 2019-20 | 27,740,000 | 8,582,000 | | \$3,110,700 | \$1,080,000 | \$3,555,663 | | |
| 2020-21 | 29,125,000 | 7,160,375 | | \$3,110,700 | \$1,120,000 | \$3,514,350 | | |
| 2021-22 | 30,575,000 | 5,692,875 | | \$3,110,700 | \$1,170,000 | \$3,470,800 | | |
| 2022-23 | 32,055,000 | 4,152,125 | | \$3,110,700 | \$1,215,000 | \$3,419,275 | | |
| 2023-24 | 33,660,000 | 2,519,775 | | \$3,110,700 | \$1,270,000 | \$3,357,150 | | |
| 2024-25 | 33,120,000 | 844,400 | \$2,520,000 | \$3,066,600 | \$1,015,000 | \$3,300,025 | | |
| 2025-26 | - | - | \$32,850,000 | \$2,365,500 | \$5,635,000 | \$3,133,775 | | |
| 2026-27 | - | - | \$34,170,000 | \$854,250 | \$5,910,000 | \$2,845,150 | | |
| 2027-28 | - | - | - | - | \$8,710,000 | \$2,490,650 | | |
| 2028-29 | - | - | - | - | \$9,125,000 | \$2,095,025 | | |
| 2029-30 | - | - | - | - | \$9,500,000 | \$1,716,150 | | |
| 2030-31 | - | - | - | - | \$9,880,000 | \$1,293,450 | | |
| 2031-32 | - | - | - | - | \$10,350,000 | \$802,000 | | |
| 2032-33 | - | - | - | - | 10,865,000 | 271,625 | | |
| Totals | \$219,340,000 | \$49,614,825 | \$69,540,000 | \$28,061,250 | \$77,530,000 | \$42,424,513 | \$19,815,000 | \$113,936 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Debt Service
General Obligation Bonds and Amortization Schedules

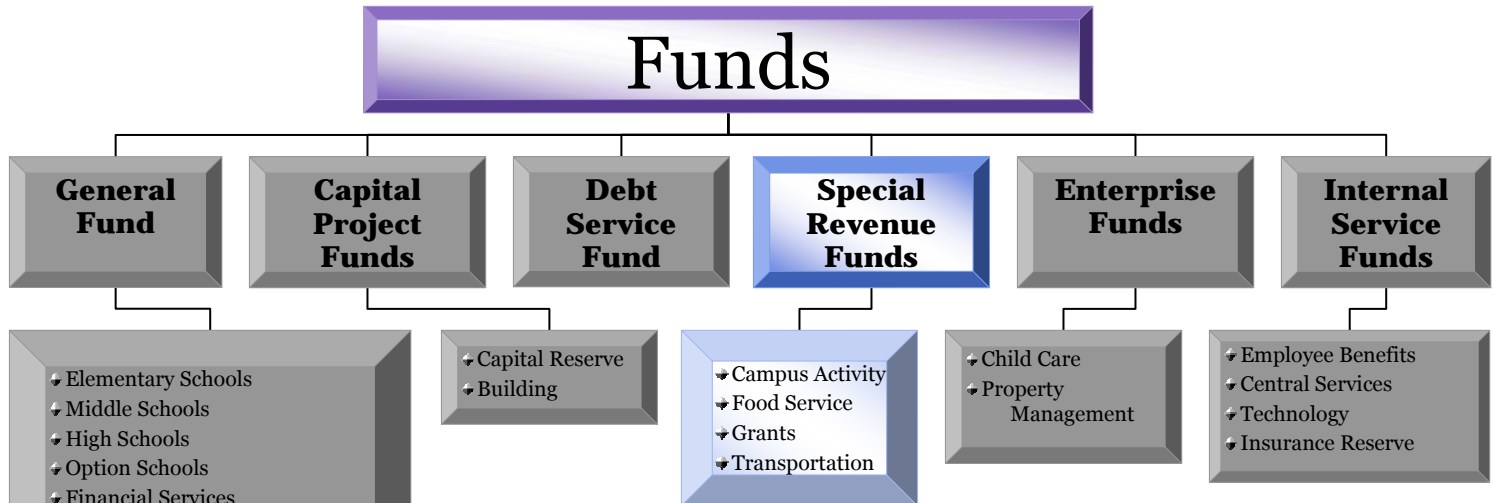
| | 2013/2014 Actuals | 2014/2015 Actuals | 2015/2016 Actuals | 2016/2017 Budget |
|--|------------------------------------|------------------------------------|------------------------------------|-----------------------------------|
| Beginning Fund Balance | \$ 53,644,274 | \$ 55,868,734 | \$ 58,696,250 | \$ 63,854,676 |
| Revenue: | | | | |
| Property Tax | 52,118,115 | 52,496,730 | 54,266,692 | 50,191,800 |
| Interest | 3,019 | 3,171 | 3,518 | 5,000 |
| Total Revenue | <u>52,121,134</u> | <u>52,499,901</u> | <u>54,270,210</u> | <u>50,196,800</u> |
| Expenditures: | | | | |
| Principal retirements | 26,820,000 | 27,920,000 | 30,030,000 | 31,115,000 |
| Interest and fiscal charges | 23,076,674 | 21,160,190 | 19,081,784 | 18,084,435 |
| Total Expenditures | <u>49,896,674</u> | <u>49,080,190</u> | <u>49,111,784</u> | <u>49,199,435</u> |
| Income (Loss) from Operations | 2,224,460 | 3,419,711 | 5,158,426 | 997,365 |
| Non-Operating Revenues (Expenses) | | | | |
| Operating Transfer Out | | | | |
| General Obligation Bond Proceeds | - | 40,345,000 | - | - |
| Payment to Refunded Bond Escrow Agent | - | (40,937,195) | - | - |
| Premium from refunding bonds | - | - | - | - |
| Total Non-Operating Revenues (Expenses) | <u>-</u> | <u>(592,195)</u> | <u>-</u> | <u>-</u> |
| Net Income (Loss) | 2,224,460 | 2,827,516 | 5,158,426 | 997,365 |
| Ending Fund Balance | <u>\$ 55,868,734</u> | <u>\$ 58,696,250</u> | <u>\$ 63,854,676</u> | <u>\$ 64,852,041</u> |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Debt Service
General Obligation Bonds and Amortization Schedules

| 2016/2017 Estimate | 2017/2018 Budget | 2018/2019 Planned | 2019/2020 Planned | 2020/2021 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 63,854,676 | \$ 64,852,041 | \$ 65,416,080 | \$ 65,440,805 | \$ 65,507,442 |
| 50,191,800 | 44,191,800 | 44,150,000 | 44,150,000 | 44,100,000 |
| 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| <u>50,196,800</u> | <u>44,196,800</u> | <u>44,155,000</u> | <u>44,155,000</u> | <u>44,105,000</u> |
| 31,115,000 | 26,085,000 | 27,480,000 | 28,820,000 | 30,245,000 |
| 18,084,435 | 17,547,761 | 16,650,275 | 15,268,363 | 13,805,425 |
| <u>49,199,435</u> | <u>43,632,761</u> | <u>44,130,275</u> | <u>44,088,363</u> | <u>44,050,425</u> |
| 997,365 | 564,039 | 24,725 | 66,637 | 54,575 |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| <u>997,365</u> | <u>564,039</u> | <u>24,725</u> | <u>66,637</u> | <u>54,575</u> |
| <u>\$ 64,852,041</u> | <u>\$ 65,416,080</u> | <u>\$ 65,440,805</u> | <u>\$ 65,507,442</u> | <u>\$ 65,562,017</u> |



Building Bright Futures



Special Revenue Funds

Special Revenue Funds account for revenues that are legally restricted to expenditures for particular purposes.

Campus Activity Fund

This fund is used to manage revenues collected on behalf of the participants who will benefit from the expenditures. Funds are collected as a result of fundraisers, fees for participation, activity charges, and donations.

Food Service

This fund manages all financial activities associated with the school breakfast and lunch program which strives to provide healthy, nutritionally balanced, cost effective meals to students.

Grants Fund

This fund is used to manage federal, state, and private sector grant programs. Most grant expenditures must be pre-approved through a grant plan, however, some grants are awards that do not require plans.

Transportation Fund

This fund is used to manage all transportation related activity including revenue collected via student transportation fees and school field trips, and expenses for transportation services and fleet maintenance.



Building Bright Futures

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|-----------------------------|-----|----------------|--------------|
| DEPARTMENT | | Food and Nutrition Services | | | |
| DEPT ID | 95000 | FTE | 330 | Adopted Budget | \$25,045,666 |

RENEWAL REQUEST SUMMARY

Food and Nutrition Services (FNS) is responsible for providing meals, procurement of food and supplies to prepare these meals, and hiring and supporting 600 plus employees to serve meals to the students and staff in Jeffco. FNS receives revenue from three key sources. These sources include federal, state and local funds. The department receives revenue through payment for meals or services and through federal reimbursement.

ACTIVITY DESCRIPTION

The Food and Nutrition Services department offers a full service of meal options to the students and staff of Jeffco Public Schools. The following programs and support occur district wide:

- School Breakfast Program, School Lunch Program, After School Snack Program, the Fresh Fruit and Vegetable Program and catering.
- Operation of this program includes purchasing all food, non-food, equipment, supplies and services for successful operation.
- Hiring, supporting and providing training for over 600 employees for 154 sites.

PERFORMANCE MEASURES

Performance measures would include review of monthly operating statement tracking expenditure percentages by category, tracking participations rates per site, and tracking monthly inventories values per site. The target amount would be between 40-45 % for both food and non-food expense and labor and benefits.

IMPROVEMENT & EFFICIENCIES

Improve the balance on the expenditures as a percentage of food and non-food versus labor and benefits. Target would be the Institute for Child Nutrition (ICN) recommendation of 40-45% for both food/non-food and labor and benefits.

Measurable Goals: Reducing the percent of budget spent on food and non-food items to 45%, which is currently projected as 49%.

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower and Educate, Inspire to Learn

- Prioritize and develop resources and support for social, emotional and physical wellness to promote whole child development.
- Utilize resources/support to implement strategies/tools that support whole child development for the purpose of empowering students through active engagement, leadership and academic excellence.

Collaborate with families and community to provide opportunities to build student resilience through social, emotional and academic challenges.

BUDGET CHANGES FROM PRIOR YEAR

ADDITIONAL INFORMATION

The major expense categories include food and non-food supplies and labor and benefits. For school year 2016-17, 49% of the budget is budgeted for food and non-food supplies, 44% of the budget is budgeted for salaries and benefits and 7% is budgeted for other expenses such as utilities, repairs and maintenance and administrative services. Departmental information regarding Food and Nutrition Services can be found at http://www.jeffcopublicschools.org/food_services/index.html

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

Transition the budgeted amount for depreciation to capital equipment.

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|----------------------------------|--------|----------------|--------------|
| DEPARTMENT | | Transportation/Fleet Maintenance | | | |
| DEPT ID | 94800 | FTE | 337.18 | Adopted Budget | \$16,978,744 |
| DEPT ID | 94810 | FTE | 33 | Adopted Budget | \$9,958,321 |

RENEWAL REQUEST SUMMARY

District buses transport eligible students over 25,000 miles of routes each school day in a safe and timely manner. With field and sports trips, nearly every one of the district's 87,000 students will ride a bus at some point. The Transportation Department collects student ridership fees.

Maintains all district buses, support vehicles and equipment from preventative maintenance to repairs including procurement and disposal.

ACTIVITY DESCRIPTION

- Transportation
- Create routes (268 currently) and schedules for efficiencies and accommodating school bell times
 - Transport students to and from schools (28,953 eligible students 2015/16)
 - Transport students on Field trips, 10,000+ trips in 2015/16
 - Collecting Board required ridership fee \$1.5M in 2015/16
 - Education of students on bus, traffic, and community safety
- Fleet Maintenance
- Service and maintain 385 school buses adhering to all CDE guidelines
 - Service and maintain 722 District support vehicles and off-road equipment
 - Research and write bus, support vehicle and equipment specifications for procurement
 - Forward contract and manage fuel use and purchase of district fuel, 857,000 gallons combined 2015/16

PERFORMANCE MEASURES

- On-time route arrival for school bell time coordination- Goal 95%
- Bus safety, at school site, education program – Goal 60%
- Accidents tracked per year for “at fault” > \$1000.00 in Damages- Goal 17 or less
- Daily Bus pull out percentage- Goal 99%
- Break down, road call - Goal min 21,000 mile interval
- PM compliance Goal 90%+

IMPROVEMENT & EFFICIENCIES

- Interfacing School Messenger and Transfinder (routing software) creating timely and effective/efficient communication to school communities.
- Investigating centralized special education routing for efficiencies

MEASURABLE GOALS: Transportation will implement by January 2017 School Messenger to improve timely communications to the school communities in emergencies; there is no way to measure this improvement/efficiency. However, Transportation will explore centralizing routing and compared to our current area routing system. During our investigation, we should be able to identify efficiencies by reducing routes numbers that can support a reduction of drivers needs during this hiring shortage.

SUPPORT OF STRATEGIC OBJECTIVES

STRATEGY ONE : EMPOWER TO EDUCATE, INSPIRE TO LEARN

Transport student to schools and school events for class attendance and educational opportunities
Instructing students on proper methods/behaviors of riding public/district transportation to support the social, emotional and physical wellness of the whole child

STRATEGY TWO: CONNECT TO COLLEGE, CAREER AND LIFE ASPIRATIONS:

Transporting students on field trips to activities and educational opportunities for exposure to expanded college, career, and life aspirations pathways

BUDGET CHANGES FROM PRIOR YEAR

BOE directed reduction of transfer by \$250,000 to give Security additional funds.

ADDITIONAL INFORMATION

<https://sites.google.com/a/jeffcoschools.us/transportation/>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

1. The Transportation Dept. Has approximately 385 School buses out of these, 202 or 53% are 13 years or older and have an average of 200,000 miles. During the years of 2003- 2010 the District implemented a moratorium on new school bus purchases, In turn this has left us with an unusual amount of older buses and in need of an accelerated purchasing schedule in order to avoid substantial increases in maintenance costs, unscheduled breakdowns and general run down and worn appearances. Transportation/Fleet Dept. is requesting an additional \$2.5M increase in Capital funding to accelerate the procurement of these new buses. This will allow us to purchase an additional 25 buses per year and combined with our current 20 bus purchases per year we can expect to replace 50% of our oldest buses in the next 5 years at which point we can reduce bus procurement to our current level. * It should be noted the Federal government is investigating the mandate of installing seat belts on every new bus. The outcome of this ruling would reduce the passenger capacity by 33% as only 2 students would fit into one bench instead of our 3 to 1 current ratio. This again would necessitate an even more aggressive procurement schedule to transport the current student population.
2. Due to the uptick in the economy and abundance employment options, it has become increasingly difficult for the District to attract and recruit Bus drivers and assistants and it has become even more difficult to attract substitutes for those positions. In order to attract more substitutes the Transportation Dept. is currently proposing that we offer the substitute pool, fulltime driver hourly wages and benefits. This is a similar plan that Districts such as Boulder and Littleton have implemented in the past and have successfully attracted new candidates, including many from our own ranks. The Transportation Dept. currently has 53 substitute drivers and 22 substitute assistant positions that it would potentially like to offer full time pay and benefits to. The combined increase in funding requested to move substitute drivers and assistants to full time wages would be \$1,307,975.00 the combined increase in funding requested to move substitute drivers and assistants to full time benefits would be \$745,195.00 (based on 35.2% of Annual salary.)
3. To summarize the Transportation/Fleet Dept. is requesting \$2.5M in additional capital for bus purchases and \$2,053,170.00 to upgrade substitute driver & assistant wages, including a full time benefits package.

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Campus Activity
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 |
|--|----------------------|----------------------|----------------------|----------------------|
| | Actuals | Actuals | Actuals | Budget |
| Beginning Fund Balance | \$ 10,966,165 | \$ 10,554,730 | \$ 10,470,382 | \$ 11,428,322 |
| Revenue: | | | | |
| Interest | 4,316 | 4,181 | 3,739 | - |
| Student Activities | 6,956,128 | 6,699,911 | 6,652,579 | 6,848,516 |
| Fund Raising | 3,916,799 | 3,773,742 | 3,557,499 | 3,597,849 |
| Fees and Dues | 6,480,730 | 6,562,657 | 7,153,579 | 6,916,963 |
| Donations | 3,635,445 | 3,759,631 | 4,083,569 | 4,114,315 |
| Other | 3,060,790 | 3,484,812 | 3,646,764 | 4,119,179 |
| Total Revenue | 24,054,208 | 24,284,934 | 25,097,729 | 25,596,822 |
| Expenditures: | | | | |
| Athletics and Activities | 25,055,138 | 25,196,955 | 24,985,254 | 26,275,059 |
| Total Expenditures | 25,055,138 | 25,196,955 | 24,985,254 | 26,275,059 |
| Net Income (Loss) from Operations | (1,000,930) | (912,021) | 112,475 | (678,237) |
| Non-Operating Revenues (Expenses) | | | | |
| Operating Transfer In | 589,495 | 827,673 | 845,465 | 1,100,000 |
| Operating Transfer Out | - | - | - | - |
| Total Non-Operating Revenues (Expenses) | 589,495 | 827,673 | 845,465 | 1,100,000 |
| Net Income (Loss) | (411,435) | (84,348) | 957,940 | 421,763 |
| Ending Fund Balance | \$ 10,554,730 | \$ 10,470,382 | \$ 11,428,322 | \$ 11,850,085 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Campus Activity
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2016/2017 Estimate | 2017/2018 Budget | 2018/2019 Planned | 2019/2020 Planned | 2020/2021 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 11,428,322 | \$ 11,826,757 | \$ 12,637,087 | \$ 13,441,216 | \$ 14,245,345 |
| - | - | - | - | - |
| 6,136,738 | 6,259,473 | 6,259,473 | 6,259,473 | 6,259,473 |
| 3,283,636 | 3,349,309 | 3,349,309 | 3,349,309 | 3,349,309 |
| 6,964,634 | 7,103,927 | 7,103,927 | 7,103,927 | 7,103,927 |
| 4,021,456 | 4,101,885 | 4,101,885 | 4,101,885 | 4,101,885 |
| 5,050,550 | 5,151,561 | 5,151,561 | 5,151,561 | 5,151,561 |
| 25,457,014 | 25,966,155 | 25,966,155 | 25,966,155 | 25,966,155 |
| 25,858,579 | 26,255,825 | 26,262,026 | 26,262,026 | 26,262,026 |
| 25,858,579 | 26,255,825 | 26,262,026 | 26,262,026 | 26,262,026 |
| (401,565) | (289,670) | (295,871) | (295,871) | (295,871) |
| 800,000 | 1,100,000 | 1,100,000 | 1,100,000 | 1,100,000 |
| - | - | - | - | - |
| 800,000 | 1,100,000 | 1,100,000 | 1,100,000 | 1,100,000 |
| 398,435 | 810,330 | 804,129 | 804,129 | 804,129 |
| \$ 11,826,757 | \$ 12,637,087 | \$ 13,441,216 | \$ 14,245,345 | \$ 15,049,474 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Food Service
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 |
|---|---------------------|---------------------|---------------------|---------------------|
| | Actuals | Actuals | Actuals | Budget |
| Beginning Fund Balance | <u>\$ 7,452,665</u> | <u>\$ 6,720,573</u> | <u>\$ 7,319,964</u> | <u>\$ 8,288,300</u> |
| Revenue: | | | | |
| Food Sales | 9,652,874 | 10,493,575 | 10,471,442 | 10,855,905 |
| Service Contracts | 177,578 | 119,284 | 169,892 | 180,150 |
| Total Revenue | <u>9,830,452</u> | <u>10,612,859</u> | <u>10,641,334</u> | <u>11,036,055</u> |
| Expenditures: | | | | |
| Purchased Food | 9,223,898 | 9,526,628 | 9,311,003 | 9,701,002 |
| USDA Commodities | 1,469,677 | 1,653,509 | 1,527,640 | 1,750,000 |
| Salaries and Benefits | 10,812,478 | 10,812,438 | 10,494,330 | 10,973,732 |
| Administrative Services | 811,822 | 812,036 | 769,803 | 981,315 |
| Utilities | 350,834 | 351,305 | 354,099 | 351,073 |
| Supplies | 1,035,445 | 821,170 | 858,845 | 922,882 |
| Repairs and Maintenance | 35,580 | 18,554 | 53,625 | 30,000 |
| Depreciation | 316,329 | 331,472 | 338,484 | 331,662 |
| Other | 3,327 | 4,868 | 504 | 4,000 |
| Total Expenditures | <u>24,059,390</u> | <u>24,331,980</u> | <u>23,708,333</u> | <u>25,045,666</u> |
| Income (Loss) from Operations | (14,228,938) | (13,719,121) | (13,066,999) | (14,009,611) |
| Non-Operating Revenues (Expenses): | | | | |
| USDA Commodities | 1,465,322 | 1,557,343 | 1,490,074 | 1,750,000 |
| Federal/State Reimbursement | 11,924,111 | 12,526,212 | 12,534,881 | 12,343,085 |
| Interest Revenues | 10,489 | 3,210 | 10,380 | - |
| Interest Expense | - | - | - | - |
| Gain (Loss) on Sale of Fixed Assets | - | (3,033) | - | - |
| Total Non-operating Revenue (Expenses) | <u>13,399,922</u> | <u>14,083,732</u> | <u>14,035,335</u> | <u>14,093,085</u> |
| Net Income (Loss) | (829,016) | 364,611 | 968,336 | 83,474 |
| Capital Contributions | <u>96,924</u> | <u>234,780</u> | <u>-</u> | <u>-</u> |
| Increase (Decrease) in Retained Earnings | (732,092) | 599,391 | 968,336 | 83,474 |
| Ending Fund Balance | <u>\$ 6,720,573</u> | <u>\$ 7,319,964</u> | <u>\$ 8,288,300</u> | <u>\$ 8,371,774</u> |

The change in beginning fund balance in 2017/2018 due to the change in fund type.

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Food Service
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2016/2017 Estimate | 2017/2018 Budget | 2018/2019 Planned | 2019/2020 Planned | 2020/2021 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 8,288,300 | \$ 6,800,000 | \$ 6,849,873 | \$ 6,929,141 | \$ 7,048,813 |
| 10,574,678 | 11,702,995 | 11,820,025 | 11,938,225 | 12,057,607 |
| 200,548 | 169,892 | 169,892 | 169,892 | 169,892 |
| 10,775,226 | 11,872,887 | 11,989,917 | 12,108,117 | 12,227,499 |
| 9,111,220 | 9,293,445 | 9,339,912 | 9,386,612 | 9,433,545 |
| 1,750,000 | 1,608,277 | 1,608,277 | 1,608,277 | 1,608,277 |
| 10,830,947 | 11,856,132 | 11,856,132 | 11,856,132 | 11,856,132 |
| 1,000,658 | 1,960,318 | 1,979,921 | 1,999,720 | 2,019,717 |
| 379,086 | - | - | - | - |
| 899,433 | 1,118,499 | 1,129,684 | 1,140,981 | 1,152,391 |
| 49,058 | 30,000 | 30,000 | 30,000 | 30,000 |
| 325,319 | 25,000 | 25,000 | 25,000 | 25,000 |
| (51,207) | 50,000 | 50,000 | 50,000 | 50,000 |
| 24,294,514 | 25,941,671 | 26,018,926 | 26,096,722 | 26,175,062 |
| (13,519,288) | (14,068,784) | (14,029,009) | (13,988,605) | (13,947,563) |
| 1,750,000 | 1,608,277 | 1,608,277 | 1,608,277 | 1,608,277 |
| 12,147,186 | 12,500,000 | 12,500,000 | 12,500,000 | 12,500,000 |
| - | 10,380 | - | - | - |
| - | - | - | - | - |
| (4,013) | - | - | - | - |
| 13,893,173 | 14,118,657 | 14,108,277 | 14,108,277 | 14,108,277 |
| 373,885 | 49,873 | 79,268 | 119,672 | 160,714 |
| - | - | - | - | - |
| 373,885 | 49,873 | 79,268 | 119,672 | 160,714 |
| \$ 8,662,185 | \$ 6,849,873 | \$ 6,929,141 | \$ 7,048,813 | \$ 7,209,527 |

The change in beginning fund balance in 2017/2018 due to the change in fund type.

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Grants
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2013/2014 Actuals | 2014/2015 Actuals | 2015/2016 Actuals | 2016/2017 Budget |
|---|------------------------------------|------------------------------------|------------------------------------|-----------------------------------|
| Beginning Fund Balance | \$ 3,695,034 | \$ 5,986,671 | \$ 7,460,403 | \$ 9,083,798 |
| Revenue: | | | | |
| Federal | 40,097,509 | 41,892,114 | 43,863,826 | 40,039,017 |
| State | 10,207,824 | 10,606,649 | - | 3,639,790 |
| Other | 2,937,859 | 2,599,486 | 1,625,586 | 2,364,765 |
| Total Revenue | 53,243,192 | 55,098,249 | 45,489,412 | 46,043,572 |
| Expenditures: | | | | |
| General Administration | 3,546,878 | 3,894,981 | 3,324,072 | 5,530,635 |
| School Administration | 47,705 | 3,779 | 17,127 | 174,655 |
| General Instruction | 10,347,176 | 12,172,393 | 9,494,075 | 9,066,926 |
| Special Ed Instruction | 13,694,340 | 13,207,401 | 13,898,856 | 15,593,668 |
| Instructional Support | 15,552,338 | 17,546,189 | 15,783,878 | 15,487,764 |
| Operations and Maintenance | 7,579,148 | 6,432,393 | 1,006,839 | 136,134 |
| Transportation | 183,970 | 367,381 | 341,170 | 53,790 |
| Total Expenditures | 50,951,555 | 53,624,517 | 43,866,017 | 46,043,572 |
| Net Income (Loss) from Operations | 2,291,637 | 1,473,732 | 1,623,395 | - |
| Non-Operating Revenues (Expenses): | | | | |
| Operating Transfer In | - | - | - | - |
| Operating Transfer Out | - | - | - | - |
| Total Non-Operating Revenues (Expenses): | - | - | - | - |
| Net Income (Loss) | 2,291,637 | 1,473,732 | 1,623,395 | - |
| Ending Fund Balance | \$ 5,986,671 | \$ 7,460,403 | \$ 9,083,798 | \$ 9,083,798 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Grants
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2016/2017 Estimate | 2017/2018 Budget | 2018/2019 Planned | 2019/2020 Planned | 2020/2021 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 9,083,798 | \$ 9,083,798 | \$ 9,083,798 | \$ 8,979,675 | \$ 8,875,552 |
| 36,137,253 | 36,884,061 | 37,464,860 | 37,464,860 | 37,464,860 |
| 6,494,650 | 6,612,383 | 6,612,383 | 6,612,383 | 6,612,383 |
| 1,752,824 | 1,790,441 | 1,818,634 | 1,818,634 | 1,818,634 |
| <u>44,384,727</u> | <u>45,286,885</u> | <u>45,895,877</u> | <u>45,895,877</u> | <u>45,895,877</u> |
| 5,214,245 | 5,320,229 | 5,404,005 | 5,404,005 | 5,404,005 |
| 604,615 | 616,904 | 626,618 | 626,618 | 626,618 |
| 10,206,421 | 10,413,875 | 10,577,858 | 10,577,858 | 10,577,858 |
| 15,251,888 | 15,561,896 | 15,806,943 | 15,806,943 | 15,806,943 |
| 12,824,260 | 13,084,924 | 13,290,967 | 13,290,967 | 13,290,967 |
| 80,959 | 82,604 | 83,905 | 83,905 | 83,905 |
| 202,339 | 206,453 | 209,704 | 209,704 | 209,704 |
| <u>44,384,727</u> | <u>45,286,885</u> | <u>46,000,000</u> | <u>46,000,000</u> | <u>46,000,000</u> |
| - | - | (104,123) | (104,123) | (104,123) |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | (104,123) | (104,123) | (104,123) |
| <u>\$ 9,083,798</u> | <u>\$ 9,083,798</u> | <u>\$ 8,979,675</u> | <u>\$ 8,875,552</u> | <u>\$ 8,771,429</u> |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Transportation
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2013/2014 Actuals | 2014/2015 Actuals | 2015/2016 Actuals | 2016/2017 Budget |
|---|------------------------------------|------------------------------------|------------------------------------|-----------------------------------|
| Beginning Fund Balance | \$ - | \$ 587,817 | \$ 604,411 | \$ 558,012 |
| Revenue: | | | | |
| Tuition, Fees and Dues | 3,724,869 | 3,659,865 | 3,681,775 | 3,631,728 |
| Other Revenue | 5,082,849 | 5,006,241 | 5,299,345 | 5,109,993 |
| Total Revenues | 8,807,718 | 8,666,106 | 8,981,120 | 8,741,721 |
| Expenditures: | | | | |
| Salaries and Benefits | 17,634,258 | 17,679,958 | 18,267,007 | 19,255,654 |
| Purchased Services | 375,106 | 439,715 | 641,197 | 728,211 |
| Materials and Supplies | 4,092,940 | 3,844,104 | 3,259,629 | 4,798,200 |
| Capital and Equipment | - | 144,139 | 55,705 | 55,000 |
| Vehicles | - | 1,807,278 | 2,350,162 | 2,100,000 |
| Total Expenditures | 22,102,304 | 23,915,194 | 24,573,700 | 26,937,065 |
| Income (Loss) from Operations | (13,294,586) | (15,249,088) | (15,592,580) | (18,195,344) |
| Non-Operating Revenues (Expenses): | | | | |
| Operating Transfer In* | 13,882,403 | 15,265,682 | 15,546,181 | 18,195,344 |
| Operating Transfer Out | - | - | - | - |
| Total Non-Operating Revenue (Expenses) | 13,882,403 | 15,265,682 | 15,546,181 | 18,195,344 |
| Net Income (Loss) | 587,817 | 16,594 | (46,399) | - |
| Ending Fund Balance | \$ 587,817 | \$ 604,411 | \$ 558,012 | \$ 558,012 |

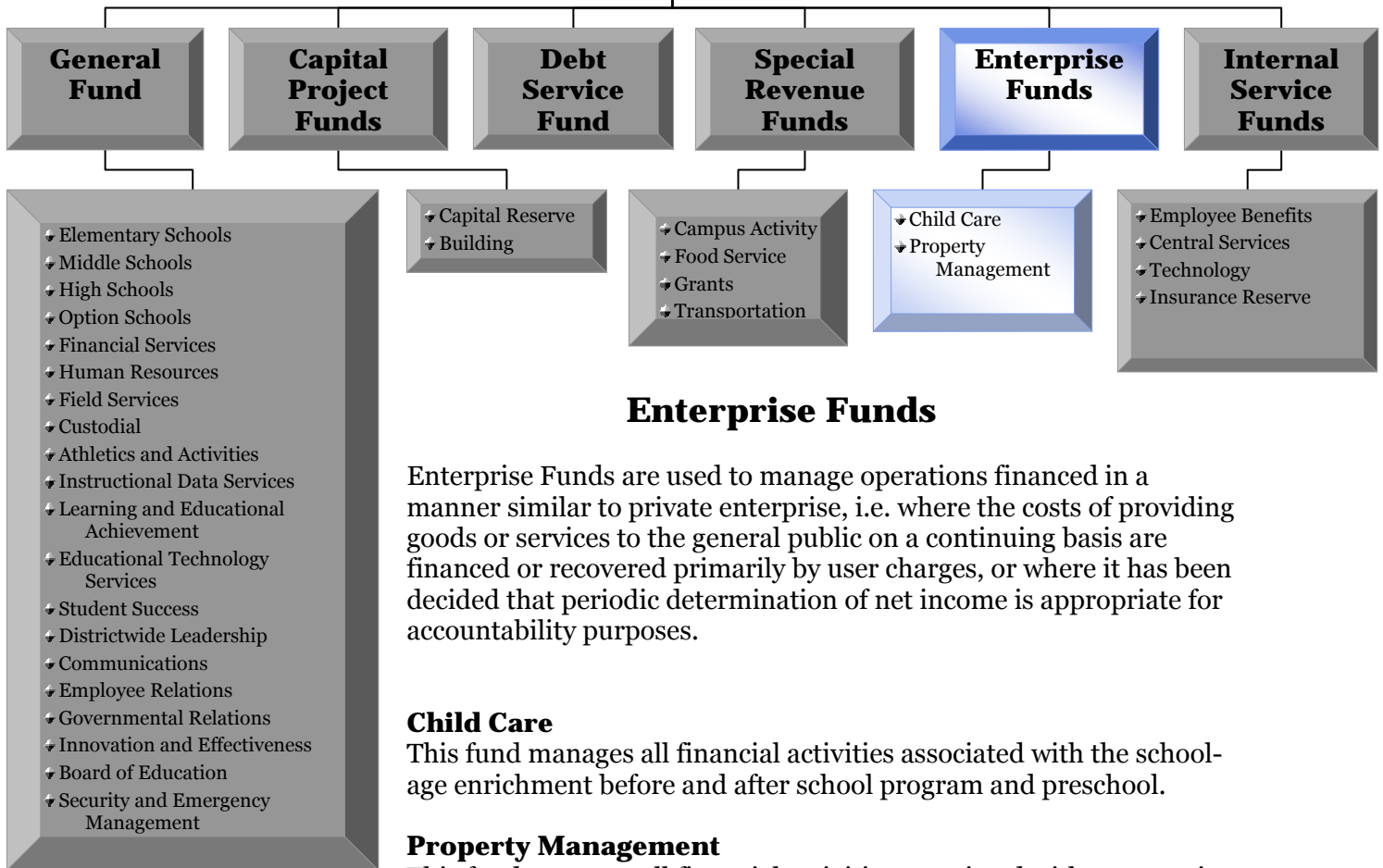
JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Transportation
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2016/2017 Estimate | 2017/2018 Budget | 2018/2019 Planned | 2019/2020 Planned | 2020/2021 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 558,012 | \$ 558,012 | \$ 558,012 | \$ 558,012 | \$ 558,012 |
| 3,726,960 | 3,673,615 | 3,673,615 | 3,673,615 | 3,673,615 |
| 5,116,878 | 5,059,992 | 5,059,992 | 5,059,992 | 5,059,992 |
| 8,843,838 | 8,733,607 | 8,733,607 | 8,733,607 | 8,733,607 |
| 18,883,725 | 19,742,984 | 19,742,984 | 19,742,984 | 19,742,984 |
| 679,410 | 787,211 | 787,211 | 787,211 | 787,211 |
| 2,685,224 | 3,789,200 | 3,789,200 | 3,789,200 | 3,789,200 |
| 1,131,648 | 255,000 | 255,000 | 255,000 | 255,000 |
| 3,447,183 | 2,100,000 | 2,100,000 | 2,100,000 | 2,100,000 |
| 26,827,190 | 26,674,395 | 26,674,395 | 26,674,395 | 26,674,395 |
| (17,983,352) | (17,940,788) | (17,940,788) | (17,940,788) | (17,940,788) |
| 17,983,352 | 17,940,788 | 17,940,788 | 17,940,788 | 17,940,788 |
| - | - | - | - | - |
| 17,983,352 | 17,940,788 | 17,940,788 | 17,940,788 | 17,940,788 |
| - | - | - | - | - |
| \$ 558,012 | \$ 558,012 | \$ 558,012 | \$ 558,012 | \$ 558,012 |



Building Bright Futures

Funds



Enterprise Funds

Enterprise Funds are used to manage operations financed in a manner similar to private enterprise, i.e. where the costs of providing goods or services to the general public on a continuing basis are financed or recovered primarily by user charges, or where it has been decided that periodic determination of net income is appropriate for accountability purposes.

Child Care

This fund manages all financial activities associated with the school-age enrichment before and after school program and preschool.

Property Management

This fund manages all financial activities associated with community use of district buildings, fields, and other facilities.

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Child Care
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 |
|---|---------------------|---------------------|---------------------|---------------------|
| | Actuals | Actuals | Actuals | Budget |
| Beginning Fund Balance | \$ 4,800,503 | \$ 5,665,774 | \$ 6,251,065 | \$ 5,267,957 |
| Revenue: | | | | |
| Service Contracts | 1,081,867 | 1,058,309 | 1,045,646 | 1,015,529 |
| Tuition | 10,029,489 | 10,359,238 | 5,758,798 | 6,546,039 |
| Other State Revenue* | - | 5,526,102 | 5,748,802 | 5,838,405 |
| Total Revenue | <u>11,111,356</u> | <u>16,943,649</u> | <u>12,553,246</u> | <u>13,399,973</u> |
| Expenses: | | | | |
| Salaries and Benefits | 12,430,609 | 13,007,788 | 9,380,643 | 10,276,914 |
| Administrative Services | 1,856,004 | 1,877,122 | 2,010,374 | 1,903,305 |
| Utilities | 15,151 | 18,422 | 20,354 | 22,333 |
| Supplies | 643,653 | 731,914 | 1,361,792 | 668,907 |
| Repairs and Maintenance | 8,814 | 7,578 | 19,995 | 15,673 |
| Rent | 683,386 | 691,215 | 730,665 | 735,890 |
| Depreciation | 24,185 | 24,036 | 22,101 | 19,022 |
| Other | 7,451 | 7,305 | 1,382 | - |
| Total Expenses | <u>15,669,253</u> | <u>16,365,380</u> | <u>13,547,306</u> | <u>13,642,044</u> |
| Income (Loss) from Operations | (4,557,897) | 578,269 | (994,060) | (242,071) |
| Non-Operating Revenues (Expenses): | | | | |
| Capital Contributions | - | - | - | - |
| Interest Revenues | 23,529 | 7,022 | 17,252 | - |
| Interest Expense | - | - | - | - |
| Gain (Loss) on Sale of Fixed Assets | - | - | (6,300) | - |
| Operating Transfer In | 5,399,639 | - | - | - |
| Operating Transfer Out | - | - | - | - |
| Total Non-operating Revenue (Expenses) | <u>5,423,168</u> | <u>7,022</u> | <u>10,952</u> | <u>-</u> |
| Net Income (Loss) | 865,271 | 585,291 | (983,108) | (242,071) |
| Ending Fund Balance | <u>\$ 5,665,774</u> | <u>\$ 6,251,065</u> | <u>\$ 5,267,957</u> | <u>\$ 5,025,886</u> |

*Beginning in 2014/2015 state funding for the Colorado Preschool Program is being received directly in the Child Care Fund as revenue and will no longer be reflected as an operating transfer in from the General Fund.

**Kindergarten revenue moved to the General Fund in 2015/2016. Schools with Kindergarten fund balances in the Child Care Fund had one year to spend down this balance.

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Child Care
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2016/2017 Estimate | 2017/2018 Budget | 2018/2019 Planned | 2019/2020 Planned | 2020/2021 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 5,267,957 | \$ 5,294,923 | \$ 4,316,778 | \$ 3,591,028 | \$ 3,145,714 |
| 1,156,417 | 1,156,286 | 1,156,286 | 1,156,286 | 1,156,286 |
| 6,257,048 | 7,012,184 | 7,448,066 | 7,875,443 | 8,173,042 |
| 5,957,863 | 5,978,735 | 5,978,735 | 5,978,735 | 5,978,735 |
| 13,371,328 | 14,147,205 | 14,583,087 | 15,010,464 | 15,308,063 |
| 10,350,000 | 11,728,703 | 11,903,452 | 12,043,396 | 12,049,597 |
| 1,980,333 | 2,013,313 | 2,022,051 | 2,029,048 | 2,029,358 |
| 21,965 | 21,965 | 21,965 | 21,965 | 21,965 |
| 659,264 | 539,264 | 539,264 | 539,264 | 539,264 |
| - | 5,091 | 5,091 | 5,091 | 5,091 |
| 311,753 | 792,223 | 792,223 | 792,223 | 792,223 |
| 21,047 | 21,047 | 21,047 | 21,047 | 21,047 |
| - | 3,744 | 3,744 | 3,744 | 3,744 |
| 13,344,362 | 15,125,350 | 15,308,837 | 15,455,778 | 15,462,289 |
| 26,966 | (978,145) | (725,750) | (445,314) | (154,226) |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| 26,966 | (978,145) | (725,750) | (445,314) | (154,226) |
| \$ 5,294,923 | \$ 4,316,778 | \$ 3,591,028 | \$ 3,145,714 | \$ 2,991,488 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Property Management
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2013/2014 Actuals | 2014/2015 Actuals | 2015/2016 Actuals | 2016/2017 Budget |
|---|------------------------------------|------------------------------------|------------------------------------|-----------------------------------|
| Beginning Fund Balance | \$ 4,998,512 | \$ 5,280,698 | \$ 5,480,531 | \$ 5,906,078 |
| Revenue: | | | | |
| Service Contracts | 1,920,377 | 2,276,591 | 2,256,716 | 2,240,000 |
| Total Revenue | <u>1,920,377</u> | <u>2,276,591</u> | <u>2,256,716</u> | <u>2,240,000</u> |
| Expenses: | | | | |
| Salaries and Benefits | 847,673 | 973,330 | 1,037,348 | 1,102,856 |
| Administrative Services | 357,844 | 422,216 | 127,546 | 166,829 |
| Utilities | 209,248 | 215,978 | 209,534 | 215,000 |
| Supplies | 106,253 | 157,070 | 141,132 | 172,000 |
| Repair and Maintenance | - | 1,500 | 111,402 | - |
| Other | 37,123 | 18,217 | 16,942 | 20,000 |
| Depreciation Expense | 84,700 | 92,899 | - | 127,897 |
| Total Expenses | <u>1,642,841</u> | <u>1,881,210</u> | <u>1,643,904</u> | <u>1,804,582</u> |
| Income (Loss) from Operations | 277,536 | 395,381 | 612,812 | 435,418 |
| Non-Operating Revenues (Expenses): | | | | |
| Interest Revenues | - | - | 12,735 | - |
| Interest Expense | - | - | - | - |
| Gain (Loss) on Sale of Fixed Assets | 4,650 | 4,452 | - | - |
| Operating Transfer In | - | - | - | - |
| Operating Transfer Out* | - | (200,000) | (200,000) | (650,000) |
| Total Non-Operating Revenue (Expenses) | <u>4,650</u> | <u>(195,548)</u> | <u>(187,265)</u> | <u>(650,000)</u> |
| Net Income (Loss) | 282,186 | 199,833 | 425,547 | (214,582) |
| Ending Fund Balance | <u>\$ 5,280,698</u> | <u>\$ 5,480,531</u> | <u>\$ 5,906,078</u> | <u>\$ 5,691,496</u> |

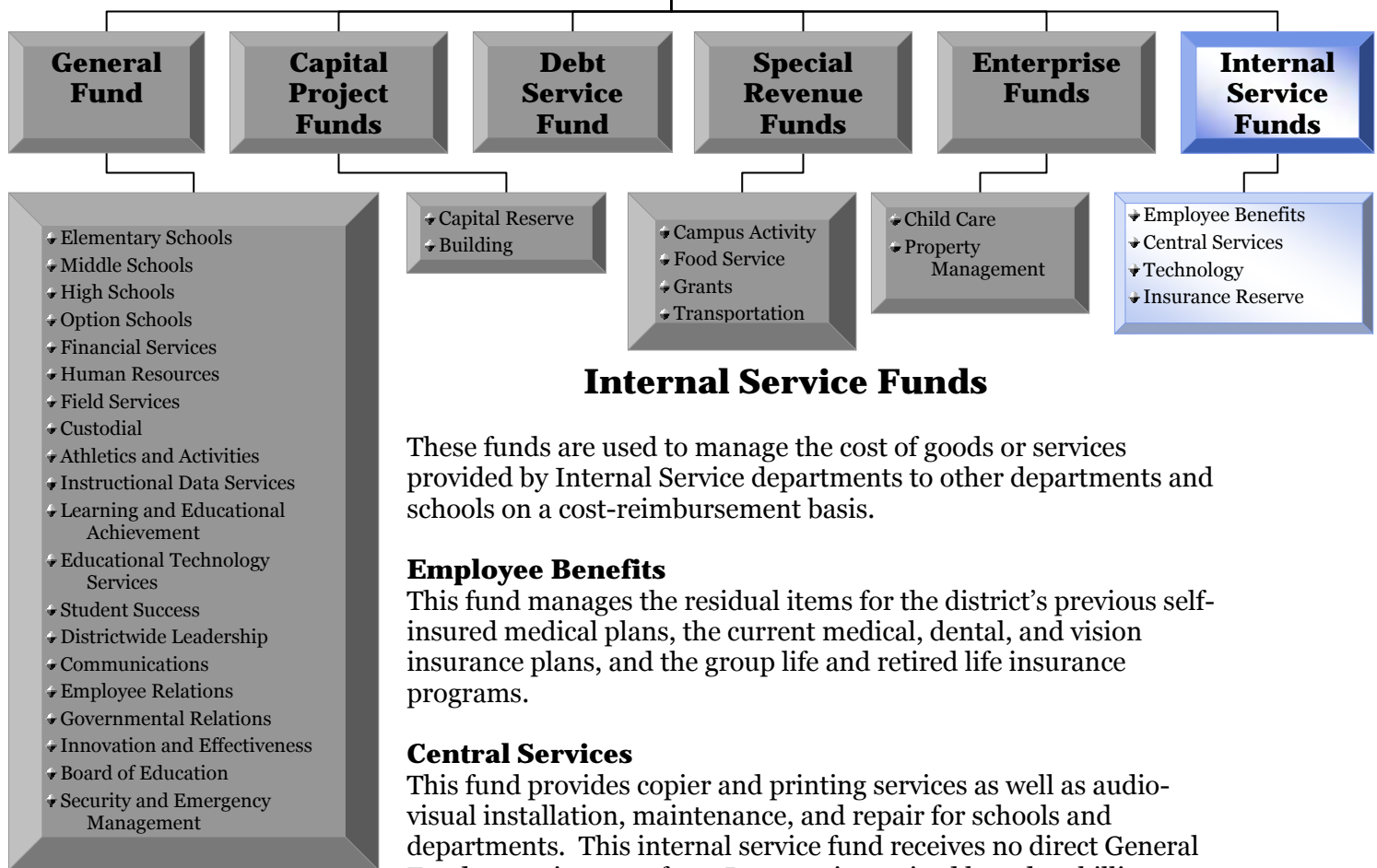
*Amount represents transfer to the Campus Activity Fund to reimburse schools for community use of their building and a Capital Reserve Fund transfer for maintenance of building use. Increase in 2018 represents an additional \$700,000 transfer to the General Fund related to building use fee increase.

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Property Management
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2016/2017 Estimate | 2017/2018 Budget | 2018/2019 Planned | 2019/2020 Planned | 2020/2021 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 5,906,078 | \$ 5,895,777 | \$ 5,622,048 | \$ 5,348,319 | \$ 5,074,590 |
| 2,351,811 | 2,940,000 | 2,940,000 | 2,940,000 | 2,940,000 |
| 2,351,811 | 2,940,000 | 2,940,000 | 2,940,000 | 2,940,000 |
| 1,029,078 | 1,162,003 | 1,162,003 | 1,162,003 | 1,162,003 |
| 176,942 | 166,829 | 166,829 | 166,829 | 166,829 |
| 198,746 | 215,000 | 215,000 | 215,000 | 215,000 |
| 164,953 | 172,000 | 172,000 | 172,000 | 172,000 |
| - | - | - | - | - |
| 31,088 | 20,000 | 20,000 | 20,000 | 20,000 |
| 111,305 | 127,897 | 127,897 | 127,897 | 127,897 |
| 1,712,112 | 1,863,729 | 1,863,729 | 1,863,729 | 1,863,729 |
| 639,699 | 1,076,271 | 1,076,271 | 1,076,271 | 1,076,271 |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| (650,000) | (1,350,000) | (1,350,000) | (1,350,000) | (1,350,000) |
| (650,000) | (1,350,000) | (1,350,000) | (1,350,000) | (1,350,000) |
| (10,301) | (273,729) | (273,729) | (273,729) | (273,729) |
| \$ 5,895,777 | \$ 5,622,048 | \$ 5,348,319 | \$ 5,074,590 | \$ 4,800,861 |



Funds



Internal Service Funds

These funds are used to manage the cost of goods or services provided by Internal Service departments to other departments and schools on a cost-reimbursement basis.

Employee Benefits

This fund manages the residual items for the district's previous self-insured medical plans, the current medical, dental, and vision insurance plans, and the group life and retired life insurance programs.

Central Services

This fund provides copier and printing services as well as audio-visual installation, maintenance, and repair for schools and departments. This internal service fund receives no direct General Fund operating transfers. Revenue is received based on billings to schools and departments for services rendered.

Technology

This fund manages the many technology systems, infrastructure, support, and maintenance to provide technology services and solutions that support the district's educational and business goals.

Insurance Reserve

This fund is authorized by state law to allow the district to maintain an insurance reserve for self-insured purposes and to fund liability, workers' compensation, and property insurance premiums.



Building Bright Futures

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



| | | | | | |
|-------------------|-------|---------------------------|-----|-----------------------|-------------|
| DEPARTMENT | | Employee Benefits (IS020) | | | |
| DEPT ID | 97005 | FTE | 2.0 | Adopted Budget | \$6,969,418 |

RENEWAL REQUEST SUMMARY

Benefits provided through this fund are essential to the good health of our employees and help the district maintain a school-district competitive benefits program. Benefits run through this fund include self-insured dental and vision benefits, grandfathered retiree life insurance and staff wellness.

ACTIVITY DESCRIPTION

- The District self-funds its dental and vision benefits. These benefits are funded from employee contributions. Claims adjudication and discounted provider relationships are managed through third party administrators. Claims are paid from the fund when presented from our third party administrators.
- The District uses a minimum-premium policy arrangement with a third party insurance administrator to pay limited-value life insurance policies for a grandfathered group of retirees. Claims are paid from this fund when death benefits are payable.
- The District provides health care and dependent care flexible spending accounts as optional benefits for employees. Claims adjudication is managed through a third party administrator. Claims are paid from the fund when presented from our third party administrators. Administrative expenses are paid by the employer and then offset by any remaining balances that are unused after the end of the grace period.
- The district provides an employee wellness program funded through money from a Kaiser insurance settlement and refunds of performance or other like payments from vendors.

PERFORMANCE MEASURES

- Dental and vision benefits and premiums are competitive when benchmarked with other major, Denver-metro area school districts.

IMPROVEMENT & EFFICIENCIES

- In February the district hired an internal Staff Wellness Program Manager, (1.0 FTE) who replaced an outside vendor (1.5625 FTE) who was previously providing the services. Bringing the position in-house has allowed us to better coordinate programs with other internal departments to increase efficiency and effectiveness.
- Increased usage of funding from Kaiser is helping to offset the cost of programs being delivered to schools.

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower to Educate, Inspire to Learn

Our goal is to provide eligible employees access to meaningful benefits that help to maintain their health. Healthy employees can better focus on their day-to-day tasks, ensuring that the goals of the Jeffco strategic vision are fulfilled. The benefits and staff wellness department plans programs and activities to support the recruitment and retention of qualified employees who deliver services to our students. Staff wellness services are designed to help facilitate a healthy, whole person, who is better able to be productive at work.

BUDGET CHANGES FROM PRIOR YEAR

Addition of internal wellness program manager which replaced services previously provided by outside vendors.

ADDITIONAL INFORMATION

Benefits website: <https://sites.google.com/a/jeffcoschools.us/employee-benefits/>
 Wellness Connections website: <https://sites.google.com/a/jeffcoschools.us/wellness-connections/>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

We currently do not anticipate any additional asks for the upcoming budget cycle.

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|--------------------------|-------|----------------|-------------|
| DEPARTMENT | | Central Services (IS050) | | | |
| DEPT ID | 92320 | FTE | 13.50 | Adopted Budget | \$3,428,000 |

RENEWAL REQUEST SUMMARY

Central Services is an Internal Service fund and does not receive any General Fund Transfers. Instead they receive revenue from schools, departments, and non-profit groups for the services they provide. Current budget is adequate as set for 2016-17. Additional allocations will be requested if revenue exceeds projections.

ACTIVITY DESCRIPTION

- Copier Program – Provides copy machines, toner, paper and service to all schools and departments
- Printing Program – Provides printing/coping services to schools, departments and related non-profit organizations
- Mailroom/Archive Services – Provides mail room service including inter-department/school Pony mail management. All services are free with the exception of actual postal fees
- Imaging Program – Provides financial support for all imaging related software and equipment. The imaging services includes storage/archive for departments

PERFORMANCE MEASURES

- Maintain a positive fund cash balance by controlling purchases of materials, services and equipment based on revenue cash flow
- Continue to have a positive Net Asset position at year end

IMPROVEMENT & EFFICIENCIES

- Continue implementation of on-line printing request system for end users
- Continue to modify equipment selected for the Copier Program in order to have the latest technology in schools
- Update a current version of the Oracle Web Center Imaging software in order maintain district security levels

SUPPORT OF STRATEGIC OBJECTIVES

STRATEGY ONE -- EMPOWER TO EDUCATE, INSPIRE TO LEARN:
 Central Services provides the district with printed material at a reduced cost. Central Services also handles most of the printers in the district ensuring that educators across the district have the materials needed for student success.

BUDGET CHANGES FROM PRIOR YEAR

N/A

ADDITIONAL INFORMATION

Printing Information: <http://jeffcoweb.jeffco.k12.co.us/itsr/Printing/index.htm>
 Copier Program Information: <http://jeffcoweb.jeffco.k12.co.us/itsr/Copier/>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

None – Budget is based on projected revenue collect for services provided.

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| DEPARTMENT | | Information Technology (IS080) | | | |
|------------|--|--------------------------------|-------|----------------|--------------|
| DEPT ID | 92218 [IT Infrastructure Services] | FTE | 25.38 | Adopted Budget | \$11,226,697 |
| DEPT ID | 92260 [Business Technology Support] | FTE | 19.00 | Adopted Budget | \$3,671,306 |
| DEPT ID | 92264 [Enterprise Application Arch] | FTE | 10.00 | Adopted Budget | \$1,638,231 |
| DEPT ID | 92265 [Data Quality and Ed Tech Support] | FTE | 18.50 | Adopted Budget | \$3,583,421 |
| DEPT ID | 92266 [Technology Support Center] | FTE | 15.00 | Adopted Budget | \$1,365,216 |
| DEPT ID | 92270 [Enterprise Client Tech Services] | FTE | 49.50 | Adopted Budget | \$4,171,308 |
| DEPT ID | 92271 [Information Security] | FTE | 6.00 | Adopted Budget | \$1,216,859 |
| DEPT ID | 92290 [Chief Technology Office] | FTE | 6.00 | Adopted Budget | \$3,285,359 |

RENEWAL REQUEST SUMMARY

Information Technology (IT) provides technology services and support which includes developing and maintaining highly effective, reliable, secure, and innovative systems and processes which support the entire Jeffco community (instructional, administrative, students, and parents). IT services/costs have been categorized into four functional areas: Applications, End User Services, Security and Infrastructure Delivery, outlined below.

ACTIVITY DESCRIPTION

- Applications:**
- Provides a full spectrum of services aimed at developing, maintaining, and supporting enterprise-class business systems including integration of data between applications and reporting.
 - These systems enable the District's core business processes i.e., human capital management, payroll, procurement, accounts payable, asset management, financial management, facilities maintenance and compliance reporting. As well as educational applications such as Infinite Campus, Naviance, School Messenger.
- End User Services:**
- Responsible for providing IT assistance to all stakeholders within the District.
 - Services include help desk assistance, desk-side support, user provisioning, and client engagement.
- Security:**
- Ensures the availability of systems through Disaster Recovery/Business Continuity planning, testing and execution.
 - Enforce secure and effective access to technology resources through use of authentication and identity management technologies.
 - Monitor and protect the network from threats posed by malicious entities.
 - Provide legal and operational regulations support (i.e. FERPA, HIPAA, New CO Statute).
- Infrastructure Delivery:**
- Enables innovative uses of technology by providing services that are delivered through a computing infrastructure that is current, comprehensive, secure, responsive, reliable, and available.
 - Services include network infrastructure, servers and storage, and data centers.
- Capital:**
- IT hardware/software is a requirement to run the Districts IT organization.
 - Hardware/software needs to be refreshed and maintained per vendor specifications. As an example, the EMC storage arrays have been in service greater than five years and the vendor will be end-of life for the support for these mission critical systems. Replacing the arrays will require a significant capital investment.

PERFORMANCE MEASURES

Data Governance:

- Increase Data Quality
 - Create/upgrade Certify scorecards in the area of SPED (Enrich), Jeffco Data Validations (Infinite Campus), and Health
 - Distribute scorecards to 100% of the people responsible for correcting the errors.
 - Insure 90% of the errors are corrected or mitigated
- Complete Jeffco data stewards mapping for Jeffco
 - Identify responsible data stewards in each of the identified areas in Jeffco
 - Support data stewards in entering data and tying data to a central set of terms or a central mode
- Obtain approval of 400 data terms and data used by the business

Network Infrastructure:

- Monitor and track monthly network utilization
 - Proactively increase network capacity with no impact on instruction
- Measure network uptime target 99.99% average uptime over the FY17/18 school year
- Conduct annual audit of network infrastructure and supporting system

Report findings to District leadership (Cabinet)

Data Security Training:

- End of FY17/18 role-based training courses will be developed utilizing Schoology and rolled out to department/staff groups.
 - Results will establish baseline for subsequent years training material
- Quarterly Reporting
 - Number of courses completed by target audience

Course statistics (Pass/Fail)

IMPROVEMENT & EFFICIENCIES

Security: Provide reliable systems and processes to adequately protect all potentially sensitive data while instilling digital citizenship.

Data Security Training: Create and administer required training components for all Jeffco employees on professional practices related to data security and data privacy.

Data Governance: Align data-related policies, establish data stewardship processes, and modify enterprise architecture under a clear data governance framework.

SECURE & SCALABLE INFRASTRUCTURE: SECURE JEFFCO'S INFRASTRUCTURE AND CONTINUE TO IMPROVE ON A SYSTEM DESIGN TO PREVENT, CONTAIN, AND REACT TO THREATS AND INTRUSIONS AS QUICKLY AS POSSIBLE.

Communication: Prioritize effective, thorough, and timely communications to, from, and between students, teachers, school leaders, parents, and district staff as it pertains to Educational and Information Technology in the District.

Equitably Empower: Enable all Jeffco schools to realize their student achievement goals by empowering them with technological decision-making tools, infrastructure, and support.

NETWORK INFRASTRUCTURE: PROVIDE A ROBUST, SECURE NETWORK WITH AMPLE BANDWIDTH TO EQUITABLY EMPOWER SCHOOLS, TEACHERS, AND STUDENTS

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower to Educate, Inspire to Learn

Utilize resources/support to implement strategies/tools that support whole child development for the purpose of empowering students through active engagement, leadership and academic excellence. IT also collaborates with families and community to provide opportunities to build student resilience through social, emotional and academic challenges.

Strategy Two: Connect to College, Career and Life Aspirations

Provide all stakeholders with useful data on student growth, achievement and post-secondary and workforce readiness. Provide multiple pathways of learning in order to meet all students' needs and aspirations.

BUDGET CHANGES FROM PRIOR YEAR

IT had an 8% increase from FY15/16 to FY16/17 increase was attributed to compensation, one-time allocation of \$535K, annual cost of HW/SW support i.e., Palo Alto Networks, 4% year-over-year support cost increase, and depreciation expense.

Total: \$2.15M

ADDITIONAL INFORMATION

IT Technology Plan

<https://docs.google.com/document/d/1u058LdWPUZL8zTIHtrEsZuo4HM0qgPrh35FGCUTrbAY/edit#>

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

\$250K Ongoing: Procure an updated website platform to be used district-wide by central admin, department, programs and school sites including an integrated mobile application.

\$250K Ongoing: Hardware/Software support contracts increase on average 4% per year.

\$500K Ongoing: Utilize IT Enterprise Client Technology Services Level 1 support techs to support all High Schools (cost could be offset by budget transfer from High Schools to IT).

\$100K One-time + \$250K Ongoing FTE: Jeffco Analytics (Business Intelligence & Data Warehouse) continued enhancement of Data Warehouse and enterprise reporting capabilities for data decision making.

\$545K Ongoing FTE : Identity Management Program (one-time funding received in FY16/17) Employee ID as Login ID - Phase II, PeopleSoft Provisioning (HR, Financials, CRM, ALM) Automate provisioning; Eliminates work for User Security staff so they can be migrated to IT Specialist positions for Hermes Platform. Reduces systems access requests.

\$80K One-time + TBD Ongoing: Curriculum Management System - Combine C-CAP and Classroom Dashboard requirements and migration of data into a new application.

\$100K One-time + \$37.5K Ongoing: Replace JCon with Campus-Online Enrollment (OLR). Jeffco Connect (JCon) application was built by Jeffco Ed Tech Development as a replacement for the paper student information card in 2011. The JCon application would be an online replacement for the paper card and would feed information into Infinite Campus (IC), simplifying how parents provided data to the district.

ERD Request & funding responsibility: The Library System Replacement application. IT budget includes \$89K/annual support.

\$96K One-time +\$340K Ongoing: Regulatory compliance. New student data privacy bill will create numerous cross departmental projects. The security team will need additional assistance with project management and providing transparency.

\$276K One-time + \$165K Ongoing: Benefits - Compliance, Benefits Advisory Plan & ACA - The employee benefits package is impacted on a yearly basis by legal compliance, association negotiations, and the Benefits Advisory Group. When requests come from any of these sources, we have to be reactionary. Project due dates are usually imposed by the legal or negotiations business reasons.

\$96K One-time: PeopleSoft Test Framework. Implement the PeopleSoft automated testing tool which enables the Bus Tech team to perform semi-yearly upgrades as delivered by Oracle, with minimal involvement from business users for testing.

\$45K One-time: Mobile Student Online Fees - PeopleSoft technical development to deliver mobile access and upgrade/rewrite existing code that uses deprecated features for lightbox display, during the integration to the CC payment vendor.

BUDGETING FOR OUTCOMES

2017/2018 Renewal Request Form



Building Bright Futures

| | | | | | |
|-------------------|-------|---------------------------|-----|-----------------------|-------------|
| DEPARTMENT | | Insurance Reserve (IS030) | | | |
| DEPT ID | 94600 | FTE | 6.0 | Adopted Budget | \$7,843,245 |

RENEWAL REQUEST SUMMARY

The Risk Management Unit procures insurance which is then coordinated with the self-funding aspects of the program. Annual insurance premiums run in the \$2,000,000 range and are subject to change given changes in market conditions and in response to district overall claims experience. Generally claims for lines of coverage including Workers Compensation, property, school entity liability including professional liability, also run in the \$3,368,000 range. Significant fluctuation may occur from year to year depending on the legal climate weather, caused losses and work place injuries under Workers Compensation. From an operations standpoint we have department staff including three in claims management, clerical, loss control, the director, legal expenditures, claims software fees and consultants are in the \$1,100,000 range. The department also manages and reviews loss experience, working with state regulatory authorities to manage self- insurance permits. Loss experience data and insurance reserve funding is managed using an accepted industry methodology and an annual actuarial study. As a result, loss reserve funding is then adjusted upward or downward to maintain appropriate funding levels.

ACTIVITY DESCRIPTION

- Maintain compliance with District Policy EI which requires that the district maintain and administer a Risk Management Program including property, casualty and workers' compensation insurance programs to the extent such insurance is commercially available and affordable.
- Manage District liability/casualty insurance programs designed to protect district employees, officials, volunteers and students against liabilities and related costs subject to the Colorado Governmental Immunity Act.
- Provide Colorado statutory workers' compensation benefits through a self-insured program which includes an excess workers' compensation insurance policy to protect the district and employees from catastrophic financial loss.
- Provide District property, employee dishonesty/crime insurance, boiler and machinery insurance. Property insurance programs shall be designed to protect district tangible property, content and monetary assets against insurable perils and causes of loss.

PERFORMANCE MEASURES

- 94 or less open lost time Worker's Compensation claims as measured by the end of the fiscal year.

IMPROVEMENT & EFFICIENCIES

Lost time worker's compensation claims tend to be the most costly and the longer a lost time claim is held open, generally the more costly it becomes. As a result we would like to limit the count of open lost time claims as measured at the end of the fiscal year to 94.

Similarly, the average time overall new worker's compensation claims are held open as measured by the end of the fiscal year is also a good measure of efficiency in terms of claims handling efficiency.

SUPPORT OF STRATEGIC OBJECTIVES

Strategy One: Empower to Educate, Inspire to Learn

The Risk Management Department handles day to day claims and related business operations with the intent to minimize or limit the adverse cost of unforeseen financial and human factor losses which tend to disrupt district operations. Risk management has excellent abilities to help the district handle, manage, fund and recover from unforeseen losses. By navigating through difficult situations quickly, then helping return to normalcy while at the same time minimizing the impact on the organization, the impact on education is also minimized. By doing so for the district, Risk management provides a critical buffer for the district and those who directly empower students to learn as much as they can while in at Jeffco and throughout their lives. Time in school is short and that time should be interrupted as little as possible to have the most positive impact on all of our students and staff.

BUDGET CHANGES FROM PRIOR YEAR

N/A

ADDITIONAL INFORMATION

Please refer to the Risk Management full year fourth quarter report.

BUDGET RESOURCES FOR NEXT BUDGET CYCLE

Cost increase drivers are currently are:

- Rising medical costs for worker's compensation and corresponding lost time indemnity costs.
- The potential for property insurance increases due to charter school losses and related property self-insurance claim pay outs and generally more severe storms.
- The passed Colorado legislation that increased the Colorado CGIA liability cap from 150K/600K to 350K/980K. This increases the likelihood of more costly liability losses than have previously been experienced under the lower cap.

An additional funding of \$300,000 may be requested to address these potential future risk cost outcomes and exposures.

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Employee Benefits
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2013/2014 Actuals | 2014/2015 Actuals | 2015/2016 Actuals | 2016/2017 Budget |
|---|------------------------------------|------------------------------------|------------------------------------|-----------------------------------|
| Beginning Fund Balance | \$ 14,332,467 | \$ 14,219,943 | \$ 13,820,569 | \$ 13,324,095 |
| Revenue | | | | |
| Insurance Premiums | 5,832,044 | 5,726,109 | 5,951,528 | 5,575,000 |
| Total Revenues | <u>5,832,044</u> | <u>5,726,109</u> | <u>5,951,528</u> | <u>5,575,000</u> |
| Expenses | | | | |
| Salaries and Benefits | 63,178 | 64,475 | 122,858 | 237,858 |
| Claim Losses | 5,147,607 | 5,446,628 | 5,805,518 | 6,051,000 |
| Premiums Paid | 80,413 | 57,722 | 48,302 | 60,000 |
| Administration | 702,629 | 569,901 | 508,230 | 620,560 |
| Total Expenses | <u>5,993,827</u> | <u>6,138,726</u> | <u>6,484,908</u> | <u>6,969,418</u> |
| Income (Loss) from Operations | (161,783) | (412,617) | (533,380) | (1,394,418) |
| Non-Operating Revenues (Expenses) | | | | |
| Interest Revenue | 49,259 | 13,243 | 36,906 | - |
| Interest Expense | - | - | - | - |
| Operating Transfer In | - | - | - | - |
| Operating Transfer Out | - | - | - | - |
| Total Non-operating Revenue (Expenses) | <u>49,259</u> | <u>13,243</u> | <u>36,906</u> | <u>-</u> |
| Net Income (Loss) | (112,524) | (399,374) | (496,474) | (1,394,418) |
| Ending Fund Balance | <u>\$ 14,219,943</u> | <u>\$ 13,820,569</u> | <u>\$ 13,324,095</u> | <u>\$ 11,929,677</u> |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Employee Benefits
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2016/2017 Estimate | 2017/2018 Budget | 2018/2019 Planned | 2019/2020 Planned | 2020/2021 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 13,324,095 | \$ 12,565,340 | \$ 11,539,561 | \$ 10,513,782 | \$ 9,488,003 |
| 5,658,206 | 6,030,275 | 6,030,275 | 6,030,275 | 6,030,275 |
| 5,658,206 | 6,030,275 | 6,030,275 | 6,030,275 | 6,030,275 |
| 193,535 | 84,994 | 84,994 | 84,994 | 84,994 |
| 5,749,478 | 6,496,500 | 6,496,500 | 6,496,500 | 6,496,500 |
| 47,439 | 50,000 | 50,000 | 50,000 | 50,000 |
| 426,509 | 424,560 | 424,560 | 424,560 | 424,560 |
| 6,416,961 | 7,056,054 | 7,056,054 | 7,056,054 | 7,056,054 |
| (758,755) | (1,025,779) | (1,025,779) | (1,025,779) | (1,025,779) |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| (758,755) | (1,025,779) | (1,025,779) | (1,025,779) | (1,025,779) |
| \$ 12,565,340 | \$ 11,539,561 | \$ 10,513,782 | \$ 9,488,003 | \$ 8,462,224 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Central Services
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 |
|---|---------------------|---------------------|---------------------|---------------------|
| | Actuals | Actuals | Actuals | Budget |
| Beginning Fund Balance | <u>\$ 2,093,951</u> | <u>\$ 1,466,531</u> | <u>\$ 1,709,616</u> | <u>\$ 2,043,808</u> |
| Revenue | | | | |
| Fees, Charges and Other Revenue | 3,461,272 | 3,371,540 | 3,527,982 | 3,500,000 |
| Total Revenues | <u>3,461,272</u> | <u>3,371,540</u> | <u>3,527,982</u> | <u>3,500,000</u> |
| Expenditures | | | | |
| Salaries and Benefits | 1,019,086 | 798,925 | 944,291 | 1,020,486 |
| Utilities | 3,355 | 3,207 | 1,949 | 2,500 |
| Supplies | 1,381,923 | 1,349,023 | 1,163,504 | 1,292,900 |
| Repairs and Maintenance | 360,403 | 387,126 | 402,078 | 422,200 |
| Depreciation | 290,138 | 319,260 | 334,535 | 366,140 |
| Other | 342 | 4,201 | 25 | - |
| Administration | 284,364 | 254,149 | 335,909 | 344,063 |
| Total Expenditures | <u>3,339,611</u> | <u>3,115,891</u> | <u>3,182,291</u> | <u>3,448,289</u> |
| Income (Loss) from Operations | 121,661 | 255,649 | 345,691 | 51,711 |
| Non-Operating Revenues (Expenses) | | | | |
| Interest Revenue | 2,701 | 587 | 2,637 | - |
| Interest Expense | - | - | - | - |
| Gain (Loss) on Sale of Fixed Assets | (1,782) | (13,151) | (14,136) | (5,000) |
| Operating Transfer In | - | - | - | - |
| Operating Transfer Out* | (750,000) | - | - | - |
| Total Non-operating Revenue (Expenses) | <u>(749,081)</u> | <u>(12,564)</u> | <u>(11,499)</u> | <u>(5,000)</u> |
| Net Income (Loss) | (627,420) | 243,085 | 334,192 | 46,711 |
| Ending Fund Balance | <u>\$ 1,466,531</u> | <u>\$ 1,709,616</u> | <u>\$ 2,043,808</u> | <u>\$ 2,090,519</u> |

for overlapping infrastructure work being charged in the Technology Fund.

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Central Services
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2016/2017 Estimate | 2017/2018 Budget | 2018/2019 Planned | 2019/2020 Planned | 2020/2021 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 2,043,808 | \$ 2,488,447 | \$ 2,483,665 | \$ 2,481,383 | \$ 2,479,101 |
| 3,551,828 | 3,550,000 | 3,550,000 | 3,550,000 | 3,550,000 |
| 3,551,828 | 3,550,000 | 3,550,000 | 3,550,000 | 3,550,000 |
| 933,873 | 1,146,538 | 1,146,538 | 1,146,538 | 1,146,538 |
| 1,165 | 2,500 | 2,500 | 2,500 | 2,500 |
| 1,143,565 | 1,334,600 | 1,334,600 | 1,334,600 | 1,334,600 |
| 349,801 | 330,500 | 330,500 | 330,500 | 330,500 |
| 289,034 | 320,000 | 320,000 | 320,000 | 320,000 |
| 7,212 | 10,100 | 10,100 | 10,100 | 10,100 |
| 376,270 | 401,044 | 401,044 | 401,044 | 401,044 |
| 3,100,920 | 3,545,282 | 3,545,282 | 3,545,282 | 3,545,282 |
| 450,908 | 4,718 | 4,718 | 4,718 | 4,718 |
| - | - | - | - | - |
| - | - | - | - | - |
| (6,269) | (9,500) | (7,000) | (7,000) | (7,000) |
| - | - | - | - | - |
| - | - | - | - | - |
| (6,269) | (9,500) | (7,000) | (7,000) | (7,000) |
| 444,639 | (4,782) | (2,282) | (2,282) | (2,282) |
| \$ 2,488,447 | \$ 2,483,665 | \$ 2,481,383 | \$ 2,479,101 | \$ 2,476,819 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Information Technology
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 |
|---|----------------------|----------------------|----------------------|----------------------|
| | Actuals | Actuals | Actuals | Budget |
| Beginning Fund Balance | \$ 8,181,320 | \$ 11,919,728 | \$ 15,502,025 | \$ 14,856,753 |
| Revenue | | | | |
| Billing for Service | 613,195 | 613,195 | 613,195 | 485,100 |
| Infrastructure Support | 11,632,900 | 11,791,505 | 11,791,505 | 12,477,407 |
| Telecom | 2,282,500 | 2,282,500 | 2,282,500 | 2,282,500 |
| Other | 1,414,889 | 1,414,889 | 1,291,508 | 1,970,790 |
| Total Revenues | 15,943,484 | 16,102,089 | 15,978,708 | 17,215,797 |
| Expenses | | | | |
| Salaries and Benefits | 10,277,240 | 11,458,327 | 12,583,012 | 13,685,604 |
| Utilities | 281,641 | 36,126 | 35,952 | 25,200 |
| Supplies | 472,842 | 440,543 | 1,752,830 | 2,245,039 |
| Repairs and Maintenance | 3,100,318 | 3,866,697 | 5,364,305 | 5,690,384 |
| Depreciation | 3,643,324 | 4,382,850 | 4,310,538 | 5,252,455 |
| Other | 8,188 | 4,100 | 3,370 | - |
| Administration | 2,656,920 | 2,410,366 | 2,505,353 | 3,655,715 |
| Total Expenses | 20,440,473 | 22,599,009 | 26,555,360 | 30,554,397 |
| Income (Loss) from Operations | (4,496,989) | (6,496,920) | (10,576,652) | (13,338,600) |
| Non-Operating Revenues (Expenses) | | | | |
| Interest Revenue | - | - | - | - |
| Interest Expense | (36,902) | (11,273) | (602) | - |
| Gain (Loss) on Sale of Fixed Assets | (156,001) | (29,510) | (188,018) | - |
| Operating Transfer In | 8,428,300 | 10,120,000 | 10,120,000 | 10,655,000 |
| Operating Transfer Out | - | - | - | - |
| Total Non-Operating Revenue (Expenses) | 8,235,397 | 10,079,217 | 9,931,380 | 10,655,000 |
| Net Income (loss) | 3,738,408 | 3,582,297 | (645,272) | (2,683,600) |
| Ending Fund Balance | \$ 11,919,728 | \$ 15,502,025 | \$ 14,856,753 | \$ 12,173,153 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Information Technology
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2016/2017 Estimate | 2017/2018 Budget | 2018/2019 Planned | 2019/2020 Planned | 2020/2021 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 14,856,753 | \$ 14,103,740 | \$ 11,252,059 | \$ 9,754,143 | \$ 9,067,621 |
| 485,100 | 485,100 | 485,100 | 485,100 | 485,100 |
| 12,477,407 | 13,423,390 | 13,423,390 | 13,423,390 | 13,423,390 |
| 2,282,500 | 2,282,500 | 2,282,500 | 2,282,500 | 2,282,500 |
| 1,970,790 | 900,000 | 900,000 | 900,000 | 900,000 |
| 17,215,797 | 17,090,990 | 17,090,990 | 17,090,990 | 17,090,990 |
| 13,240,168 | 14,107,427 | 13,877,847 | 13,877,847 | 13,877,847 |
| 54,094 | 34,800 | 35,496 | 36,206 | 36,930 |
| 1,774,642 | 1,247,098 | 1,247,098 | 1,247,098 | 1,247,098 |
| 4,990,139 | 6,007,665 | 6,247,972 | 6,272,963 | 6,298,055 |
| 5,447,156 | 4,624,563 | 3,283,507 | 2,468,205 | 2,311,749 |
| 20,500 | - | - | - | - |
| 3,097,111 | 2,922,894 | 2,898,762 | 2,876,969 | 2,842,043 |
| 28,623,810 | 28,944,447 | 27,590,682 | 26,779,288 | 26,613,722 |
| (11,408,013) | (11,853,457) | (10,499,692) | (9,688,298) | (9,522,732) |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| 10,655,000 | 9,001,776 | 9,001,776 | 9,001,776 | 9,001,776 |
| - | - | - | - | - |
| 10,655,000 | 9,001,776 | 9,001,776 | 9,001,776 | 9,001,776 |
| (753,013) | (2,851,681) | (1,497,916) | (686,522) | (520,956) |
| \$ 14,103,740 | \$ 11,252,059 | \$ 9,754,143 | \$ 9,067,621 | \$ 8,546,665 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Insurance Reserve
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2013/2014 Actuals | 2014/2015 Actuals | 2015/2016 Actuals | 2016/2017 Budget |
|---|------------------------------------|------------------------------------|------------------------------------|-----------------------------------|
| Beginning Fund Balance | \$ 8,485,292 | \$ 7,382,601 | \$ 7,568,041 | \$ 8,488,189 |
| Revenue | | | | |
| Fees and Other Revenue | 1,277,805 | 1,006,905 | 863,503 | 1,050,000 |
| Services | 70,250 | 39,000 | 44,750 | 32,500 |
| Total Revenues | 1,348,055 | 1,045,905 | 908,253 | 1,082,500 |
| Expenditures | | | | |
| Salaries and Benefits | 2,224,660 | 278,129 | 555,242 | 562,308 |
| Depreciation | 23,993 | - | - | - |
| Premiums | 1,981,700 | 2,140,923 | 1,874,858 | 2,260,822 |
| Claim Losses | 4,478,377 | 2,737,159 | 1,995,492 | 4,443,615 |
| Administration | 504,490 | 403,988 | 463,523 | 576,500 |
| Total Expenditures | 9,213,220 | 5,560,199 | 4,889,115 | 7,843,245 |
| Income (Loss) from Operations | (7,865,165) | (4,514,294) | (3,980,862) | (6,760,745) |
| Non-Operating Revenues (Expenses) | | | | |
| Interest Revenue | 44,874 | 11,809 | 33,042 | - |
| Interest Expense | - | - | - | - |
| Gain (Loss) on Sale of Fixed Assets | - | (177,575) | - | - |
| Operating Transfer In | 6,717,600 | 4,865,500 | 4,867,968 | 4,882,752 |
| Operating Transfer Out | - | - | - | - |
| Total Non-Operating Revenue (Expenses) | 6,762,474 | 4,699,734 | 4,901,010 | 4,882,752 |
| Net Income (Loss)* | (1,102,691) | 185,440 | 920,148 | (1,877,993) |
| Ending Fund Balance | \$ 7,382,601 | \$ 7,568,041 | \$ 8,488,189 | \$ 6,610,196 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
Insurance Reserve
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2016/2017 Estimate | 2017/2018 Budget | 2018/2019 Planned | 2019/2020 Planned | 2020/2021 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 8,488,189 | \$ 7,186,132 | \$ 5,561,042 | \$ 3,935,952 | \$ 2,329,898 |
| 1,251,627 | 821,000 | 821,000 | 821,000 | 821,000 |
| 20,572 | 40,000 | 40,000 | 40,000 | 40,000 |
| <u>1,272,199</u> | <u>861,000</u> | <u>861,000</u> | <u>861,000</u> | <u>861,000</u> |
| 585,639 | 600,379 | 600,379 | 581,343 | 581,343 |
| - | - | - | - | - |
| 1,852,286 | 2,069,235 | 2,069,235 | 2,069,235 | 2,069,235 |
| 4,415,615 | 4,358,675 | 4,358,675 | 4,358,675 | 4,358,675 |
| 603,468 | 623,730 | 623,730 | 623,730 | 623,730 |
| <u>7,457,008</u> | <u>7,652,019</u> | <u>7,652,019</u> | <u>7,632,983</u> | <u>7,632,983</u> |
| (6,184,809) | (6,791,019) | (6,791,019) | (6,771,983) | (6,771,983) |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| 4,882,752 | 5,165,929 | 5,165,929 | 5,165,929 | 5,165,929 |
| - | - | - | - | - |
| <u>4,882,752</u> | <u>5,165,929</u> | <u>5,165,929</u> | <u>5,165,929</u> | <u>5,165,929</u> |
| (1,302,057) | (1,625,090) | (1,625,090) | (1,606,054) | (1,606,054) |
| <u>\$ 7,186,132</u> | <u>\$ 5,561,042</u> | <u>\$ 3,935,952</u> | <u>\$ 2,329,898</u> | <u>\$ 723,844</u> |



Building Bright Futures

Jefferson County General Information

Jefferson County, Colorado, covers over 773 square miles and is located just to the west of the Denver metropolitan area along the foothills of the Rocky Mountains. Jefferson County is diverse, offering both urban areas that skirt the Denver metropolitan area and rural areas. There are 28 open space parks and properties that cover more than 54,000 acres. Jefferson County also boasts 230 trail miles and over 72 percent of the county is mountainous terrain. Jefferson County offers both easy access and close proximity to the world renowned ski resorts of the Colorado Rockies.

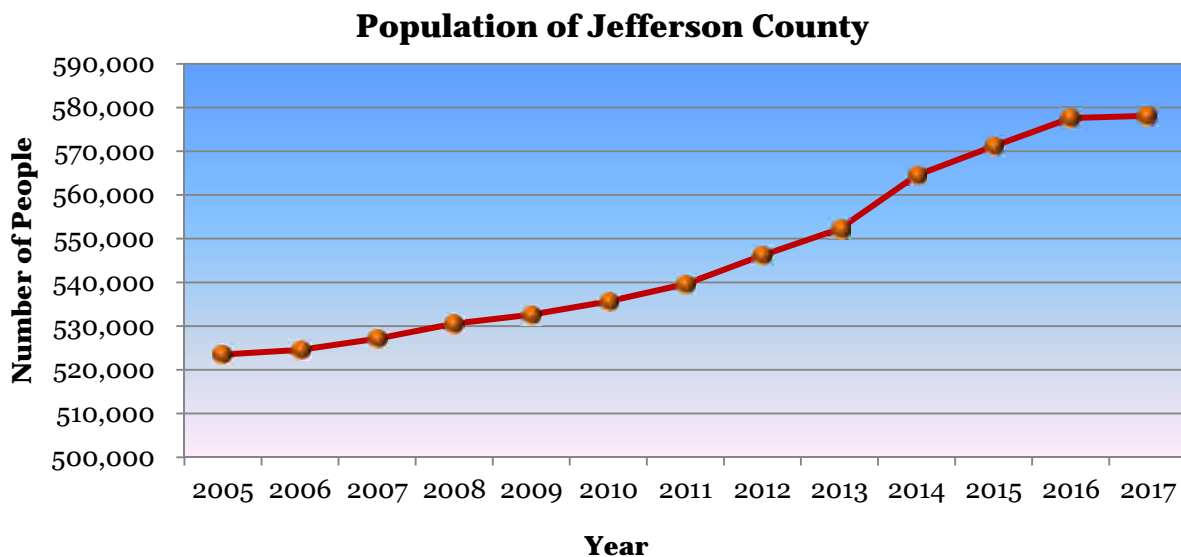


Jefferson County, Colorado

Jefferson County sits at the foot of the Rockies; however, despite popular belief, the climate is extremely temperate with over 261 days of sunshine each year. Combined with the moderate averages of 38 percent humidity, 16.4 inches of precipitation, and 65.3 inches of snowfall, Jefferson County has a semi-arid climate that makes outdoor activities possible even in the winter months. All of these factors promote the active outdoor lifestyle that has come to be synonymous with Colorado living.

Population Demographics

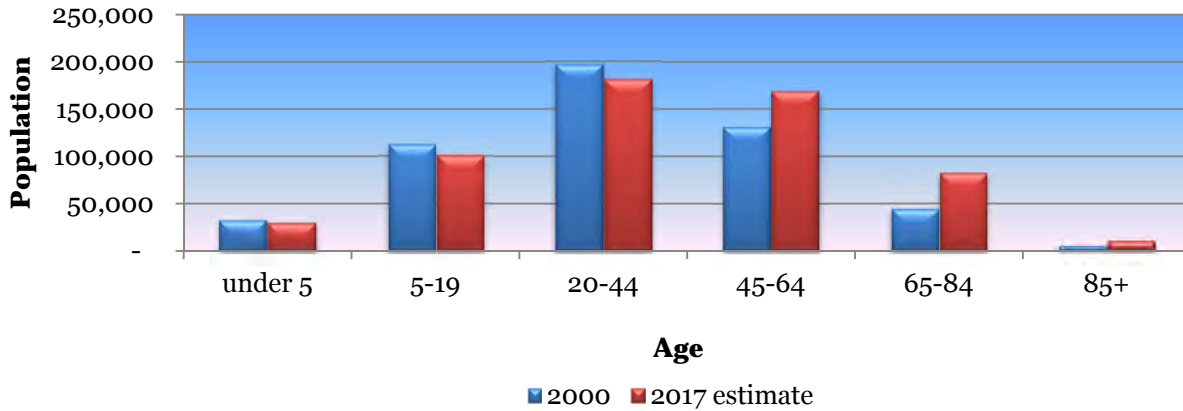
There are many cities and areas that make up Jefferson County, which is the fourth most populated county in Colorado. The larger areas include: Arvada, Bow Mar, Edgewater, Golden, Lakeside, Lakewood, Littleton, Morrison, Mountain View, Superior, Westminster, and Wheat Ridge. The remaining parts of Jefferson County are considered to be unincorporated. The following graph illustrates the change in population for Jefferson County.



Age Demographics

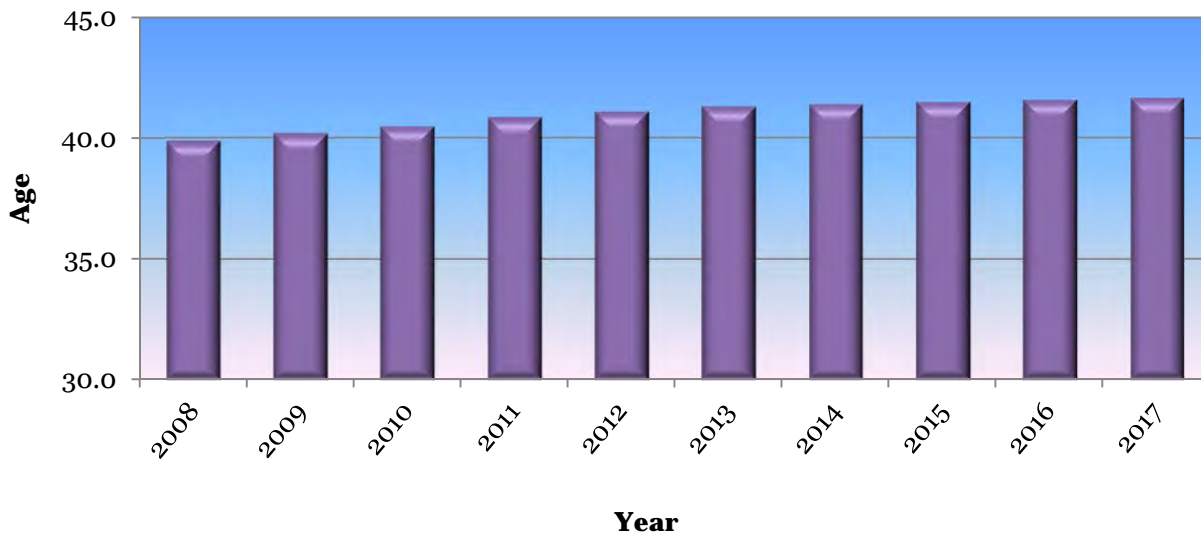
Jefferson County’s population is aging. The graph below demonstrates a decreasing percentage of population in the 19-year-old and under demographic. The 20 to 44-year-old group, or the child bearing demographic, has reduced significantly, while the 45 and over percentage is increasing.

Age Demographics in Jefferson County



The median age of the citizens of Jefferson County can be found in the following table. As the graph shows, the median age continues to increase and is currently over 40 years of age.

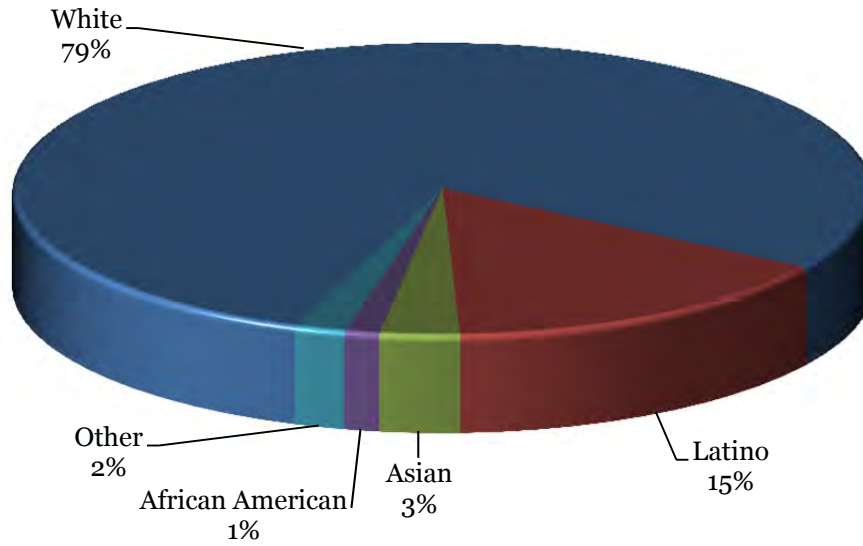
Median Age of Jefferson County Residents



Cultural Diversity

The following pie chart shows the distribution of ethnicity among the population of Jefferson County.

Cultural Diversity in Jefferson County



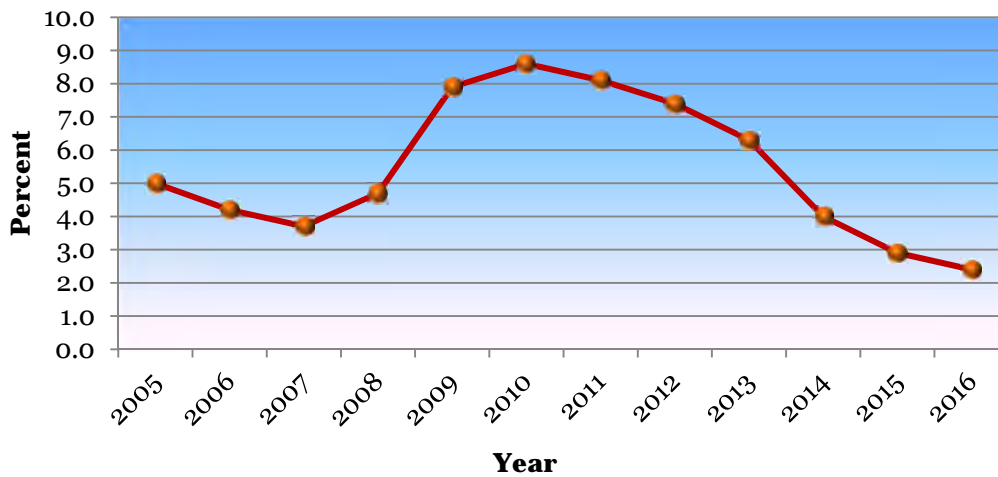
Employment Information

Jefferson County has a highly technical and diverse workforce of over 312,000 people. Jefferson County School District has consistently been the largest employer in the county. Below is a table of the top employers and the number of people that they employ followed by a graph of the historical unemployment rate in Jefferson County.

| Company | Industry | # of Employees |
|------------------------------------|---------------------------------|-----------------------|
| Jefferson County School District | Public Education | 14,000* |
| Lockheed Martin Astronautics | Aerospace & Defense Systems | 4,700 |
| Saint Anthony Hospital | Medical Services | 2,800 |
| Lutheran Medical Center | Medical Services | 2,460 |
| Terumo BCT | Medical Devices and Technology | 2,220 |
| MillerCoors | Beverages | 2,080 |
| National Renewal Energy Laboratory | Research Laboratory | 1,690 |
| Coors Tek | Ceramic Component Manufacturing | 1,300 |
| First Bank Holding Co. of Colorado | Financial Services | 1,270 |
| Ball Corporation | Aerospace Manufacturer | 1,220 |
| Home Advisor | Home Improvement/Repair | 950 |
| Kaiser Permanente | Medical Services | 680 |

Source: Jefferson County Economic Council
*Does include temporary or substitute workers.

Unemployment Rate for Jefferson County



Source: Economic Federal Reserve Bank Data

Property Tax and Mill Levy

The county assessor's office determines the assessed valuation of all property. Assessed valuation is a percentage of the actual market value. The current residential assessment percentage for Jefferson County recently decreased from 7.96 to 7.20. The table below lists both the market value and the final assessed value of residential property in Jefferson County.

| Jefferson County Residential Property Values | | |
|---|---------------------|-----------------------|
| Year | Market Value | Assessed Value |
| 2011 | \$51,605,042,236 | \$4,088,469,100 |
| 2012 | \$51,580,721,344 | \$4,105,825,400 |
| 2013 | \$51,797,513,819 | \$4,123,082,100 |
| 2014 | \$52,206,241,206 | \$4,155,616,800 |
| 2015 | \$63,481,695,980 | \$5,053,143,000 |
| 2016 | \$71,532,739,347 | \$5,150,357,233 |

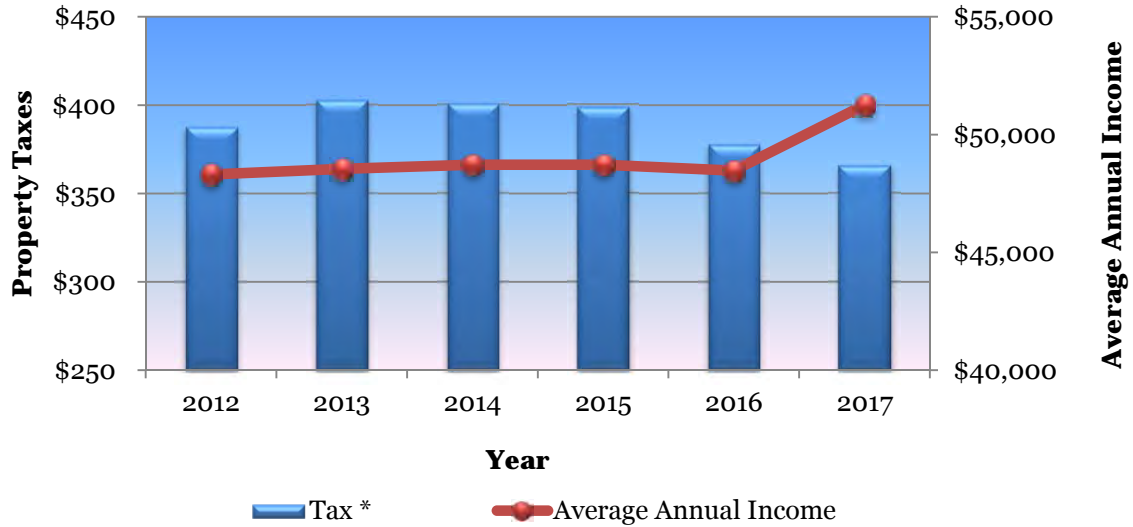
At the time of the Adopted Budget Book 2016 values were not available.

Once the assessed valuation is determined, property taxes can be calculated by multiplying the assessed valuation times the millage rate. A mill is one tenth of one cent, and the millage rate varies from year to year depending on numerous factors. The following graphs and tables are a historical look at the mills used to calculate property tax and the average tax amount assessed to homeowners on a \$100,000 home value. The table also includes the average annual income for those homeowners. The last chart shows a historical view on the different types of mill levies that property owners are responsible for.

| School District Tax Burden on the Average Homeowner and Average Annual Income | | | |
|--|--------------|--------------|------------------------------|
| Assessment Year | Mills | Tax * | Average Annual Income |
| 2010 | 48.145 | \$ 383 | \$46,553 |
| 2011 | 48.210 | \$ 384 | \$46,748 |
| 2012 | 48.721 | \$ 388 | \$48,308 |
| 2013 | 50.616 | \$ 403 | \$48,542 |
| 2014 | 50.368 | \$ 401 | \$48,724 |
| 2015 | 50.165 | \$ 399 | \$48,724 |
| 2016 | 47.487 | \$ 378 | \$48,469 |
| 2017 | 45.941 | \$ 366 | \$51,255 |

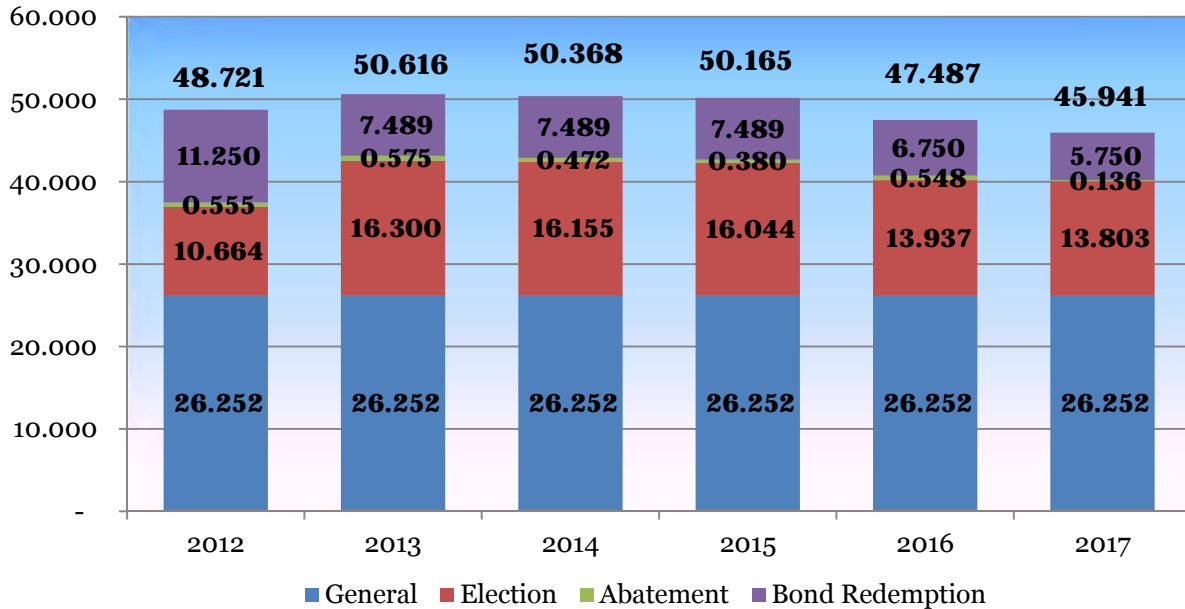
* Tax is annual taxes paid per \$100,000 of assessed home value.

School District Tax Burden on the Average Homeowner and Average Annual Income



* Tax is annual taxes paid per \$100,000 of assessed home value.

Mills Levied

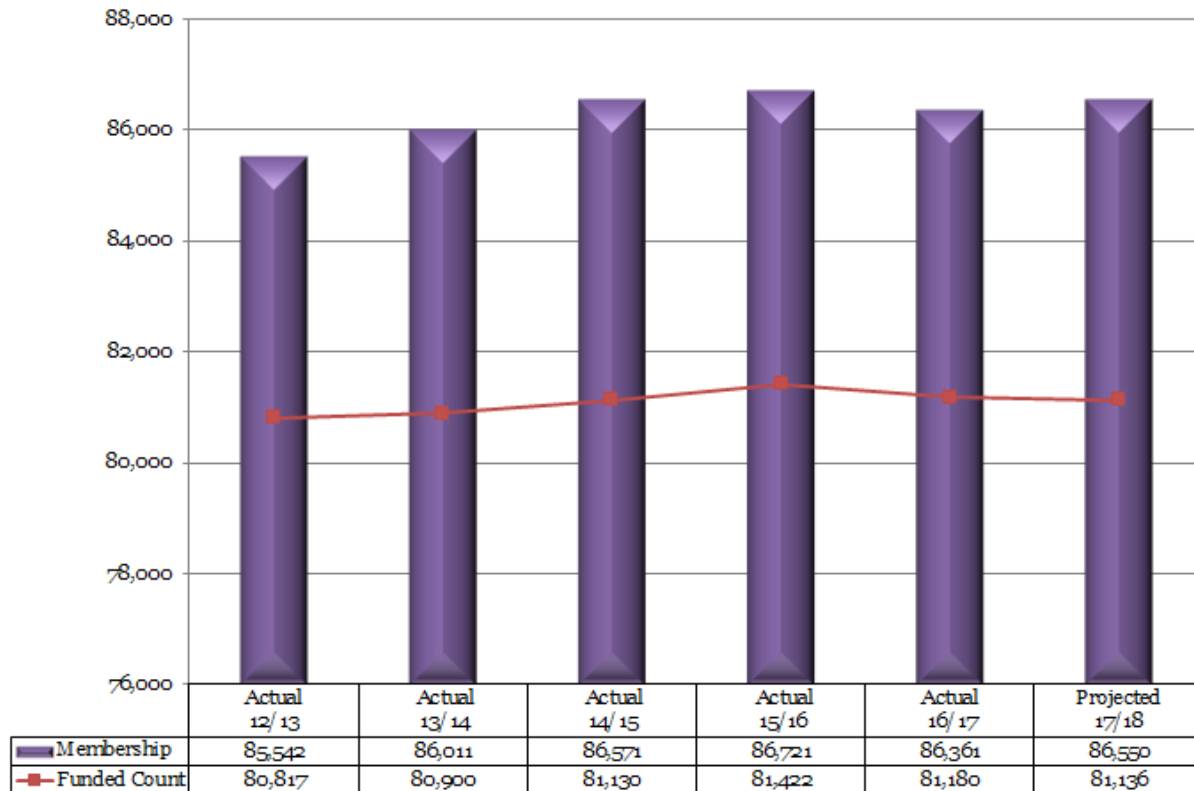


* Chart above shows Mills Levied for Jeffco Public Schools only.

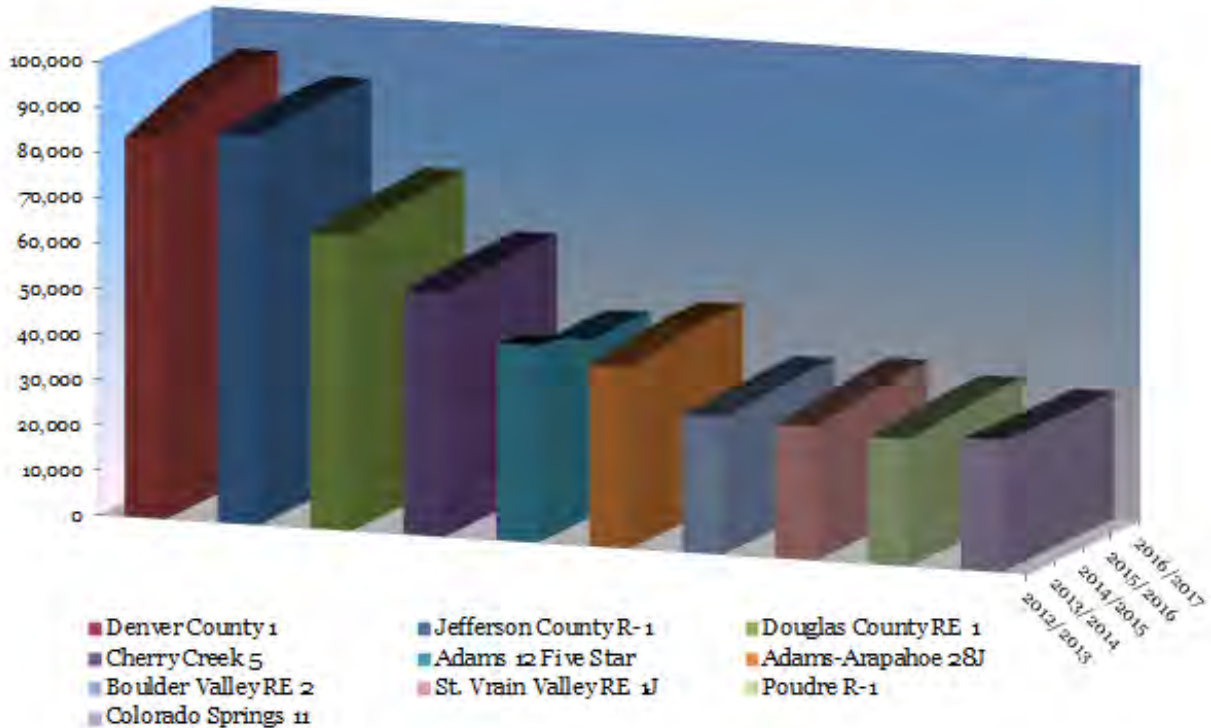
Enrollment

Student enrollment at Jeffco has continued to show a slight increase since 2013/2014. Current projections indicate the trend will continue as we move into 2017/2018, with a slight increase expected. Growth is primarily expected at district charter schools, with a decrease projected in neighborhood schools. The graph below illustrates the total student membership which is the total number of students actively enrolled and attending Jeffco in preschool through 12th grade. The funded student count is the final number of students that Jeffco receives funding for through the School Finance Act.

Student numbers progress through several layers of adjustments between membership and funded count. For example, FTE is adjusted to remove students who are ineligible for funding and for students who may be only attending part-time. Membership is defined as any eligible student within the boundaries of your district no matter if they are attending or not. The result is the single-year full time equivalent (FTE) student count. This number may then be averaged with the previous five-year FTE counts to arrive at the current year funded count. This minimizes the one-year impact for districts that have declining enrollment as the loss of students is smoothed over five years.



**Enrollment for Colorado's
Top Ten Largest School Districts**



Enrollment of Top Ten Largest Front Range School Districts (Pre-K-12)

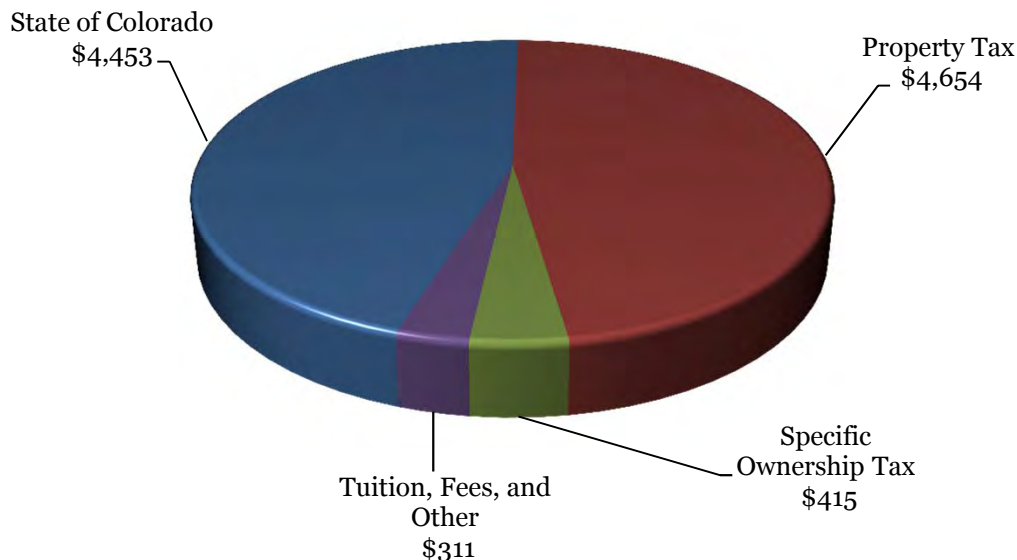
| | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 |
|------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Denver County 1 | 80,890 | 83,377 | 86,043 | 88,839 | 90,234 | 91,132 |
| Jefferson County R-1 | 85,751 | 85,508 | 85,983 | 86,537 | 86,708 | 86,347 |
| Douglas County RE 1 | 63,114 | 64,657 | 66,230 | 66,702 | 66,896 | 67,470 |
| Cherry Creek 5 | 52,589 | 53,368 | 54,226 | 54,499 | 54,695 | 54,815 |
| Adams-Arapahoe 28J | 39,696 | 39,835 | 40,877 | 41,706 | 42,249 | 41,797 |
| Adams 12 Five Star | 42,990 | 43,268 | 42,230 | 38,701 | 39,287 | 38,818 |
| St. Vrain Valley RE 1J | 28,109 | 29,382 | 30,195 | 31,076 | 31,776 | 32,171 |
| Boulder Valley RE 2 | 29,780 | 30,041 | 30,546 | 30,908 | 31,247 | 31,189 |
| Poudre R-1 | 27,510 | 27,909 | 28,439 | 29,045 | 29,527 | 29,682 |
| Colorado Springs 11 | 29,509 | 28,993 | 28,404 | 28,332 | 27,937 | 27,911 |

The following pages contain data regarding individual school enrollment numbers, grade configurations, staffing, and other statistical details and information.

General Fund Per Pupil Revenues and Expenditures

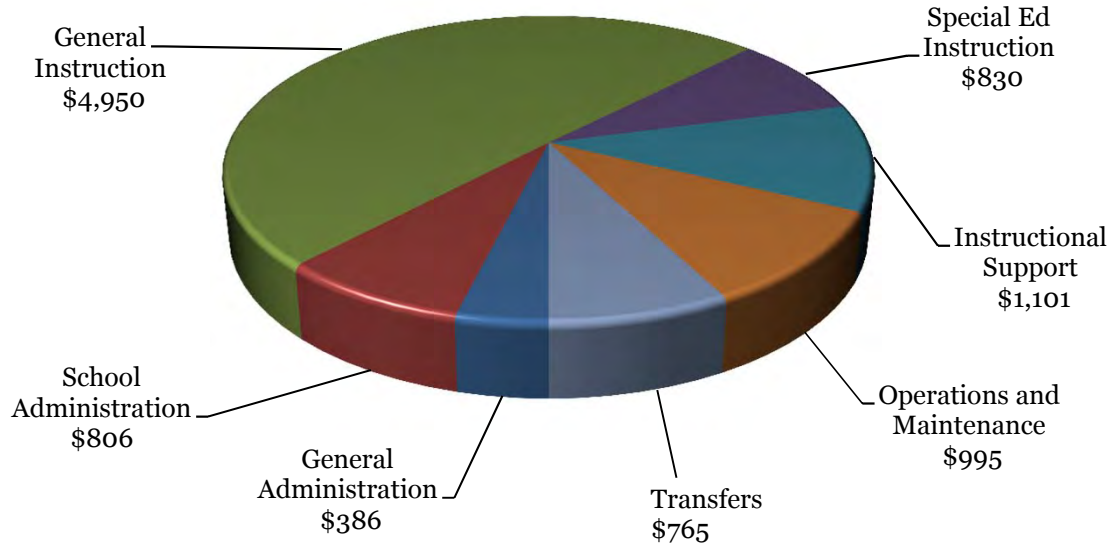
There are many ways to present per pupil revenues and per pupil expenditures. Most school districts present per pupil information for the General Fund as the General Fund reflects district-wide operating activities. Taking bottom-line appropriations (expenditures) for all funds is misleading as the total appropriation includes a double-counting of expenditures (internal billings between funds). Total bottom-line appropriations for all funds also include enterprise funds which are mostly fee/revenue-based. These funds are spent for student specific purposes (i.e. school lunch, child care, etc.). Total student equivalents is the pupil count used for this presentation. The following charts provide a summary of revenues (sources) and expenditures per pupil broken down by major categories.

2017/2018 Operating Revenue Per Pupil



| Operating Revenue | 2016/2017 Per Pupil | 2017/2018 Per Pupil |
|--------------------------------|------------------------|------------------------|
| State of Colorado | \$ 4,335 | \$ 4,453 |
| Property Tax | 4,494 | 4,654 |
| Specific Ownership Tax | 389 | 415 |
| Tuition, Fees, and Other | 289 | 311 |
| Reserves | 91 | - |
| Total Operating Revenue | \$ 9,598 | \$ 9,833 |

2017/2018 Operating Expenditures Per Pupil



| Operating Expenditures | 2016/2017 Per Pupil | 2017/2018 Per Pupil |
|-------------------------------------|------------------------|------------------------|
| General Administration | \$ 362 | \$ 386 |
| School Administration | 725 | 806 |
| General Instruction | 4,679 | 4,950 |
| Special Ed Instruction | 793 | 830 |
| Instructional Support | 1,070 | 1,101 |
| Operations and Maintenance | 977 | 995 |
| Transfers | 992 | 765 |
| Total Operating Expenditures | \$ 9,598 | \$ 9,833 |

Elementary Schools Statistics

Number of Schools 93*

Grade Distribution

| | |
|-------|----|
| K – 2 | 1 |
| K – 3 | 1 |
| K – 5 | 8 |
| K – 6 | 78 |
| K – 8 | 3 |
| 3 – 5 | 1 |
| 4 – 8 | 1 |

Number of Students

| | |
|-----------------|-------|
| Largest school | 1,085 |
| Smallest school | 140 |
| Average | 404 |

School Year

Dates: August 17, 2017 – May 24, 2018

*In 2016/17 there were 92 schools
In 2017/18 2 new schools were added (Rose Stein and Three Creeks) and 1 was closed (Pleasant View)

Middle Schools Statistics

Number of Schools 17

Grade Distribution

| | |
|-------|----|
| 6 – 8 | 5 |
| 7 – 8 | 12 |

Number of Students

| | |
|-----------------|-----|
| Largest school | 783 |
| Smallest school | 386 |
| Average | 582 |

School Year

Dates: August 17, 2017 – May 24, 2018

Senior High Schools Statistics

Number of Schools 17

Grade Distribution

| | |
|--------|----|
| 7 – 12 | 2 |
| 9 – 12 | 15 |

Number of Students

| | |
|-----------------|-------|
| Largest school | 2,099 |
| Smallest school | 713 |
| Average | 1,349 |

School Year

Dates: August 17, 2017 – May 24, 2018

Option Schools Statistics

Number of Schools 10

Grade Distribution

| | |
|---------|---|
| K – 6 | 1 |
| K – 12 | 1 |
| 6 – 12 | 1 |
| 7 – 8 | 1 |
| 7 – 12 | 1 |
| 9 – 12 | 1 |
| 10 – 12 | 2 |
| 11 – 12 | 2 |

Number of Students

| | |
|-----------------|-------|
| Largest school | 1,025 |
| Smallest school | 9* |
| Average | 370 |

School Year

Dates: August 17, 2017 – May 24, 2018

*These are full-time students at Warren Tech Occupational School North Campus. Actual number of students served is much higher. The majority of students do not attend Warren Tech full-time and are counted for enrollment purposes at their primary or home school location.

Charter Schools* Statistics

Number of Schools

18**

Grade Distribution

| | |
|--------|---|
| K – 3 | 1 |
| K – 6 | 2 |
| K – 7 | 1 |
| K – 8 | 7 |
| K – 12 | 5 |
| 7 – 12 | 1 |
| 9 – 12 | 1 |

Number of Students

| | |
|-----------------|-------|
| Largest school | 1,038 |
| Smallest school | 63 |
| Average | 441 |

School Year

Dates: August 17, 2017 – May 24, 2018

*Detailed information on charter schools can be located on the Jeffco Public Schools District website – www.jeffcopublicschools.org/schools

**Great Works Montessori will be a new K-3 charter school in 2017/18.



**Jefferson County School District, No. R-1
2017/2018
Budget Allocations - Elementary Level**

| Elementary | 2016/2017 Official Enrollment | 2017/2018 Budget | Elementary | 2016/2017 Official Enrollment | 2017/2018 Budget |
|------------------------|--|-----------------------------|------------------------------|--|-----------------------------|
| Adams Elem | 389 | \$2,128,989 | Molholm Elem | 448 | \$2,592,318 |
| Allendale Elem | 211 | 1,312,645 | Mortensen Elem | 413 | 2,193,143 |
| Arvada K-8 | 609 | 3,548,736 | Mount Carbon Elem | 400 | 2,168,367 |
| Bear Creek K-8 | 1,085 | 5,413,524 | Mount Evans Outdoor Ed | | 715,820 |
| Belmar Elem | 319 | 1,837,606 | Normandy Elem | 536 | 2,808,663 |
| Bergen Meadow Elem | 248 | 1,551,691 | Parmalee Elem | 289 | 1,709,667 |
| Bergen Valley Elem | 294 | 1,605,270 | Parr Elem | 258 | 1,575,026 |
| Blue Heron Elem | 482 | 2,540,147 | Patterson International Elem | 374 | 2,157,755 |
| Bradford Elem | 436 | 2,424,996 | Peck Elem | 332 | 1,858,790 |
| Bradford Intermediate | 344 | 1,989,823 | Peiffer Elem | 338 | 1,855,642 |
| Campbell Elem | 294 | 1,710,790 | Pennington Elem | 183 | 1,147,486 |
| Coal Creek Canyon K-8 | 140 | 1,109,941 | Powderhorn Elem | 653 | 3,362,561 |
| Colorow Elem | 206 | 1,253,232 | Prospect Valley Elem | 498 | 2,632,275 |
| Columbine Hills Elem | 331 | 1,858,120 | Ralston Elem | 352 | 1,925,039 |
| Coronado Elem | 528 | 2,752,851 | Red Rocks Elem | 323 | 1,872,330 |
| Deane Elem | 501 | 2,879,605 | Rooney Ranch Elem | 575 | 2,966,302 |
| Dennison Elem | 625 | 3,162,424 | Ryan Elem | 465 | 2,441,209 |
| Deviny Elem | 554 | 2,994,673 | Secrest Elem | 292 | 1,774,161 |
| Dutch Creek Elem | 317 | 1,823,016 | Semper Elem | 366 | 2,108,355 |
| Edgewater Elem | 413 | 2,385,803 | Shaffer Elem | 481 | 2,540,761 |
| Eiber Elem | 391 | 2,240,211 | Shelton Elem | 456 | 2,638,198 |
| Elementary Contingency | | 2,118,744 | Sheridan Green Elem | 358 | 1,979,587 |
| Elk Creek Elem | 313 | 1,794,832 | Sierra Elem | 549 | 2,934,235 |
| Emory Elem | 629 | 3,426,876 | Slater Elem | 306 | 1,791,498 |
| Fairmount Elem | 645 | 3,404,887 | South Lakewood Elem | 518 | 2,784,197 |
| Fitzmorris Elem | 235 | 1,465,873 | Rose Stein Elem | - | 1,266,745 |
| Foothills Elem | 284 | 1,668,075 | Stevens Elem | 374 | 2,134,448 |
| Foster Elem | 468 | 2,585,341 | Stober Elem | 295 | 1,795,013 |
| Fremont Elem | 292 | 1,702,212 | Stony Creek Elem | 411 | 2,279,152 |
| Glennon Heights Elem | 239 | 1,482,438 | Stott Elem | 277 | 1,622,549 |
| Governors Ranch Elem | 400 | 2,208,910 | Swanson Elem | 356 | 1,993,587 |
| Green Gables Elem | 288 | 1,727,915 | Three Creeks K-8 | | 2,014,324 |
| Green Mtn Elem | 335 | 2,010,709 | Thomson Elem | 367 | 2,071,098 |
| Hackberry Hill Elem | 501 | 2,577,366 | Ute Meadows Elem | 400 | 2,143,122 |
| Hutchinson Elem | 356 | 1,923,749 | Van Arsdale Elem | 448 | 2,400,791 |
| Kendallvue Elem | 436 | 2,354,316 | Vanderhoof Elem | 476 | 2,627,969 |
| Kendrick Lakes Elem | 425 | 2,270,714 | Vivian Elem | 165 | 1,053,107 |
| Kullerstrand Elem | 236 | 1,455,508 | Warder Elem | 370 | 2,111,113 |
| Kyffin Elem | 503 | 2,789,183 | Weber Elem | 440 | 2,312,857 |
| Lasley Elem | 479 | 2,694,340 | Welchester Elem | 259 | 1,853,922 |
| Lawrence Elem | 337 | 1,925,658 | West Jefferson Elem | 304 | 1,776,495 |
| Leawood Elem | 361 | 1,986,742 | West Woods Elem | 795 | 3,886,227 |
| Little Elem | 364 | 2,040,561 | Westgate Elem | 545 | 2,991,934 |
| Lukas Elem | 510 | 2,685,596 | Westridge Elem | 514 | 2,699,228 |
| Lumberg Elem | 445 | 2,563,985 | Wilmore Davis Elem | 310 | 1,804,319 |
| Maple Grove Elem | 389 | 2,137,246 | Wilmot Elem | 345 | 1,914,549 |
| Marshdale Elem | 274 | 1,642,260 | Windy Peak Outdoor Ed | | 746,569 |
| Meiklejohn Elem | 787 | 3,946,573 | Witt Elem | 309 | 1,796,603 |
| Mitchell Elem | 538 | 2,862,458 | | | |
| | | | | 37,309 | \$213,806,266 |

*Notes:

The contingency budget is related to projected changes in enrollment. The contingency budget will be allocated to individual schools after the October pupil count is finalized.

Dennison Elementary is an option school, but has been moved to the elementary school reports for SBB purposes.



Jefferson County School District, No. R-1
2017/2018
Budget Allocations - Middle Level

| Middle | 2016/2017 Official Enrollment | 2017/2018 Budget |
|---------------------------|--|-----------------------------|
| Bell Middle | 783 | \$4,229,798 |
| Carmody Middle | 542 | 3,163,833 |
| Creighton Middle | 688 | 3,860,813 |
| Deer Creek Middle | 680 | 3,985,355 |
| Drake Middle | 675 | 3,626,716 |
| Dunstan Middle | 635 | 3,443,254 |
| Evergreen Middle | 767 | 3,947,021 |
| Everitt Middle | 467 | 2,823,239 |
| Falcon Bluffs Middle | 597 | 3,476,496 |
| Ken Caryl Middle | 694 | 3,764,571 |
| Mandalay Middle | 396 | 2,439,891 |
| The Manning School | 443 | 2,535,599 |
| Middle School Contingency | | (20,000) |
| Moore Middle | 386 | 2,568,041 |
| North Arvada Middle | 467 | 2,942,220 |
| Oberon Middle | 559 | 3,120,600 |
| Summit Ridge Middle | 724 | 3,883,723 |
| Wayne Carle Middle | 429 | 2,557,040 |
| West Jefferson Middle | 550 | 3,020,827 |
| | 10,482 | \$59,369,037 |

***Notes:**

The contingency budget is related to projected changes in enrollment. The contingency budget will be allocated to individual schools after the October pupil count is finalized.

Manning is an option school, but has been moved to middle school reports for SBB reporting purposes.



**Jefferson County School District, No. R-1
2017/2018
Budget Allocations - Senior Level**

| Senior | 2016/2017 Official Enrollment | 2017/2018 Budget |
|------------------------------|--|-----------------------------|
| Alameda International Senior | 1,218 | \$7,053,227 |
| Arvada Senior | 827 | 4,944,319 |
| Arvada West Senior | 1,736 | 8,744,773 |
| Bear Creek Senior | 1,584 | 8,234,360 |
| Chatfield Senior | 1,732 | 8,565,127 |
| Columbine Senior | 1,702 | 8,511,667 |
| Conifer Senior | 829 | 4,705,302 |
| Connections Learning Center | | 985,154 |
| Dakota Ridge Senior | 1,523 | 7,653,542 |
| D Evelyn Jr/Sr | 1,025 | 5,416,995 |
| Evergreen Senior | 1,078 | 5,666,533 |
| Golden Senior | 1,250 | 6,545,468 |
| Green Mountain Senior | 1,140 | 6,180,434 |
| JCAPP | | 829,000 |
| Jefferson Senior | 713 | 4,644,074 |
| Lakewood Senior | 2,099 | 10,531,739 |
| Pomona Senior | 1,513 | 7,811,281 |
| Mt View Detention | | 834,349 |
| Ralston Valley Senior | 1,815 | 8,839,692 |
| Senior Contingency | | 1,420,503 |
| Standley Lake Senior | 1,296 | 6,749,843 |
| Wheat Ridge Senior | 1,194 | 6,510,732 |
| | 24,274 | \$131,378,114 |

***Notes:**

The contingency budget is related to projected changes in enrollment. The contingency budget will be allocated to individual schools after the October pupil count is finalized.

D Evelyn is an option school, but has been moved to senior reports for SBB reporting purposes.



Jefferson County School District, No. R-1
2017/2018
Budget Allocations - Option Schools

| Option School | 2016/2017 Official Enrollment | 2017/2018 Budget |
|------------------------------|--|-----------------------------|
| 21st Century Virtual Academy | 286 | \$2,799,139 |
| Brady Exploration | 226 | 2,525,687 |
| Jeffco Open School | 541 | 3,713,364 |
| Longview High School | 52 | 455,703 |
| McLain Community School | 475 | 3,608,914 |
| Warren Tech | 30 | 5,537,151 |
| Warren Tech North. | 9 | 1,589,537 |
| | 1,619 | \$20,229,495 |

*Notes:
 Warren Tech and Warren Tech North's enrollments are low on this report because most of the students served are counted in the enrollment of their home school.

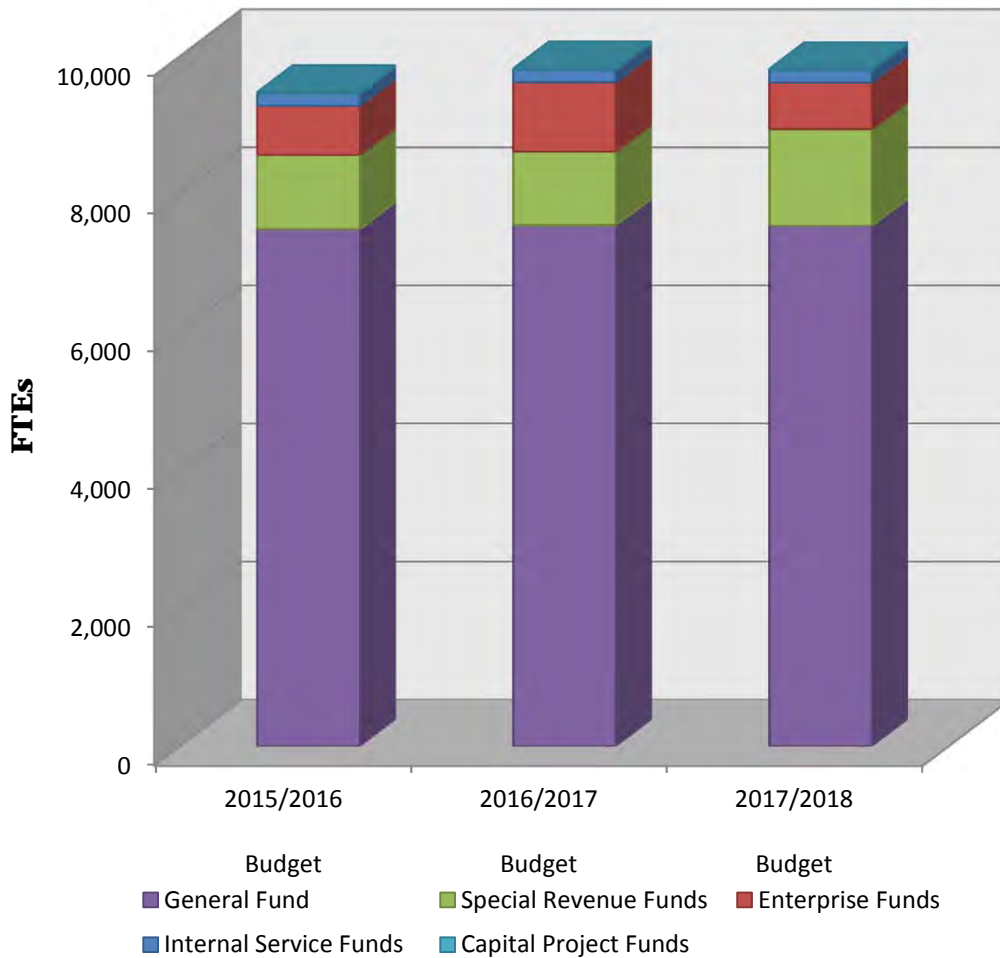


Jefferson County School District, No. R-1
2017/2018
Budget Allocations by Division

| <u>Division Name</u> | <u>2017/2018 Budget</u> |
|--|-----------------------------|
| Athletics and Activities | \$9,880,529 |
| Board of Education | 559,099 |
| Custodial Services | 25,762,648 |
| District Leadership and Communications | 3,070,425 |
| Districtwide | 5,220,753 |
| Educational Research & Design | 23,300,523 |
| Field Services | 16,919,689 |
| Financial Services | 17,422,728 |
| Human Resources | 4,306,152 |
| Innovation and Effectiveness | 2,990,484 |
| Security and Emergency Management | 3,403,597 |
| Student Success | 84,200,873 |
| Telecom, Network & Utilities | 21,660,682 |
| | <u><u>\$218,698,182</u></u> |

Full Time Equivalent (FTE)

| | 2015/2016 Budget | 2016/2017 Budget | 2017/2018 Budget |
|------------------------|-----------------------------|-----------------------------|-----------------------------|
| Capital Service Fund | 22.50 | 22.50 | 22.50 |
| Internal Service Funds | 176.81 | 176.81 | 176.81 |
| Enterprise Funds | 709.10 | 1,005.60 | 674.10 |
| Special Revenue Funds | 1,075.18 | 1,069.18 | 1,400.68 |
| General Fund | 7,487.28 | 7,539.82 | 7,535.06 |
| Total | 9,470.87 | 9,813.91 | 9,809.15 |





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2015/2016 - 2017/2018
Staffing by Category

| | 2015/2016 Budget | 2016/2017 Budget | 2017/2018 Budget |
|---|-----------------------------|-----------------------------|-----------------------------|
| General Fund: | | | |
| Elementary Schools | | | |
| Administration | 124.00 | 123.00 | 135.10 |
| Licensed | 2,085.22 | 2,053.43 | 2,041.91 |
| Support | 549.63 | 610.75 | 594.42 |
| Total Elementary Schools | <u>2,758.85</u> | <u>2,787.18</u> | <u>2,771.43</u> |
| Middle Schools | | | |
| Administration | 44.00 | 45.00 | 49.00 |
| Licensed | 562.87 | 564.04 | 583.10 |
| Support | 76.28 | 79.32 | 88.28 |
| Total Middle Schools | <u>683.15</u> | <u>688.36</u> | <u>720.38</u> |
| High Schools | | | |
| Administration | 102.00 | 103.00 | 105.00 |
| Licensed | 1,298.20 | 1,299.07 | 1,292.80 |
| Support | 220.81 | 225.26 | 226.59 |
| Total High Schools | <u>1,621.01</u> | <u>1,627.33</u> | <u>1,624.39</u> |
| Option Schools | | | |
| Administration | 15.00 | 15.00 | 16.65 |
| Licensed | 175.10 | 173.99 | 174.92 |
| Support | 51.50 | 44.35 | 49.53 |
| Total Option Schools | <u>241.60</u> | <u>233.34</u> | <u>241.10</u> |
| Athletics & Activities | | | |
| Administration | 2.00 | 2.50 | 3.00 |
| Licensed | - | - | - |
| Support | 9.45 | 9.59 | 9.59 |
| Total Athletics and Activities | <u>11.45</u> | <u>12.09</u> | <u>12.59</u> |
| Custodial | | | |
| Administration | 3.00 | 3.00 | 3.00 |
| Licensed | - | - | - |
| Support | 477.37 | 477.40 | 477.40 |
| Total Custodial | <u>480.37</u> | <u>480.40</u> | <u>480.40</u> |
| District Leadership and Communications | | | |
| Administration | 19.00 | 19.50 | 19.85 |
| Licensed | - | - | - |
| Support | - | - | - |
| Total District Leadership and Communications | <u>19.00</u> | <u>19.50</u> | <u>19.85</u> |
| Educational Research & Design* | | | |
| Administration | 32.00 | 36.00 | 36.50 |
| Licensed | 155.23 | 166.64 | 157.14 |
| Support | 54.23 | 61.28 | 58.75 |
| Total Educational Research & Design | <u>241.46</u> | <u>263.92</u> | <u>252.39</u> |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2015/2016 - 2017/2018
Staffing by Category

| | 2015/2016 Budget | 2016/2017 Budget | 2017/2018 Budget |
|--|-----------------------------|-----------------------------|-----------------------------|
| ERD - Educational Technology Services | | | |
| Administration | - | - | - |
| Licensed | - | - | - |
| Support | 2.50 | - | - |
| Total ERD - Educational Technology Services | 2.50 | - | - |
| ERD - Instructional Data Services | | | |
| Administration | 13.00 | - | - |
| Licensed | 2.00 | - | - |
| Support | 14.50 | - | - |
| Total ERD - Instructional Data Services | 29.50 | - | - |
| ERD - Chief Academic Office | | | |
| Administration | 8.00 | - | - |
| Licensed | 3.00 | - | - |
| Support | 2.66 | - | - |
| Total ERD - Chief Academic Office | 13.66 | - | - |
| Field Services | | | |
| Administration | 13.00 | 13.00 | 13.00 |
| Licensed | - | - | - |
| Support | 161.17 | 161.71 | 161.71 |
| Total Field Services | 174.17 | 174.71 | 174.71 |
| Financial Services | | | |
| Administration | 23.00 | 24.00 | 24.00 |
| Licensed | - | - | - |
| Support | 22.30 | 22.50 | 22.50 |
| Total Financial Services | 45.30 | 46.50 | 46.50 |
| Human Resources | | | |
| Administration | 14.00 | 14.00 | 14.00 |
| Licensed | 1.00 | 1.00 | 1.00 |
| Support | 25.46 | 25.49 | 24.49 |
| Total Human Resources | 40.46 | 40.49 | 39.49 |
| Innovation and Effectiveness | | | |
| Administration | 21.50 | 22.30 | 15.30 |
| Licensed | 3.00 | 5.00 | 1.00 |
| Support | 1.66 | 3.35 | 1.35 |
| Total Innovation and Effectiveness | 26.16 | 30.65 | 17.65 |
| Student Success | | | |
| Administration | 22.50 | 25.50 | 25.50 |
| Licensed | 797.89 | 802.38 | 800.38 |
| Support | 242.75 | 258.97 | 258.80 |
| Total Student Success | 1,063.14 | 1,086.85 | 1,084.68 |
| Security and Emergency Management | | | |
| Administration | 9.00 | 7.00 | 8.00 |
| Licensed | - | - | - |
| Support | 25.00 | 40.00 | 40.00 |
| Total Security and Emergency Management | 34.00 | 47.00 | 48.00 |
| Telecom, Network & Utilities | | | |
| Administration | 1.50 | 1.50 | 1.50 |
| Licensed | - | - | - |
| Support | - | - | - |
| Total Telecom, Network & Utilities | 1.50 | 1.50 | 1.50 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2015/2016 - 2017/2018
Staffing by Category

| | 2015/2016 Budget | 2016/2017 Budget | 2017/2018 Budget |
|---------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Total FTEs General Fund | | | |
| Administration | 466.50 | 454.30 | 469.40 |
| Licensed | 5,083.51 | 5,065.55 | 5,052.25 |
| Support | 1,937.27 | 2,019.97 | 2,013.41 |
| Total FTEs General Fund | 7,487.28 | 7,539.82 | 7,535.06 |
| Other Funds: | | | |
| Capital Reserve Fund | | | |
| Administration | 19.50 | 19.50 | 19.50 |
| Licensed | - | - | - |
| Support | 3.00 | 3.00 | 3.00 |
| Total Capital Reserve Fund | 22.50 | 22.50 | 22.50 |
| Building Fund | | | |
| Administration | - | - | - |
| Licensed | - | - | - |
| Support | - | - | - |
| Total Building Fund | - | - | - |
| Grant Fund | | | |
| Administration | 32.00 | 26.00 | 26.00 |
| Licensed | 216.00 | 203.00 | 203.00 |
| Support | 432.00 | 445.00 | 445.00 |
| Total Grant Fund | 680.00 | 674.00 | 674.00 |
| Campus Activity Fund | | | |
| Administration | - | - | - |
| Licensed | - | - | - |
| Support | 25.00 | 25.00 | 25.00 |
| Total Campus Activity Fund | 25.00 | 25.00 | 25.00 |
| Transportation Fund | | | |
| Administration | 6.00 | 6.00 | 6.00 |
| Licensed | - | - | - |
| Support | 364.18 | 364.18 | 364.18 |
| Total Transportation Fund | 370.18 | 370.18 | 370.18 |
| Food Service Fund | | | |
| Administration | 15.00 | 15.00 | 15.00 |
| Licensed | - | - | - |
| Support | 316.50 | 316.50 | 316.50 |
| Total Food Service Fund | 331.50 | 331.50 | 331.50 |
| Child Care Fund | | | |
| Administration | - | - | - |
| Licensed | 39.30 | - | - |
| Support | 335.80 | 671.60 | 671.60 |
| Total Child Care Fund | 375.10 | 671.60 | 671.60 |
| Property Management Fund | | | |
| Administration | 0.50 | 0.50 | 0.50 |
| Licensed | - | - | - |
| Support | 2.00 | 2.00 | 2.00 |
| Total Property Management Fund | 2.50 | 2.50 | 2.50 |
| Employee Benefits Fund | | | |
| Administration | 1.00 | 1.00 | 1.00 |
| Licensed | - | - | - |
| Support | 1.00 | 1.00 | 1.00 |
| Total Employee Benefits Fund | 2.00 | 2.00 | 2.00 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2015/2016 - 2017/2018
Staffing by Category

| | 2015/2016 Budget | 2016/2017 Budget | 2017/2018 Budget |
|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Insurance Reserve Fund | | | |
| Administration | 3.00 | 3.00 | 3.00 |
| Licensed | - | - | - |
| Support | 3.00 | 3.00 | 3.00 |
| Total Insurance Reserve Fund | 6.00 | 6.00 | 6.00 |
| Technology Fund | | | |
| Administration | 106.35 | 106.35 | 106.35 |
| Licensed | - | - | - |
| Support | 49.96 | 49.96 | 49.96 |
| Total Technology Fund | 156.31 | 156.31 | 156.31 |
| Central Services Fund | | | |
| Administration | 2.50 | 2.50 | 2.50 |
| Licensed | - | - | - |
| Support | 10.00 | 10.00 | 10.00 |
| Total Central Services Fund | 12.50 | 12.50 | 12.50 |
| Total FTEs Other Funds | | | |
| Administration | 185.85 | 179.85 | 179.85 |
| Licensed | 255.30 | 203.00 | 203.00 |
| Support | 1,542.44 | 1,891.24 | 1,891.24 |
| Total FTEs Other Funds | 1,983.59 | 2,274.09 | 2,274.09 |
| Total FTEs ALL Funds | | | |
| Administration | 652.35 | 634.15 | 649.25 |
| Licensed | 5,338.81 | 5,268.55 | 5,255.25 |
| Support | 3,479.71 | 3,911.21 | 3,904.65 |
| Total FTEs ALL Funds | 9,470.87 | 9,813.91 | 9,809.15 |

Notes:

Jefferson County Public School District employs approximately 14,000 people. Of the 14,000, 10,000 employees are converted from head-count to Full Time Equivalents (FTE). That conversion equates to more than 9,000 FTE. The other approximately 4,000 employees cannot be converted to an FTE because they hold positions, such as substitute bus driver, substitute teacher, substitute custodian, substitute secretary, athletic coach, and/or game worker, which all have varying rates and no set schedules.



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Staffing by Account

| | Elementary Level | Middle Level | Senior Level | Option Level | Athletics and Activities | Custodial Services | District Leadership and Communications | Human Resources | Educational Research & Design |
|-------------------------------|------------------|---------------|-----------------|---------------|--------------------------|--------------------|--|-----------------|-------------------------------|
| Superintendent | | | | | | | 1.00 | | |
| Chief Officer | | | | | | | 3.00 | 1.00 | 1.00 |
| Executive Director | | | | | 1.00 | | | | 3.00 |
| Director | | | 1.00 | | | 1.00 | 2.00 | 3.00 | 7.00 |
| Principal | 95.00 | 18.00 | 19.00 | 5.00 | | | | | |
| Assistant Director | | | | | | | | | 3.00 |
| Supervisor | | | | | | 2.00 | | | |
| Assistant Principal | 35.60 | 28.00 | 77.00 | 10.65 | | | | | |
| Manager | | | | | 1.00 | | 3.00 | 7.00 | 2.00 |
| Technical Specialist | | | | 1.00 | 1.00 | | 5.00 | 2.00 | 13.50 |
| Dean | 4.50 | 3.00 | 8.00 | | | | | | |
| Teacher | 1,856.90 | 495.75 | 1,169.55 | 140.90 | | | | | 86.14 |
| Substitute Teacher | | | | | | | | | |
| Counselor | 4.50 | 56.05 | 86.50 | 17.00 | | | | 1.00 | |
| Teacher Librarian | 74.80 | 16.70 | 18.10 | 4.00 | | | | | 1.50 |
| Coordinator - Licensed | 1.00 | | | | | | | | 4.00 |
| Coordinator - Classified | | | | | | | | | |
| Coordinator - Administrative | | | | | | | | | 4.00 |
| Resource Specialist | | | | | | | | | 1.00 |
| Resource Teachers | | | 1.00 | | | | | | 54.50 |
| Instructional Coach | 88.55 | 14.60 | 11.90 | 8.60 | | | | | 11.00 |
| Peer Evaluator | | | | | | | | | |
| Administrator | | | | | | | | | 1.00 |
| Physical Therapist | | | | | | | | | |
| Occupational Therapist | | | | | | | | | |
| Nurse | 2.00 | | 1.00 | | | | | | |
| Psychologist | 5.06 | | 1.00 | 0.50 | | | | | |
| Social Worker | 9.10 | | 3.75 | | | | | | |
| Audiologist | | | | | | | | | |
| Speech Therapist | | | | | | | | | |
| Specialist - Classified | 1.75 | | 3.50 | | | | | 1.00 | 4.00 |
| Buyer | | | | | | | | | |
| Technician - Classified | | | 2.00 | 14.00 | 1.50 | 1.00 | | 22.50 | 17.50 |
| Administrative Assistant | | | | | | | 3.85 | 1.00 | 1.00 |
| Group Leader | | | | | | 1.00 | | | |
| School Secretary | 190.05 | 45.80 | 81.88 | 21.63 | | | | | |
| Secretary | | | | | 1.00 | 2.00 | | 0.50 | 3.00 |
| Clerk | | | | | | | | | 1.00 |
| Buyer Assistant | | | | | | | | | |
| Paraprofessional | 305.57 | 28.66 | 57.39 | 5.25 | | | | | |
| Special Interpreter/Tutor | 4.58 | | 0.11 | | | | | | 27.13 |
| Para-Educator | | | | | | | | | |
| Clinic Aides | 74.13 | 13.57 | 15.60 | 3.10 | | | | | |
| Trades Technician | | | | | 5.00 | 9.00 | | | |
| Custodian | 4.00 | | | | | 464.00 | | | |
| Investigator | | | | | | | 2.00 | | |
| Campus Supervisor | | | 59.50 | 3.10 | | | | | |
| Security Officer | | | | | | | | | |
| Alarm Monitor | | | | | | | | | |
| Food Service Manager | 2.67 | | | | | | | | |
| Food Service Hourly Worker | 3.13 | | | | | | | | |
| Classified - Hourly | 8.54 | 0.25 | 6.61 | 2.45 | 2.09 | 0.40 | | 0.49 | 6.12 |
| Certificated - Hourly | | | | 3.92 | | | | | |
| Additional Pay - Certificated | | | | | | | | | |
| Total FTEs | 2,771.43 | 720.38 | 1,624.39 | 241.10 | 12.59 | 480.40 | 19.85 | 39.49 | 252.39 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2017/2018
General Fund Staffing by Account

| | Field Services | Financial Services | Innovation and Effectiveness | Student Success | Security and Emergency Management | Telecom, Network & Utilities | Total FTEs |
|-------------------------------|----------------|--------------------|------------------------------|-----------------|-----------------------------------|------------------------------|-----------------|
| Superintendent | | | | | | | 1.00 |
| Chief Officer | | 1.00 | 1.00 | 1.00 | | | 8.00 |
| Executive Director | 0.50 | | 1.00 | | 1.00 | | 6.50 |
| Director | 3.50 | 3.00 | 11.00 | 3.50 | | | 35.00 |
| Principal | | | | 2.00 | | | 139.00 |
| Assistant Director | | | | 9.00 | | | 12.00 |
| Supervisor | | 1.00 | | | | | 3.00 |
| Assistant Principal | | | | 2.00 | | | 153.25 |
| Manager | 5.00 | 7.00 | | 2.00 | 4.00 | 1.50 | 32.50 |
| Technical Specialist | 3.00 | 10.00 | | 1.00 | | | 36.50 |
| Dean | | | | | | | 15.50 |
| Teacher | | | | 442.62 | | | 4,191.86 |
| Substitute Teacher | | | | | | | |
| Counselor | | | | 4.50 | | | 169.55 |
| Teacher Librarian | | | | | | | 115.10 |
| Coordinator - Licensed | | | | 10.75 | | | 15.75 |
| Coordinator - Classified | | | | | 2.00 | | 2.00 |
| Coordinator - Administrative | | 1.00 | | 1.00 | 2.00 | | 8.00 |
| Resource Specialist | | | | | | | 1.00 |
| Resource Teachers | | | 1.00 | 8.50 | | | 65.00 |
| Instructional Coach. | | | | | | | 134.65 |
| Peer Evaluator | | | | | | | |
| Administrator | | | 0.30 | 3.00 | | | 4.30 |
| Physical Therapist | | | | 12.50 | | | 12.50 |
| Occupational Therapist | | | | 28.50 | | | 28.50 |
| Nurse | | | | 33.00 | | | 36.00 |
| Psychologist | | | | 55.50 | | | 62.06 |
| Social Worker | | | | 71.70 | | | 84.55 |
| Audiologist | | | | 4.50 | | | 4.50 |
| Speech Therapist | | | | 120.90 | | | 120.90 |
| Specialist - Classified | 1.00 | 8.00 | | 3.88 | | | 23.13 |
| Buyer | | 1.00 | | | | | 1.00 |
| Technician - Classified | 5.00 | 10.50 | | 13.00 | | | 87.00 |
| Administrative Assistant | 1.00 | 1.00 | 2.00 | 1.00 | 1.00 | | 11.85 |
| Group Leader | 14.00 | | | | | | 15.00 |
| School Secretary | | | | 3.75 | | | 343.11 |
| Secretary | 2.00 | 1.00 | 1.00 | 8.00 | 1.00 | | 19.50 |
| Clerk | | | | | | | 1.00 |
| Buyer Assistant | | 2.00 | | | | | 2.00 |
| Paraprofessional | | | 0.19 | 124.67 | | | 521.73 |
| Special Interpreter/Tutor | | | | 39.30 | | | 71.12 |
| Para-Educator | | | | 37.59 | | | 37.59 |
| Clinic Aides | | | | 0.61 | | | 107.01 |
| Trades Technician | 134.00 | | | | | | 148.00 |
| Custodian | | | | | | | 468.00 |
| Investigator | | | | | | | 2.00 |
| Campus Supervisor. | | | | | 8.00 | | 70.60 |
| Security Officer | | | | | 19.00 | | 19.00 |
| Alarm Monitor | | | | | 10.00 | | 10.00 |
| Food Service Manager | | | | | | | 2.67 |
| Food Service Hourly Worker | | | | | | | 3.13 |
| Classified - Hourly | 5.71 | | 0.16 | 28.00 | | | 60.82 |
| Certificated - Hourly | | | | 7.41 | | | 11.33 |
| Additional Pay - Certificated | | | | | | | |
| Total FTEs | 174.71 | 46.50 | 17.65 | 1,084.68 | 48.00 | 1.50 | 7,535.06 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO.R-1
2016/2017 to 2017/2018
Staffing Reconciliation

The table below shows the large or high level variances within the General Fund. There may be small changes from year to year that are offset by other changes within the same classification. Overall, the General Fund has decreased 4.76 FTE from 2016/2017.

| Changes in FTEs | | | |
|--|--------------------------|--------------------------|----------------|
| General Fund | FTE Increases | FTE Decreases | Total |
| <u>Administrative Staff:</u> | | | |
| Director - Decrease in directors within ERD, Innovation and Effectiveness and Option Level Schools. | - | (4.00) | (4.00) |
| Principal - Decreased due to the closure of Pleasant View. | | (1.00) | (1.00) |
| Assistant Principal - Increase due to SBB and site-based decisions at schools. | 21.75 | - | 21.75 |
| Dean - Decrease due to SBB and site-based decisions at schools. | - | (2.00) | (2.00) |
| Manager - A position was added to Employee Relations to deal with student discipline. | 1.00 | - | 1.00 |
| Administrative Assistant - Decrease due to changes in the Superintendent's office and Innovation and effectiveness. | - | (2.15) | (2.15) |
| Technical Specialist - Increased due to reorganizations in ERD and a shared position between Communications and Athletics. | 2.50 | | 2.50 |
| Coordinator - Administrative decrease within Innovation and Effectiveness. | - | (1.00) | (1.00) |
| Total Administrative Staff | 25.25 | (10.15) | 15.10 |
| <u>Licensed Staff:</u> | | | |
| Teacher - Decrease due to SBB and site-based decisions at schools. | - | (11.31) | (11.31) |
| Counselor - Increase due to SBB and site-based decisions at schools. | 22.30 | - | 22.30 |
| Teacher Librarian - Increase due to SBB and site-based decisions at schools. | 2.30 | - | 2.30 |
| Resource Teacher - Decrease due to SBB and site-based decisions at schools. | - | (26.00) | (26.00) |
| Instructional Coach - Decrease due to SBB and site-based decisions at schools. | - | (3.50) | (3.50) |
| Psychologist - Increase at schools and ESL due to site-based decisions. | 2.36 | - | 2.36 |
| Peer Evaluator - Decrease due to SBB and site-based decisions at schools. | - | (2.00) | (2.00) |
| Nurse - Decrease due to SBB and site-based decisions at schools. | - | (2.00) | (2.00) |
| Social Worker - Increase due to SBB and site-based decisions at schools. | 4.42 | - | 4.42 |
| Instructional Coach - Decrease due to SBB and site-based decisions at schools. | - | 0.13 | 0.13 |
| Total Licensed Staff | 31.38 | (44.68) | (13.30) |
| <u>Support Staff:</u> | | | |
| Hourly staff (paraprofessional, clinic aide, etc.) - Decrease hours worked as directed by the schools and departments. | - | (3.97) | (3.97) |
| School Secretary - Increase due to site-based decisions at schools. | 4.11 | - | 4.11 |
| Secretary - A secretary position was reduced as part of the restructuring of Educational Research and Design. | - | (1.00) | (1.00) |
| Technicians Classified - Positions were reduced within Educational Research and Design and Human Resources. | - | (2.50) | (2.50) |
| Campus Supervisor - Decrease due to site-based decisions at schools. | - | (3.20) | (3.20) |
| Total Support Staff | 4.11 | (10.67) | (6.56) |
| Total General Fund | 60.74 | (65.50) | (4.76) |

**JEFFERSON COUNTY SCHOOL DISTRICT, NO.R-1
2016/2017 to 2017/2018
Staffing Reconciliation**

The table below shows the large or high level variances within the Other Funds. There may be small changes from year to year that are offset by other changes within the same classification. Overall, the district has increased 28.0 FTE from 2016/2017.

| Changes in FTEs | | | |
|---|--------------------------|--------------------------|--------------|
| Other Funds | FTE Increases | FTE Decreases | Total |
| <u>Administrative Staff:</u> | | | |
| Grants - FTE change is due to fluctuation in grant funding and/or grant objectives. | 3.00 | - | 3.00 |
| Information Technology - FTE change is due to Board of Education reduction. | - | (1.00) | (1.00) |
| Total Administrative Staff | 3.00 | (1.00) | 2.00 |
| <u>Licensed Staff:</u> | | | |
| Grants - FTE change is due to fluctuation in grant funding and/or grant objectives. | 2.00 | - | 2.00 |
| Total Licensed Staff | 2.00 | - | 2.00 |
| <u>Support Staff:</u> | | | |
| Grants - FTE change is due to fluctuation in grant funding and/or grant objectives. | 25.00 | - | 25.00 |
| Employee Benefits - FTE change is due to a change to the district wellness program. | - | (1.00) | (1.00) |
| Total Support Staff | 25.00 | (1.00) | 24.00 |
| Total Other Funds | 30.00 | (2.00) | 28.00 |

| All Funds | FTE Increases | FTE Decreases | Total |
|------------------------|--------------------------|--------------------------|--------------|
| Total All Funds | 90.74 | (67.50) | 23.24 |

Accountability Systems

The district is fully accredited by the Colorado Department of Education (CDE). CDE has defined three performance indicator areas key to achieving this outcome: (1) academic achievement; (2) academic growth; and (3) postsecondary and workforce readiness (high school only).

CDE's District Performance Framework and School Performance Framework reports provide information about the levels of attainment in each of the three key performance indicators. For school districts, the overall evaluation leads to their accreditation. For schools, the overall evaluation leads to the type of plan schools will implement.

The District Performance Framework assigns to each district one of five accreditation categories:

1. *Accredited with Distinction:* The district meets or exceeds statewide performance indicators and is required to adopt and implement a Performance Plan.
2. *Accredited:* The district meets statewide attainment on the performance indicators and is required to adopt and implement a Performance Plan.
3. *Accredited with Improvement Plan:* The district is required to adopt and implement an Improvement Plan.
4. *Accredited with Priority Improvement Plan:* The district is required to adopt and implement a Priority Improvement Plan.
5. *Accredited with Turnaround Plan:* The district is required to adopt and implement a Turnaround Plan.

The district has received the accreditation category of Accredited for the 2016/2017 school year. In conformance with Colorado law, the district has adopted various performance goals.

Beginning with the 2014/2015 school year, Colorado school districts are assessed using the Colorado Measures of Academic Success (CMAS) tests to assess schools and districts. This system uses the Partnership for Assessment of Readiness for College and Careers (PARCC) standardized test for English language arts and mathematics.

CMAS science and social studies tests are Colorado-developed assessments. Colorado assesses English language proficiency for English learners using the "Assessing Comprehension and Communication in English State-to-State for English Language Learners" (ACCESS for ELLs) test. Colorado also uses the Colorado ACT (CO ACT) test in 11th grade. CDE includes achievement, growth and performance outcomes from CMAS, ACCESS for ELLs and CO ACT in the District Performance Framework's annual accreditation process for school districts; however Colorado SAT will replace the ACT college entrance assessment for the 2017-18 district and school performance frameworks.

CMAS Tests

CMAS Background

- The Colorado Academic Standards hold high expectations to prepare students for success in college and career.
- The state assessments, called Colorado Measures of Academic Success (CMAS), are aligned to these challenging Colorado Academic Standards.
- Colorado students have taken CMAS/PARCC assessments in English language arts (ELA) and math since 2015.



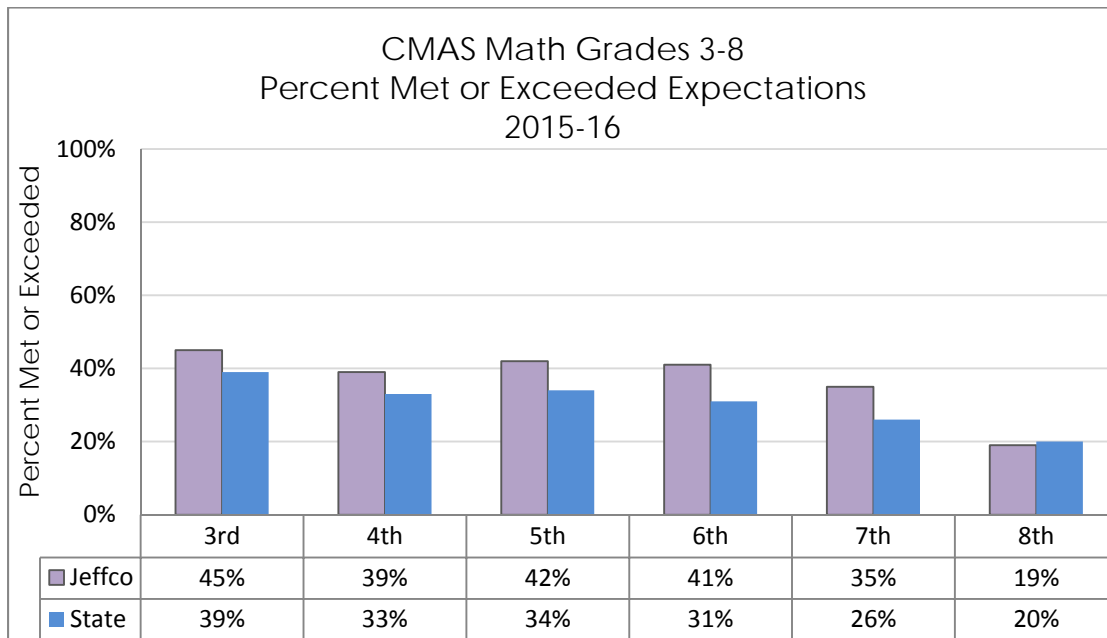
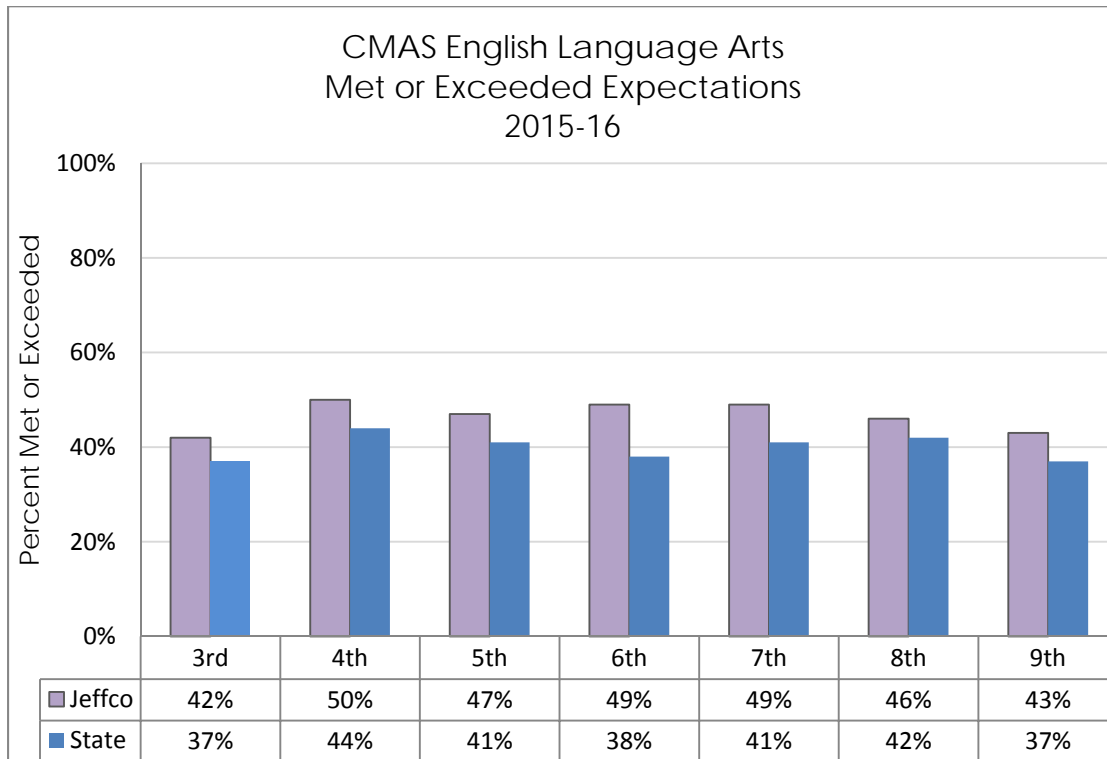
CMAS Results

- CMAS ELA and math tests report five levels of performance:
 - Level 1: Did not yet meet expectations
 - Level 2: Partially met expectations
 - Level 3: Approached expectations
 - Level 4: Met expectations
 - Level 5: Exceeded expectations

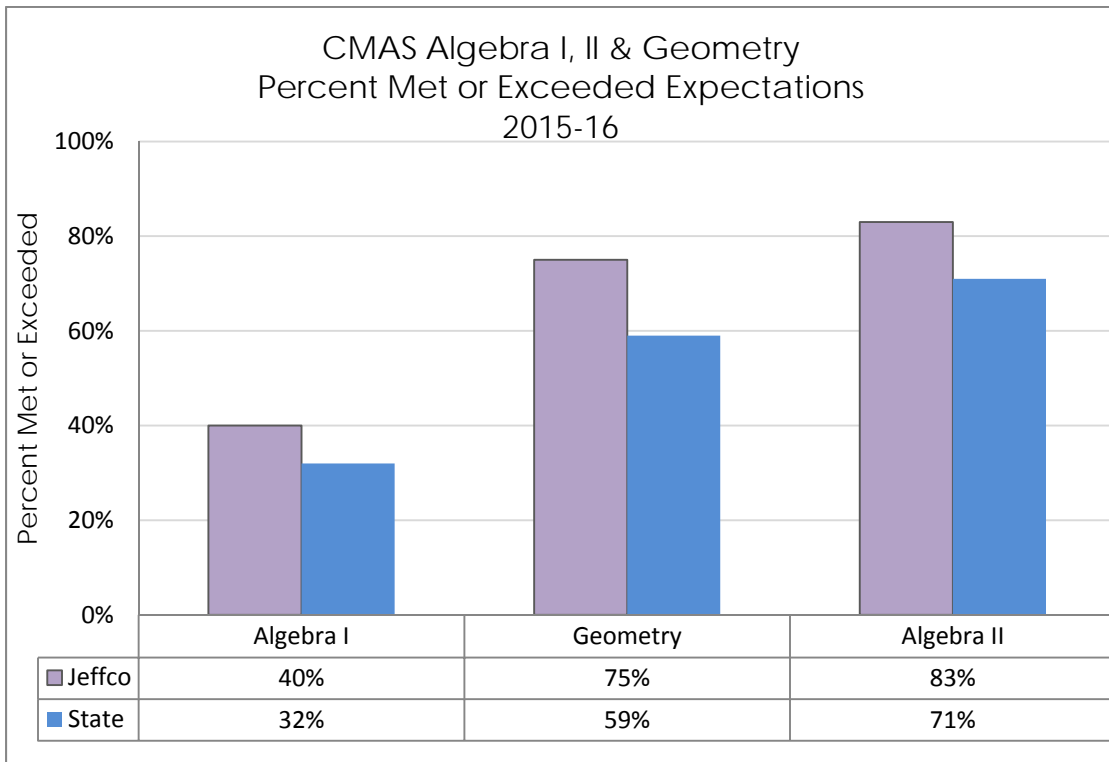
CDE describes Levels 4 and 5 (met and exceeded expectations) as on track for “college and career ready in a content area.”

CDE issues district and school level Performance Framework Reports which provide a snapshot of the district’s or school’s performance. For more information regarding Jeffco Public Schools performance, please refer to:

- The Colorado Department of Education website — www.schoolview.org
- Jeffco Public Schools District website — www.jeffcopublicschools.org/schools



The 7th and 8th grade percentages reported above do not represent District performance for all students in those grade levels.



ACT Testing Results

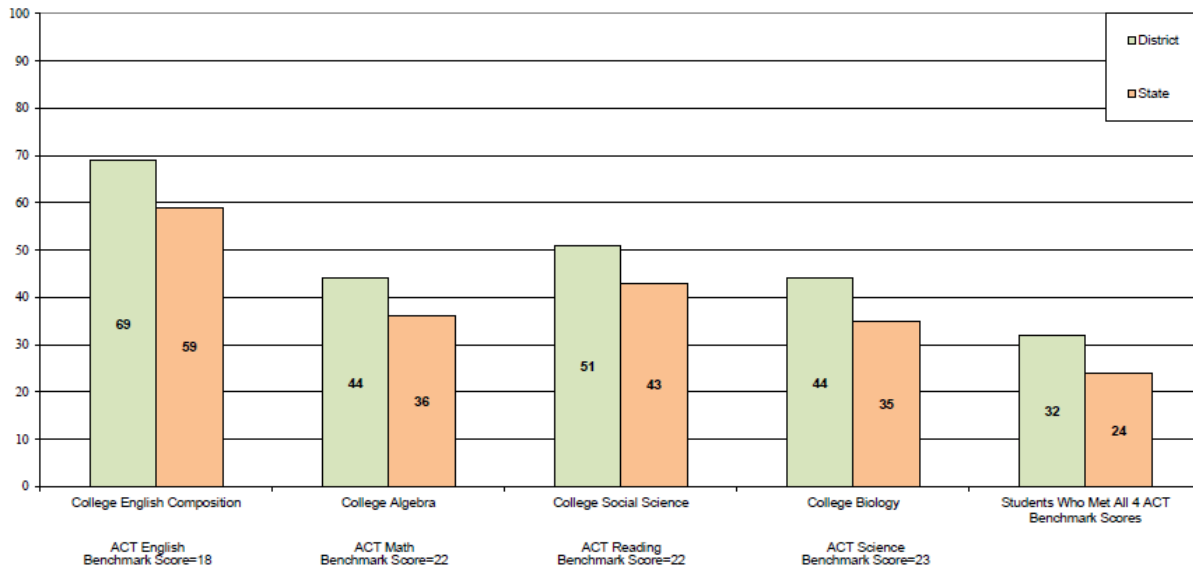
The ACT is a college entrance examination that is required by state law to be taken by all Colorado high school juniors. The exam covers four subject areas—English, reading, math and science.

ACT defines “College Readiness Benchmark Scores” as “the minimum score needed on an ACT subject-area test to indicate a 50 percent chance of obtaining a B or higher or about a 75 percent chance of obtaining a C or higher in the corresponding credit-bearing courses, which include English composition, algebra, social science and biology.”

| College Course/Course Area | ACT Test | Benchmark Score |
|----------------------------|-------------|-----------------|
| English Composition | English | 18 |
| Algebra | Mathematics | 22 |
| Social Sciences | Reading | 22 |
| Biology | Science | 23 |

Jeffco’s 2016 graduating senior ACT college ready performance exceeds state and national performance.

Percent of Jeffco Graduating Class of 2016 Ready for College-Level Coursework



A benchmark score is the minimum score needed on an ACT subject-area test to indicate a 50% chance of obtaining a B or higher or about a 75% chance of obtaining a C or higher in the corresponding credit-bearing college course.

Transition to SAT

Colorado has given a college entrance exam each spring to all 11th graders enrolled in public schools since 2001. In 2015 the Colorado legislature passed House Bill 15-1323, requiring the state to competitively bid for a new 10th grade exam that is aligned to both the Colorado Academic Standards and an 11th grade college entrance exam. The legislation also added the opportunity for students to take an additional, optional essay as part of their college entrance exam at no cost to the student. The selection committee chose the PSAT for 10th graders and the SAT for the 11th grade college entrance exam, in part due to the tests' alignment to the high school Colorado Academic Standards and the College Board's support such as free test preparation services available to all students.

Tenth graders attending public schools in Colorado began taking PSAT 10 in spring 2016 and public school 11th graders began taking the SAT in spring, 2017. The CO PSAT 10 and CO SAT will be given each spring for at least the following five years.

Jeffco Statistics



| Graduation Rates | | | |
|-------------------------|-------------|-------------|-------------|
| | 2014 | 2015 | 2016 |
| Colorado | 77% | 77% | 79% |
| Jeffco | 83% | 83% | 83% |

| Dropout Rates | | | |
|----------------------|-------------|-------------|-------------|
| | 2014 | 2015 | 2016 |
| Colorado | 2% | 2% | 2% |
| Jeffco | 2% | 2% | 2% |

| Free and Reduced Lunch Rates | | | |
|-------------------------------------|-------------|-------------|-------------|
| | 2014 | 2015 | 2016 |
| Colorado | 42% | 42% | 42% |
| Jeffco | 34% | 32% | 33% |

Student Fees

Student Instructional Fees – Campus Activity Fund

Colorado State Law (CRS 22-32-117) allows the Board of Education to authorize the collection of fees. The revenue collected from fees is used to cover the cost of the items retained by the student. The district supplies students with textbooks and instructional materials free of charge which are necessary for successful completion of approved courses of study. By statute, certain fees are waived for indigent students who qualify for free or reduced lunch.

Non-indigent students are required to pay for fees such as:

- Instructional supplies that will be retained by the student
- Participation in local and out of state instructional field trips
- Advanced Placement and International Baccalaureate registration, testing, and materials
- District-wide use fees for technology
- Art supplies, musical instrument rental and PE uniform

In addition to the above, ALL students will be required to pay for the following:

- Participation in field trips during non-student contact days
- Participation in before/after school enrichment programs and clubs
- Participation in summer school and credit recovery classes
- Yearbook and other personal items purchased by student

| Level | 2013/2014 | 2014/2015 | 2015/2016 |
|-------------------------------|------------------|------------------|------------------|
| Elementary: | | | |
| Amount Collected | \$ 1,286,982 | \$ 1,317,387 | \$ 1,666,007 |
| Number of Fees Paid | 144,183 | 158,364 | 190,419 |
| Average Collected per Student | \$ 8.93 | \$ 8.32 | \$ 8.75 |
| Number of Fees Waived** | 55,918 | 59,342 | 57,588 |
| Percent of Fees Waived | 28% | 27% | 23% |
| Middle: | | | |
| Amount Collected | \$ 1,129,750 | \$ 1,058,385 | \$ 1,253,000 |
| Number of Fees Paid | 55,671 | 62,808 | 67,866 |
| Average Collected per Student | \$ 20.29 | \$ 16.85 | \$ 18.46 |
| Number of Fees Waived** | 20,049 | 22,251 | 15,011 |
| Percent of Fees Waived | 26% | 26% | 18% |
| High: | | | |
| Amount Collected | \$ 4,047,196 | \$ 4,193,032 | \$ 4,407,030 |
| Number of Fees Paid | 145,398 | 147,459 | 147,803 |
| Average Collected per Student | \$ 27.84 | \$ 28.44 | \$ 29.82 |
| Number of Fees Waived** | 38,297 | 43,214 | 39,642 |
| Percent of Fees Waived | 21% | 23% | 21% |
| Total All Levels | | | |
| Amount Collected | \$ 6,463,928 | \$ 6,568,804 | \$ 7,326,037 |
| Number of Fees Paid | 345,252 | 368,631 | 406,088 |
| Average Collected per Student | \$ 18.72 | \$ 17.82 | \$ 18.04 |
| Number of Fees Waived** | 114,264 | 124,807 | 112,241 |
| Percent of Fees Waived | 25% | 25% | 22% |

**Numbers above include Option Schools*

***Qualifying Free/Reduced Lunch Students; however, does not include all at-risk students. This amount represents the fees waived for qualifying students who have opted to disclose their free and reduced status with their school in addition to the Food Service Department.*

Student Participation/Use Fees

The district collects fees for athletics participation and the annual trip to the Outdoor Education Laboratories, in addition to fees for bus transportation, activity tickets, and use fees for parking. These fees are recognized as General Fund revenue with the exception of the transportation fees, which are recognized as revenue in the Transportation Fund.

In 2011/2012, the General Fund faced significant reductions due to state funding cuts, which resulted in the implementation of a student bus fee to help offset a portion of the costs to transport these students. The table below shows the amount collected for each type of fee.

| Fee Description | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 |
|--|------------------|------------------|------------------|------------------|------------------|
| Athletic Participation Fees (\$150/sport) | \$ 1,493,230 | \$ 1,481,871 | \$ 1,456,381 | \$ 1,438,812 | \$ 1,445,307 |
| Outdoor Lab Fees * | 1,121,685 | 1,525,450 | 1,526,180 | 1,550,090 | 1,544,870 |
| High School Parking Fees (\$125/year) | 649,988 | 661,015 | 622,633 | 633,359 | 633,238 |
| Transportation Fees ** | 1,810,760 | 1,560,662 | 1,488,212 | 1,472,438 | 1,539,426 |
| Misc. Athletic Fees (Activity tickets, etc.) | 384,122 | 435,545 | 408,216 | 453,993 | 408,327 |

**Outdoor lab fee structure changed in 2010/2011 from one flat fee to a four tier structure ranging from \$100-\$350
**Full time rider \$150/year, part time rider (one direction rider) \$80/year*



Glossary - Acronyms

ACA: Affordability Care Act

ACCESS for ELLs: Assessing Comprehension and Communication in English State-to-State for English Language Learners

ACT: American College Test

ALP: Advanced Learning Plan

AED: Amortization Equalization Disbursement

BFO: Budgeting for Outcomes

CAFR: Comprehensive Annual Financial Report

CDE: Colorado Department of Education

CMAS: Colorado Measure of Academic Success

CSAP: Colorado Student Assessment Program

COP: Certificates of Participation

CPI: Consumer Price Index

COLA: Cost Of Living Adjustment

CO ACT: Colorado ACT

C.R.S.: Colorado Revised Statute

CTE: Career and Technical Education

DAC: District Accountability Committee

ETAP: Education Technology Access Plan

ELA: English Language Arts

ELL: English Language Learners

ELPA: English Language Proficiency Act

ERD: Educational Research and Design

ESL: English as a Second Language

FCI: Facility Condition Index

FMP: Facility Master Plan

FY: Fiscal Year

FTE: Full Time Equivalent

GASB: Governmental Accounting Standards Board

GAAP: Generally Accepted Accounting Principles

GFOA: Government Finance Officers Association

I²a: Instruction/Intervention Assessment Project

IB: International Baccalaureate

IBNR: Insurance Claims Incurred But Not Reported

IDEA: Individuals with Disability Education Act

IEP: Individualized Education Program

IT: Information Technology

JCAA: Jefferson County Administrators' Association

JCAPP: Jefferson County Adolescence Parenting Program

JCEA: Jefferson County Education Association

JESPA: Jeffco Education Support Professionals Association

MLO: Mill Levy Override

MOE: Maintenance Of Effort

OCR: Office of Civil Rights

PARCC: Partnership for Assessment of Readiness for College and Careers

PERA: Public Employees Retirement Association

POOD: Placed Out of District

PPR: Per-Pupil Revenue

SAC: School-level Accountability Committee

SAST: School Accounting Support Team

SBB: Student Based Budgeting

SELS: Social Emotional Learning Specialist

SIET: School Innovation & Effectiveness Team

SPED: Special Education

SOT: Specific Ownership Tax

SPAC: Strategic Planning Advisory Council

SAED: Supplemental Amortization Equalization Disbursement

TABOR: Taxpayer's Bill of Rights

TAN: Tax Anticipation Notes

UIP: Unified Improvement Plan

For a more detailed description or definition of the listed acronyms, please refer to the complete glossary on the following pages.

Glossary

ACCESS for ELLs: This is a large-scale English language proficiency assessment administered to Kindergarten through 12th grade students who have been identified as English language learners.

Account: Financial reporting unit for budget, management, or accounting purposes.

Accounts payable: The amounts owed to others for goods and services rendered. Money the district owes to its suppliers.

Accounts receivable: Amounts due from others for goods furnished and services rendered. Money owed to the district from customers.

Accrual basis of accounting: Method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Advanced Learning Plan (ALP): A written record of gifted and talented programming utilized with each gifted child and considered in educational planning and decision making.

Allocation: Component of an appropriation earmarking expenditures for a specific purpose and/or level of organization.

Amortization Equalization Disbursement (AED): An additional amount, as established by legislation, contributed by Colorado PERA employers that has gradual increases. Amounts are slated to adjust based on the year-end funded status of each division, with decreases mandated when the division's year-end funded status reaches 103 percent and increases mandated when the division's funded status reaches 103 percent and subsequently falls below 90 percent.

Appropriation: A legal authorization granted by the governing body to incur expenditures and obligations for a specific purpose.

Assessed value: The taxable value of property as determined by a tax assessor or government agency. Property taxes are paid on the basis of a property's assessed valuation, which is only a fraction of a property's market value.

Asset: Resources owned or held which have monetary value.

At-risk factor: A factor used to compute the additional amount of funding a district receives for its at-risk pupils. Each district starts with an at-risk factor of 11.5 percent. Districts with more than the statewide average proportion of at-risk pupils receive an at-risk factor of 11.5 percent plus three-tenths of one percentage point – 0.36 percentage points for a district with a pupil count greater than 50,000 – for every percentage point that the district's proportion exceeds the statewide average, up to 30 percent.

At-risk funding: Colorado's Public School Finance Act provides additional funding for schools that serve students who are at risk of failing or dropping out of school. The additional funding is based on the district's per pupil funding and the number of at-risk students in addition to the proportion of at-risk students in the district. The proportion of at-risk students in each district is measured against the statewide average proportion.

At-risk pupils: Students who are eligible for the federal free lunch program due to the family income or those students who have limited English skills and meet other criteria.

Balanced budget: State statutes require the school district budget to be balanced. A balanced budget may not have expenditures, interfund transfers, or reserves, in excess of available revenues and beginning fund balances. Total available resources must equal or exceed total expenditures and transfers.

Bandwidth: The amount of information that one can send through a connection, measures in bits-per-second (Bps). A standard page of English text contains about 16,000 bits.

Bond: A long-term promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are used to finance capital projects.

Bond election: A ballot question to the electorate allowing a school district to borrow money for capital improvements: building renovations, upgrades, and the construction of new facilities.

Budget: A monetary plan for how to spend money or resources on employees, programs, and other required purposes.

Budget Stabilization Factor: A formulaic factor contained in the school finance funding formula that proportionately reduces otherwise state prescribed funding levels for each school district.

Budget year: A budget year is an accounting period of 12 months. For Jeffco Public Schools, the fiscal year runs from July 1 to June 30. The district develops a budget for each fiscal year.

Budgeting for Outcomes (BFO): A modified priority based budgeting approach that focuses budgeting on changes within the district's strategic plan, as well as, focusing on programs that directly contribute to the success of this plan. This approach enables the district to continually evaluate the success of achieving defined goals, meeting Board's ends policies and promotes efficiencies to guide future needs of the district.

Building Fund—Capital Projects: This fund is used to manage the proceeds of the bonds that were issued in December 2012 as a result of the passage of the ballot initiative for a bond program.

Campus Activity Fund: This Special Revenue Fund is used to manage revenues collected on behalf of the participants who will benefit from the expenditures, e.g., school fundraising events.

Capital assets: Assets of long-term nature intended to be owned or used for more than one fiscal year, e.g. land, buildings, machinery and furniture.

Capital Reserve Fund: This fund is used to fund ongoing capital needs such as site acquisition, building additions and equipment purchases.

Career and Technical Education (CTE): Programs dedicated to preparing students for successful careers through real-world application of core academic skills by partnering classrooms with businesses, industries and communities.

Carry forward: Appropriated funds not spent in a given year and available for re-appropriation in future years.

Categorical funding/programs: Categorical funding is state funding for special programs -- special education, vocational-technical education, English Language Proficiency Act, gifted and talented, and transportation. These funds must be spent on the programs for which they are earmarked.

Central Services Fund: This Internal Service Fund accounts for costs of operations to various users. Costs of operations include all direct costs plus depreciation, space rental, utilities, interest, and maintenance costs. Programs included: Copier, Printing, and Equipment Repair.

Certificates of Participation (COP): An instrument evidencing a pro rata share in a specific pledged revenue stream, usually lease payments by the issuer that are subject to annual appropriation. The certificate generally entitles the holder to receive a share, or participation, in the lease payments from a particular project. The lease payments are passed through the leaser to the certificate holders.

Child Care Fund: This Enterprise Fund accounts for all financial activities associated with the district's school-age childcare, and preschool.

Colorado Measure of Academic Success (CMAS): Colorado's standards-based assessment designed to measure the Colorado Academic Standards in the content areas of science and social studies.

Common Core State Standards: A state-led effort that established a single set of clear educational standards for kindergarten through 12th grade in English language arts and mathematics that states can voluntarily choose to adopt. The standards are designed to ensure that students graduating from high school are prepared to enter credit bearing entry level courses in two and four year college programs or enter the workforce.

Compensation: Salary and benefits paid to employees for their services or invested on behalf of employees for their future benefit.

Comprehensive Annual Financial Report (CAFR): A complete set of financial statements presented in conformity with generally accepted accounting principles for the prior year.

Consumer Price Index (CPI): Measures changes in the price of consumer goods and services and is a measure of the pace of U.S. inflation.

Debt Service Fund: This fund manages the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.

Debt service requirement: The amount of money required to pay both the interest and principal on outstanding debt over a period of time.

Depreciation: The purchase cost of an asset amortized over the useful life of the asset.

District Accountability Committee (DAC): DAC is a district level accountability and advisory committee with parent representatives from all articulation areas including charter and option parents, teachers, administrators and at least one member from the business community. DAC members act in an advisory capacity on such topics as the district's budget and unified improvement plan as provided by law.

Education Technology Access Plan (ETAP): ETAP is a comprehensive plan designed to provide Jeffco students and staff with equal access to technology equipment, support and training. ETAP key goals are to provide a systematic plan for the timely refresh of equipment, establish standards for instructional software, allow for R&D on technology innovations, provide for technology support, set expectations and accountability on the use and availability of technology, offer training opportunities for staff on technology tools, and create a formal planning process for the technology needs of all Jeffco schools and departments. ETAP is the living action plan that supports Technology Plan Objective #5, "Ensure technology equity for students and staff".

English Language Learners (ELL): This is a mandated program to provide services to students for whom English is not their primary language.

English Language Proficiency Act Program (ELPA): This is a state funded program that provides financial and technical assistance to school districts implementing programs to serve the needs of students whose dominant language is not English.

Employee Benefits Fund: This fund manages the residual items for the previous self-insured medical plans and the current medical, dental and vision insurance plans; group life and retired life insurance programs; Public Employee Retirement Association contributions and other employee benefits programs.

Enterprise Fund: Enterprise Funds are used to account for operations that are financed in a manner similar to private enterprise, where the intent is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily by user charges.

Educational Research and Design (ERD): This is the collection of divisions in the General Fund that deal with instruction. The divisions that collectively make up ERD are Chief Academic Office, Instructional Data Services, Educational Technology Services, Learning and Educational Achievement, and Student Success. ERD replaced the old acronym of DOI which stood for Division of Instruction.

Equalization: The State Finance Act is written to “equalize” funding. Each school district receives approximately the same amount of funding per pupil, with variances based on special conditions like the number of at-risk students.

Expenditure: The payment made for the purpose of acquiring an asset, service or settling a loss.

Expense: Charges incurred for operations, maintenance, interest or other charges.

Facility Condition Assessment: Evaluates each building’s overall condition, including its site, roof, structural integrity, the exterior building envelope, the interior, and the mechanical, electrical, and plumbing systems.

Facility Condition Index (FCI): Facility Condition Index provides a relative scale of the overall condition of a given facility or group of facilities within a facility portfolio. The total maintenance, repair, and replacement deficiencies divided by the total current replacement value.

Facility Master Plan (FMP): The Facility Master Plan provides current and accurate data which is the foundation of facilities planning.

Fiscal Year (FY): An accounting period of 12 months. For Jeffco Public Schools, the fiscal year runs from July 1 to June 30.

Fixed costs: Costs that are not calculated on variables such as student enrollment.

Food Service Fund: This Special Revenue manages all financial activities associated with the school breakfast and lunch program.

FTE: Full Time Equivalent. Used in reference to employees as well as students. **Employees:** Number of positions calculated on one FTE = a 40-hour work week. For example, two part-time positions working 20 hours for twelve months also equals one FTE. **Students:** Total full-time student enrolled.

Full-Day Kindergarten: A program offered to improve student achievement. The majority of programs are tuition based.

Fund: Fiscal and accounting tool with a set of accounts to record revenue and expenditures.

Fund balance: The fund balance is unallocated money that is remaining at the conclusion of the fiscal year.

Funded count: Calculation of the student FTE count based upon the higher of actual FTE count or the averages of two, three or four years.

Government Finance Officers Association of the United States and Canada (GFOA): GFOA is an association that identifies and develops the highest quality government finance policies and best practices that sets the standards for public-sector finance professionals.

Governmental Accounting Standards Board (GASB): The independent, non-political organization dedicated to establishing rules that require state and local governments to report clear, consistent and transparent financial information to their constituents. Their mission is to establish standards for financial reporting that provide decision-useful information to assist individuals in assessing a government's financial condition and performance, and to demonstrate accountability and stewardship over public resources.

Governmental funds: Funds that are used to manage expendable financial resources and related current liabilities, except those managed in proprietary funds. Governmental funds include the General Fund, Special Revenue Funds, Capital Project Funds, and Debt Service Fund.

General Administration: Activities associated with establishing and administering policy for operating the school district.

General Fund: General fund is the operating budget of the district that covers day-to-day expenses such as salaries, utilities and instructional supplies and materials.

General Instruction: Activities dealing directly with the interactions between instructional staff and students and associated instructional services, materials, supplies, and equipment.

Generally Accepted Accounting Principles (GAAP): These are conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

Grants Fund: This Special Revenue Fund is used to manage federal, state, and private sector grant programs.

Health Care Reform (HCR): Health care reform was passed through two federal statutes enacted in 2010: the Patient Protection and Affordable Care Act (PPACA) signed March 23, 2010, and the Health Care and Education Reconciliation Act of 2010 which amended the PPACA and became law on March 30, 2010.

Instruction/Intervention Assessment Project (I²a): Jeffco instituted the I²(a) Initiative to monitor all of our district academic initiatives. It is the umbrella that pulls all research-based practices together at the school and classroom level to help educators.

Individuals with Disability Education Act (IDEA): This is a law ensuring services to children with disabilities through a Federal grant.

Indirect cost: A cost incurred for a common or joint purpose benefiting more than one cost objective and not readily assignable to the cost objectives specifically benefited.

Individualized Education Program (IEP): The legal document that defines a child's special education program.

Inflation: An increase in the level of consumer prices or a persistent decline in the purchasing power of money, caused by an increase in available currency and credit beyond the proportion of available goods and services.

Information Technology (IT): Computer based systems used to acquire, store, and process information such as hardware, central processing units, personal computers, ancillary equipment such as printers, scanners, video monitors, keyboards, etc. Information Technology also includes the software and program applications that allow the equipment and systems to operate.

Innovation and Effectiveness: Innovation and Effectiveness is an expansion of the instructional support structure for principals located at schools. The goal is to provide more individualized support for school-based leadership and instructional staff to improve student achievement.

Instructional Support: Activities which facilitate and enhance instruction including managing the improvement of instructional services, developing curriculum, and contributing to the professional development of members of the instructional staff.

Insurance Reserve Fund: This Internal Service Fund is authorized by state law to allow maintenance of an insurance reserve for liability, worker's compensation, and property insurance premiums.

Internal Service Funds: These funds are used to manage the financing of goods or services provided by one department to other departments and schools on a cost-reimbursement basis.

International Baccalaureate: An international educational foundation headquarter that offers four educational programs for children aged 3-19.

Intervention Services: Special services offered to special education and gifted/talented students.

Legal Debt Margin: Excess of the amount of debt legally authorized over the amount of debt outstanding.

Liabilities: Money owed for salaries, interest, accounts payable, and other debts.

Local share: The local share of total program funding includes revenue from property taxes and specific ownership taxes.

Major governmental funds: The General Fund, Debt Service Fund, Capital Reserve Fund and Grants Fund are considered major funds for reporting on the annual audited financial statements.

Mandated programs: Programs that are imposed by law or another authority. Examples of mandated programs include special education, ESL, and services to expelled students.

Mill: One mill of tax is one-tenth of one percent (or \$1 per each \$1,000 of property valuation.) Each mill of tax is applied to the assessed value of a home.

Mill levy: A property tax rate based on dollars per thousand of assessed valuation.

Mill levy override (MLO): An election seeking taxpayer approval to increase property taxes for general operating expenses, textbooks, instructional supplies, etc.

Multiple Pathways: Funding various programs at the high school level including International Baccalaureate, Title V reading teachers, Gifted and Talented resources, etc.

Non-major governmental funds: Campus Activity, Food Service and Transportation Funds are considered non-major governmental funds for reporting the annual audited financial statements.

Official Enrollment: Count of students enrolled as collected in the October count.

On-line students: Students enrolled in an on-line education program either full-time or part-time in combination with traditional classroom instruction.

One-time funds: Funding for current year only.

Ongoing funds: Funding that will continue for multiple years.

Operating budget: Plans for current expenditures and the proposed means of financing them.

Operating expenditures: Expenditures charged in a fixed period of time to reflect day-to-day operations.

Operations and Maintenance: Activities associated with keeping buildings, grounds, and equipment open, comfortable and safe for use. This category includes the management of operations and maintenance of the district buildings.

The Partnership for Assessment of Readiness for College and Careers (PARCC): The PARCC test helps ensure that all students, regardless of income, family background or geography, have equal access to a world-class education that will prepare them for success after high school in college and/or careers.

Public Employees Retirement Association (PERA): Provides retirement and other benefits to government agencies and public entities. Employee and employer contributions rates are legislated and required by law.

Per pupil funding: Identified by the State, funding to school districts is based on a per pupil formula that calculates the total program. The amount received is the District's Total Program Funding divided by the funded per pupil count of the District.

POOD: Students placed at facilities out of the district to receive legally required services that are not available in a Jeffco facility.

Per Pupil Revenue (PPR): This is the amount of funding the state provides per student.

Property Management Fund: This fund manages all financial activities associated with community use of facilities.

Property tax: A local tax calculated by applying a mill levy to assessed value. Revenue from the property tax represents the primary source of local funding for K-12 public education.

READ Act: Focuses on early literacy development for all students and especially students at risk for not achieving third grade reading proficiency.

Refunding: Issuance of new debt whose proceeds are used to repay previously issued debt. The proceeds may be used immediately for this purpose (a current refunding), or they may be placed with an escrow agent and invested until they are used to pay principal and interest on the old debt at a future time (an advance refund).

Rescission: Money taken back by the state of Colorado which had previously been allocated.

Revenues: Money received as income such as local property taxes, specific ownership taxes, grant awards, interest income, tuition, and fees.

School Administration: Activities associated with the overall administrative responsibility for a particular school. These activities included services performed by the principal, assistant principal and clerical staff.

School-level Accountability Committee (SAC): SAC as defined by Colorado statutes, CDE guidelines, and Jeffco district policy, serves in an advisory role to the school principal to make recommendations on school priorities for spending school funds prior to adoption of the budget to ensure that funds and spending align with the schools improvement plans and core values of the school to benefit all students.

School Accounting Support Team (SAST): This team serves as a liaison between Financial Services and secretaries at schools/departments.

School Finance Act: The Public School Finance Act is the formula that determines how school districts in Colorado are funded. The state legislature decides each year how much to fund districts in Colorado.

School Innovation & Effectiveness Team (SIET): This team is dedicated to providing agile, proactive management and supervision of schools to ensure the success and safety of Jeffco students. The school achievement directors, reporting to the chief school effectiveness officer, lead continuous school improvement by monitoring and evaluating school effectiveness, student achievement and implementation of curriculum.

Social Emotional Learning Specialist (SELS): School mental health support for students.

Special Education (SPED): Activities dealing directly with the interactions between instructional and support staff and students who have exceptional needs. SPED also refers to associated instructional services, materials, supplies, and equipment. Expenditures in this category provide for special needs children who are limited as a result of physical, social, cultural, mental, or emotional conditions.



Specific Ownership Tax (SOT): The annual tax that residents pay to license vehicles. A portion of that tax funds schools.

Special Revenue Fund: These funds account for revenues that are legally restricted to expenditures for particular purposes such as Campus Activity Fund and Grants Fund.

Stakeholder: A person with some level of involvement or interest in Jeffco who may provide input and feedback on components of the budget process.

State share: Funding provided by the state under the Public School Finance Act. State aid is the difference between a total program and local school finance revenue sources.

Strategic Planning Advisory Council (SPAC): The district's advisory group composed of Board of Education members, district leadership, representatives from the employee associations, parent representatives, as well as citizen and parent leaders from a variety of stakeholder groups.

Student Based Budgeting (SBB): Budgeting model at most district managed schools. Dollars are distributed based on official count of students in the building. This method allows site-based decisions for staffing and spending to best meet the needs of the specific students being served in each school.

Supplemental Amortization Equalization Disbursement (SAED): An amount contributed by Colorado PERA employers with gradual increases, and, to the extent permitted by law, funded by monies otherwise available for employee wage increases. These additional employer contributions, based on the total payroll of Colorado PERA members and employees who can elect either Colorado PERA or another plan (regardless of the plan elected), are designed to reduce Colorado PERA's unfunded liability and amortization period. This amount is not credited to the member account.

Supplemental Appropriation: A supplemental appropriation resolution can be adopted by the governing board if modifications to the adopted budget are required. An example would be when

estimated expenditures exceed budgeted expenditures due to additional revenue that was received by the district after the adoption of the budget.

TABOR reserves: The Amendment passed by Colorado voters that requires school districts set aside 3 percent of the annual revenue increase.

Tax Anticipation Notes (TAN): Since the majority of tax revenues are not disbursed to school districts until the spring of each fiscal year, it may be necessary to issue TANs as one option to cover cash flow shortfalls until property tax revenue arrives.

Technology Fund: This Internal Service Fund is used to allocate the costs for various technology-related activities to schools and departments.

Title I: Improving the Academic Achievement of the Disadvantaged - the program provides resources based upon the poverty rates of students enrolled in schools and districts and is designed to help ensure that all children meet challenging state academic standards.

Total program: The total amount of money each school district receives under the School Finance Act. This includes both state share and local share.

Transportation Fund: This Special Revenue Fund is used to account for activities associated with the transportation of students to and from their residence and schools, and school activities. This fund includes management of transportation services.

Unified Improvement Plan (UIP): A strategic plan that identifies and tracks a school's performance. School staff identifies areas that need improvement with root causes and plans. The school budget should be aligned with the major improvement strategies.

Variable costs: Costs that vary based on a particular factor such as enrollment.





Building Bright Futures

Appendix A



Building Bright Futures

5-Year Capital Investment By Location

| Project Type | School | Project Description | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 | |
|----------------------|-----------------------|--------------------------|----------------------|-----------|-----------|-----------|-----------|---|
| High School | | | | | | | | |
| E/RM/WSD | Alameda | General Upgrades | - | 63,601 | 148,402 | 250,000 | - | |
| WSD | | Site Improvements | - | 6,303 | 14,708 | - | - | |
| RM | Arvada | Elevator Upgrade | - | 11,913 | 27,796 | - | - | |
| SS | | Emergency Generator | - | - | - | - | - | |
| E/RM/WSD | Arvada West Sr | General Upgrades | - | 354,081 | 826,188 | - | - | |
| WSD | | Roof | - | - | - | - | - | |
| WSD | | Site Irrigation | - | 27,377 | 63,881 | - | - | |
| WSD | | Plumbing Upgrades | - | - | - | 27,000 | - | |
| RM | | Mechanical Upgrade | - | - | - | - | 234,270 | |
| RM | | Elevator Upgrade | - | 273 | 637 | - | - | |
| WSD | | Chatfield | HVAC & Elec Upgrades | - | 135,900 | 317,100 | - | - |
| RM | | | Paving | - | 1,891 | 4,412 | - | - |
| WSD | | Columbine | Roof Replacement | 348,785 | 813,833 | - | - | - |
| RM | | | Elevator Upgrade | - | 26,234 | 61,212 | - | - |
| E/RM/WSD | Conifer | General Upgrades | - | 1,507,364 | 3,517,184 | - | 204,379 | |
| RM | | Paving | - | - | - | - | - | |
| RM | | Mechanical Upgrade | - | - | - | 1,011,000 | - | |
| WSD | | Fire Alarm Upgrade | - | 241,264 | 562,948 | - | - | |
| WSD | | Mechanical Upgrade | - | - | 2,025 | 4,724 | - | |
| RM | | Paving | 332,078 | 774,849 | - | - | - | |
| WSD | | Plumbing Upgrades | - | 6,351 | 14,818 | - | - | |
| WSD | | Warm, Safe, Dry | - | 11,113 | 25,929 | 50,000 | - | |
| WSD | | Roof Replacement | - | - | - | - | - | |
| E/RM/WSD | | Dakota Ridge | General Upgrades | - | 1,453,050 | 3,390,450 | - | - |
| WSD | Building Envelope | | - | - | - | - | 459,165 | |
| WSD | Mechanical Upgrade | | - | - | - | - | - | |
| E | Evergreen Sr | Electrical Upgrades | - | 14,607 | 34,083 | - | - | |
| WSD | | Fire Alarm Upgrade | - | 149,889 | 349,740 | - | - | |
| WSD | | Locker Replacement | 102,339 | 238,790 | - | - | - | |
| WSD | | Mechanical Upgrade | - | - | - | - | 79,260 | |
| WSD | | Plumbing Upgrades | - | 10,006 | 23,347 | - | - | |
| WSD | | Roof Replacement | - | 390,000 | 910,000 | - | - | |
| WSD | | Warm, Safe, Dry | - | 14,733 | 34,376 | - | - | |
| RM | | Green Mountain Sr | Elevator Upgrade | - | 23,268 | 54,292 | - | - |
| E/RM/WSD | | | General Upgrades | - | 505,710 | 1,179,990 | - | - |
| WSD | | Jefferson | Site Upgrades | - | 3,152 | 7,354 | - | - |
| E/RM/WSD | General Upgrades | | 500,026 | 1,166,727 | - | - | - | |
| RM | Lakewood Sr | Paving | - | 26,924 | 62,822 | - | - | |
| WSD | | Plumbing Upgrades | 22,900 | 53,433 | - | - | - | |
| E/RM/WSD | | General Upgrades | - | 118,560 | 276,640 | - | - | |
| E/RM/WSD | Pomona | General Upgrades | - | 210,768 | 491,793 | - | - | |
| WSD | | Roof Replacement | - | 494,833 | 1,154,611 | - | - | |
| WSD | Ralston Valley | Site Improvements | - | 59,863 | 139,680 | - | - | |
| RM | | Plumbing Upgrades | - | - | - | 36,000 | - | |
| E/RM/WSD | Standley Lake | General Upgrades | - | 56,659 | 132,204 | - | - | |
| E/RM/WSD | | General Upgrades | 162,719 | 379,678 | - | - | 58,040 | |
| RM | Wheat Ridge | Ext. Bleachers | 857 | 2,000 | - | - | - | |
| WSD | | Fire Alarm Upgrade | - | - | 7,648 | 17,844 | 142,637 | |
| E/RM/WSD | | General Upgrades | - | - | 199,650 | 465,850 | - | |
| WSD | | Site Improvements | - | 76,200 | 177,800 | - | - | |
| Middle School | | | | | | | | |
| RM | Bell | Bleacher Replacement | 11,843 | 27,633 | - | - | - | |
| E | | Electrical Upgrades | - | 19,949 | 46,547 | - | - | |
| RM | | Elevator Upgrade | - | 27,720 | 64,681 | - | - | |
| WSD | | Fire Alarm Upgrade | - | - | 142,424 | - | 109,410 | |
| WSD | | Mechanical Upgrade | - | 169,356 | 395,165 | - | - | |
| RM | | Paving | - | 20,390 | 47,576 | - | - | |
| WSD | | Roof Upgrades | - | 9,894 | 23,086 | - | - | |
| WSD | | Warm, Safe, Dry | - | 37,951 | 88,552 | - | - | |
| RM | | Carmody | Bleacher Replacement | 10,674 | 24,905 | - | - | - |
| WSD | | | Chiller Replacement | - | 24,407 | 56,949 | - | - |

5-Year Capital Investment By Location

| | | | | | | | |
|-----|----------------------------|----------------------|--------|---------|---------|---------|---------|
| E | | Electrical Upgrades | - | 16,385 | 38,233 | - | - |
| WSD | | Fire Alarm Upgrade | - | 129,287 | 301,671 | - | - |
| WSD | | Mechanical Upgrade | - | - | 130,145 | 303,671 | 340,000 |
| WSD | | Piping Replacement | 35,421 | 82,649 | - | - | - |
| WSD | | Roof Upgrades | - | 2,226 | 5,194 | - | - |
| WSD | | Warm, Safe, Dry | - | 18,460 | 43,074 | - | - |
| RM | Creighton | Bleacher Replacement | 4,140 | 9,659 | - | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 9,212 | 21,494 | - |
| WSD | | Mechanical Upgrade | - | - | 4,255 | 9,927 | - |
| RM | | Paving | 26,713 | 62,331 | - | - | - |
| RM | Deer Creek | Bleacher Replacement | 12,440 | 29,028 | - | - | - |
| E | | Electrical Upgrades | - | 16,837 | 39,287 | - | - |
| WSD | | Fire Alarm Upgrade | - | 5,435 | 12,681 | - | - |
| WSD | | Mechanical Upgrade | - | - | 40,184 | 93,762 | 683 |
| RM | | Paving | - | 21,781 | 50,823 | - | - |
| WSD | | Roof Replacement | 51,294 | 119,687 | - | - | - |
| WSD | | Warm, Safe, Dry | - | 30,252 | 70,589 | 23,520 | - |
| RM | Drake | Bleacher Replacement | 14,268 | 33,292 | - | - | - |
| E | | Electrical Upgrades | - | 14,179 | 33,084 | - | - |
| RM | | Ext. Bleachers | 857 | 1,999 | - | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 9,350 | 21,816 | - |
| WSD | | Mechanical Upgrade | - | - | 64,250 | 149,918 | - |
| RM | | Paving | - | 1,261 | 2,941 | - | - |
| WSD | | Plumbing Upgrades | 3,817 | 8,905 | - | - | - |
| WSD | | Roof Replacement | - | 227,677 | 531,245 | - | - |
| WSD | | Warm, Safe, Dry | - | 31,296 | 73,023 | - | - |
| E | Evergreen Middle | Electrical Upgrades | - | 1,132 | 2,640 | - | - |
| WSD | | Mechanical Upgrade | - | - | 139,312 | 325,060 | 38,915 |
| RM | | Paving | - | 1,576 | 3,677 | - | - |
| E | Everitt | Electrical Upgrades | - | 3,308 | 7,718 | - | - |
| RM | | Elevator Upgrade | - | - | - | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 7,370 | 17,196 | - |
| WSD | | Mechanical Upgrade | - | - | 97,676 | 227,910 | 6,679 |
| RM | | Paving | - | 6,067 | 14,155 | - | - |
| WSD | | Warm, Safe, Dry | - | 23,863 | 55,679 | - | - |
| RM | | Site Improvements | - | - | - | 27,000 | - |
| E | Falcon Bluffs | Electrical Upgrades | - | 1,292 | 3,014 | - | - |
| WSD | | Fire Alarm Upgrade | - | 1,853 | 4,323 | - | - |
| WSD | | Roof Upgrades | - | 12,852 | 29,989 | - | - |
| RM | Ken Caryl Middle | Bleacher Replacement | 12,013 | 28,030 | - | - | - |
| E | | Electrical Upgrades | - | 10,453 | 24,390 | - | - |
| WSD | | Fire Alarm Upgrade | - | 22,887 | 53,404 | - | - |
| WSD | | Mechanical Upgrade | - | - | 4,610 | 10,756 | 1,513 |
| WSD | | Plumbing Upgrades | 7,617 | 17,773 | - | - | - |
| RM | Mandalay | Bleacher Replacement | 12,440 | 29,028 | - | - | - |
| E | | Electrical Upgrades | - | 9,634 | 22,479 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 2,497 | 5,826 | 34,423 |
| RM | | Paving | - | 315 | 736 | - | - |
| WSD | | Plumbing Upgrades | 12,701 | 29,636 | - | - | - |
| WSD | | Roof Upgrades | - | 4,493 | 10,483 | - | - |
| WSD | | Interior Renovation | - | - | - | - | - |
| E | Moore | Electrical Upgrades | - | 4,948 | 11,546 | - | - |
| RM | | Elevator Upgrade | - | - | - | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 107,578 | 251,015 | - |
| WSD | | Warm, Safe, Dry | - | 31,317 | 73,073 | - | 16,427 |
| RM | | Paving | - | - | - | - | - |
| WSD | | Mechanical Upgrade | - | - | - | - | - |
| RM | North Arvada Middle | Bleacher Replacement | 7,041 | 16,429 | - | - | - |
| E | | Electrical Upgrades | - | 11,996 | 27,990 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 75,084 | 175,196 | - |
| RM | | Kitchen Hood | 21,255 | 49,596 | - | - | - |
| WSD | | Mechanical Upgrade | - | - | 11,633 | 27,145 | - |
| WSD | | Roof Replacement | - | 403,244 | 940,904 | - | - |

5-Year Capital Investment By Location

| | | | | | | | |
|--------------------------|------------------------------|----------------------|--------|---------|---------|-----------|---------|
| WSD | | Warm, Safe, Dry | - | 66,826 | 155,927 | - | - |
| RM | | Plumbing Upgrades | - | - | - | 36,000 | - |
| E | Oberon | Electrical Upgrades | - | 7,394 | 17,253 | - | - |
| RM | | Elevator Upgrade | - | - | - | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 1,576 | 3,677 | - |
| WSD | | Mechanical Upgrade | - | - | 77,434 | 180,679 | - |
| WSD | | Plumbing Upgrades | 15,234 | 35,546 | - | 36,000 | - |
| WSD | | Warm, Safe, Dry | - | 26,294 | 61,354 | - | - |
| E | O'Connell | Electrical Upgrades | - | 2,482 | 5,791 | - | - |
| WSD | | Fire Alarm Upgrade | - | 66,234 | 154,546 | - | - |
| E/RM/WSD | | General Upgrades | - | 57,781 | 134,821 | - | - |
| WSD | | Warm, Safe, Dry | - | 246,917 | 576,141 | - | - |
| RM | | Site Improvements | - | - | - | 75,000 | - |
| RM | | Interior Renovation | - | - | - | 350,000 | - |
| WSD | Summit Ridge | Mechanical Upgrade | - | - | 12,963 | 30,247 | - |
| WSD | | Plumbing Upgrades | - | 17,800 | 41,534 | - | - |
| WSD | | Roof Upgrades | - | 7,957 | 18,567 | - | - |
| SS | | Security, PA Upgrade | - | 92,810 | 216,558 | - | - |
| WSD | | Warm, Safe, Dry | - | 5,008 | 11,684 | - | - |
| E | West Jefferson Middle | Electrical Upgrades | - | 290 | 677 | - | - |
| WSD | | Fire Alarm Upgrade | - | 11,946 | 27,875 | - | - |
| WSD | | Mechanical Upgrade | - | - | 244,943 | 571,533 | 59,600 |
| RM | | Paving | - | 4,697 | 10,959 | - | - |
| WSD | | Roof Replacement | 90,999 | 212,332 | - | - | - |
| WSD | | Warm, Safe, Dry | - | 47,716 | 111,336 | - | - |
| RM | Wheat Ridge | Bleacher Replacement | 15,793 | 36,849 | - | - | - |
| RM | | Interior Renovation | - | - | - | 350,000 | - |
| K-8 | | | | | | | |
| E | Arvada | Electrical Upgrades | - | 12,633 | 29,477 | 1,200,000 | - |
| RM | | Elevator Upgrade | - | 23,728 | 55,365 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 1,103 | 350,000 | - |
| WSD | | Mechanical Upgrade | - | - | 26,201 | 775,000 | - |
| WSD | | Roof Upgrades | - | 14,838 | 34,622 | - | - |
| WSD | | Site Improvements | - | 10,243 | 23,900 | - | - |
| E/RM/WSD | | General Upgrades | - | - | - | - | 289,114 |
| E | Coal Creek | Electrical Upgrades | - | 725 | 1,691 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 691 | 1,612 | - |
| WSD | | Mechanical Upgrade | - | - | 4,190 | 9,776 | - |
| RM | | Paving | 3,909 | 9,120 | - | - | - |
| RM | | Site Improvements | - | - | - | - | - |
| WSD | | Plumbing Upgrades | 1,500 | 3,500 | - | - | - |
| WSD | | Roof Upgrades | - | 11,873 | 27,704 | - | - |
| WSD | | Warm, Safe, Dry | - | 4,179 | 9,752 | - | - |
| Elementary School | | | | | | | |
| E | Adams | Electrical Upgrades | - | 6,689 | 15,607 | - | - |
| RM | | Kitchen Hood | 21,255 | 49,596 | - | - | - |
| WSD | | Mechanical Upgrade | - | - | 81,139 | 189,324 | - |
| RM | | Paving | - | 344 | 803 | - | - |
| WSD | | Warm, Safe, Dry | - | 5,231 | 12,207 | 56,000 | - |
| E/RM/WSD | Allendale | General Upgrades | - | 298,582 | 696,692 | - | - |
| E | | Lighting | - | - | - | - | - |
| WSD | | Mechanical Upgrade | - | 9,389 | 21,907 | - | - |
| RM | | Paving | - | - | - | - | - |
| WSD | | Roof Replacement | - | 3,498 | 8,161 | - | - |
| E | Belmar | Electrical Upgrades | - | 34,337 | 80,120 | - | - |
| RM | | Kitchen Hood | 21,255 | 49,596 | - | - | - |
| WSD | | Mechanical Upgrade | - | - | 35,795 | 83,523 | 2,636 |
| WSD | | Roof Replacement | - | 116,497 | 271,825 | - | - |
| WSD | | Warm, Safe, Dry | - | 16,540 | 38,592 | - | - |
| E | Bergen Meadow | Electrical Upgrades | - | 32,858 | 76,669 | - | - |
| WSD | | Fire Alarm Upgrade | - | 48,429 | 113,001 | - | - |
| WSD | | Mechanical Upgrade | - | - | 75,877 | 177,047 | 2,039 |
| WSD | | Roof Replacement | - | - | - | - | - |

5-Year Capital Investment By Location

| | | | | | | | |
|----------|------------------------------|------------------------|--------|---------|---------|-----------|---------|
| E | Bergen Valley | Electrical Upgrades | - | 8,225 | 19,191 | - | - |
| RM | | Kitchen Hood | 20,611 | 48,091 | - | - | - |
| WSD | | Roof Replacement | - | 125,099 | 291,898 | - | - |
| WSD | Blue Heron | Interior Renovation | - | - | - | - | - |
| WSD | | Fire Alarm Upgrade | - | 1,576 | 3,677 | - | - |
| WSD | | Mechanical Upgrade | - | - | 8,949 | 20,881 | - |
| WSD | Bradford Intermediate | Roof Upgrades | - | 4,053 | 9,456 | - | - |
| E | | Electrical Upgrades | - | 6,404 | 14,943 | - | - |
| WSD | | Fire Alarm Upgrade | - | 8,677 | 20,245 | - | - |
| WSD | Bradford Primary | Mechanical Upgrade | - | - | 98,409 | 229,622 | 2,298 |
| RM | | Paving | - | 1,867 | 4,355 | - | - |
| WSD | | Roof Replacement | - | 100,934 | 235,514 | - | - |
| WSD | Bradford Primary | Warm, Safe, Dry | - | 3,281 | 7,656 | - | - |
| E | | Electrical Upgrades | - | 7,399 | 17,265 | - | - |
| RM | | Kitchen Hood | 21,255 | 49,596 | - | - | - |
| WSD | Campbell | Mechanical Upgrade | - | - | 134,233 | 313,209 | 5,145 |
| WSD | | Roof Upgrades | - | 640 | 1,493 | - | - |
| WSD | | Site Improvements | - | 2,878 | 6,715 | - | - |
| E/RM/WSD | Campbell | General Upgrades | - | - | 49,800 | 742,189 | 62,344 |
| RM | | Paving | - | 630 | 1,471 | - | - |
| RM | | Irrigation | - | - | - | - | - |
| E/RM/WSD | Colorow | General Upgrades | - | 4,392 | 104,524 | 1,349,872 | - |
| WSD | | Fire Alarm Upgrade | - | 1,576 | 3,677 | - | - |
| RM | | Kitchen Hood | 21,255 | 49,596 | - | - | - |
| WSD | Colorow | Mechanical Upgrade | - | - | 214,700 | 500,968 | - |
| RM | | Paving | 3,091 | 7,212 | - | - | - |
| WSD | | Plumbing Upgrades | 2,748 | 6,412 | - | - | - |
| WSD | Colorow | Roof Upgrades | - | 8,158 | 19,034 | - | - |
| WSD | | Warm, Safe, Dry | - | 15,851 | 36,986 | - | - |
| E | | Electrical Upgrades | - | 4,606 | 10,747 | - | - |
| WSD | Columbine Hills | Fire Alarm Upgrade | - | 3,949 | 9,215 | - | - |
| WSD | | Mechanical Upgrade | - | - | 106,431 | 248,340 | 11,817 |
| WSD | | Roof Replacement | - | - | - | 38,700 | 247,292 |
| WSD | Columbine Hills | Warm, Safe, Dry | - | 28,407 | 66,283 | - | - |
| RM | | Site Improvements | - | - | - | 15,000 | - |
| E | | Electrical Upgrades | - | 8,351 | 19,485 | - | - |
| WSD | Coronado | Fire Alarm Replacement | - | - | - | - | - |
| RM | | Kitchen Hood | 21,255 | 49,596 | - | - | - |
| WSD | | Mechanical Upgrade | - | - | 48,485 | 482,875 | - |
| RM | Coronado | Paving | - | 6,410 | 14,957 | - | - |
| WSD | | Plumbing Upgrades | 3,244 | 7,570 | - | - | - |
| WSD | | Interior Renovation | - | - | - | 56,000 | - |
| E | Deane | Electrical Upgrades | - | 16,425 | 38,325 | - | - |
| E/RM/WSD | | General Upgrades | - | 169,834 | 396,280 | - | - |
| RM | | Site Improvements | - | - | - | 42,000 | - |
| WSD | Deane | Warm, Safe, Dry | - | 31,563 | 73,648 | - | - |
| E | | Electrical Upgrades | - | 11,054 | 25,793 | - | - |
| WSD | | Fire Alarm Upgrade | - | 11,316 | 26,404 | - | - |
| E/RM/WSD | Devinny | General Upgrades | - | 7,156 | 16,696 | - | - |
| RM | | Kitchen Hood | 21,255 | 49,596 | - | - | - |
| WSD | | Roof Upgrades | - | 3,268 | 7,625 | - | - |
| WSD | Devinny | Warm, Safe, Dry | - | 20,230 | 47,204 | - | - |
| rm | | Site Improvements | - | - | - | 15,000 | - |
| E | | Electrical Upgrades | - | 10,794 | 25,185 | - | - |
| WSD | Dutch Creek | Fire Alarm Upgrade | - | 49,940 | 116,527 | - | - |
| RM | | Kitchen Hood | 21,255 | 49,596 | - | - | - |
| WSD | | Mechanical Upgrade | - | - | 179,872 | 419,701 | 22,018 |
| WSD | Dutch Creek | Plumbing Upgrades | 398 | 929 | - | - | - |
| WSD | | Warm, Safe, Dry | - | 6,313 | 14,729 | 56,000 | - |
| E | | Electrical Upgrades | - | 14,123 | 32,953 | - | - |
| WSD | Edgewater | Fire Alarm Upgrade | - | - | 230 | 538 | - |
| WSD | | Interior Renovation | 3,619 | 8,445 | - | - | - |
| WSD | | Mechanical Upgrade | - | - | 131,050 | 305,784 | 7,561 |

5-Year Capital Investment By Location

| | | | | | | | |
|----------|-------------------------|---------------------|--------|---------|---------|---------|---------|
| RM | | Paving | 86,899 | 202,765 | - | - | - |
| WSD | | Roof Upgrades | - | 1,380 | 3,219 | - | - |
| WSD | | Warm, Safe, Dry | - | 10,862 | 25,346 | - | - |
| E | Eiber | Electrical Upgrades | - | 1,305 | 3,044 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 35,180 | - | 29,984 |
| WSD | | Mechanical Upgrade | - | - | 31,800 | 74,199 | 5,471 |
| RM | | Paving | 14,276 | 33,312 | - | - | - |
| WSD | | Plumbing Upgrades | 7,633 | 17,811 | - | - | - |
| WSD | | Roof Drain Repair | - | 3,564 | 8,315 | - | - |
| WSD | | Warm, Safe, Dry | - | 65,154 | 152,025 | - | 62,877 |
| E | Elk Creek | Electrical Upgrades | - | 18,915 | 44,134 | - | - |
| WSD | | Mechanical Upgrade | - | - | 66,581 | 155,357 | - |
| RM | | Paving | - | 4,789 | 11,174 | - | - |
| WSD | | Plumbing Upgrades | - | 38,691 | 90,279 | - | - |
| WSD | | Warm, Safe, Dry | - | 6,410 | 14,958 | 50,000 | - |
| E | Fairmount | Electrical Upgrades | - | 9,488 | 22,138 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 13,818 | 32,241 | - |
| WSD | | Mechanical Upgrade | - | - | 26,249 | 61,249 | - |
| WSD | | Warm, Safe, Dry | - | 12,723 | 29,688 | - | - |
| RM | | Site Improvements | - | - | - | 15,000 | - |
| E | Fitzmorris | Electrical Upgrades | - | 10,570 | 24,663 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 4,606 | 10,747 | - |
| WSD | | Mechanical Upgrade | - | - | 158,762 | 370,444 | - |
| WSD | | Roof Upgrades | - | 6,137 | 14,319 | - | - |
| WSD | | Warm, Safe, Dry | - | 18,649 | 43,513 | - | - |
| RM | | Site Improvements | - | - | - | 42,000 | - |
| E | Foothills | Electrical Upgrades | - | 7,144 | 16,670 | - | - |
| RM | | Kitchen Hood | 21,255 | 49,596 | - | - | - |
| RM | | Paving | 14,289 | 33,341 | - | - | - |
| RM | | Irrigation | - | - | - | - | - |
| WSD | | Warm, Safe, Dry | - | 2,104 | 4,910 | - | - |
| E | Foster | Electrical Upgrades | - | 900 | 2,101 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 36,124 | 84,289 | - |
| WSD | | Mechanical Upgrade | - | - | 25,692 | 59,949 | - |
| RM | | Paving | - | 2,333 | 5,445 | - | - |
| WSD | | Warm, Safe, Dry | - | 55,862 | 130,344 | - | - |
| WSD | | Plumbing Upgrades | - | - | - | 83,000 | - |
| RM | | Site Improvements | - | - | - | 15,000 | - |
| E | Fremont | Electrical Upgrades | - | 4,014 | 9,366 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 33,783 | 78,828 | - |
| WSD | | Mechanical Upgrade | - | - | 35,302 | 82,370 | - |
| WSD | | Roof Upgrades | - | 6,509 | 15,188 | - | - |
| WSD | | Warm, Safe, Dry | - | 51,554 | 120,292 | - | - |
| E/RM/WSD | Glennon Heights | General Upgrades | - | - | 87,100 | 734,209 | 68,155 |
| RM | | Paving | 2,076 | 4,844 | - | - | - |
| E | Governor's Ranch | Electrical Upgrades | - | 27,881 | 65,056 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | - | - | - |
| WSD | | Mechanical Upgrade | - | - | 32,634 | 76,145 | 4,390 |
| WSD | | Roof Upgrades | - | 6,311 | 14,725 | - | - |
| WSD | | Warm, Safe, Dry | - | 15,866 | 37,021 | 56,000 | - |
| RM | | Site Improvements | - | - | - | 15,000 | - |
| E/RM/WSD | Green Gables | General Upgrades | - | - | - | 259,950 | 125,160 |
| WSD | | Plumbing Upgrades | 4,570 | 10,664 | - | - | - |
| WSD | | Roof Upgrades | - | 11,732 | 27,374 | - | - |
| RM | | Site Improvements | - | - | - | 15,000 | - |
| E | Green Mountain | Electrical Upgrades | - | 20,620 | 48,112 | - | - |
| WSD | | Fire Alarm Upgrade | - | 21,740 | 50,726 | - | - |
| E/RM/WSD | | General Upgrades | - | 171,533 | 400,243 | - | - |
| RM | | Paving | 6,912 | 16,128 | - | - | - |
| WSD | | Roof Upgrades | - | 14,960 | 34,908 | - | - |
| WSD | | Warm, Safe, Dry | - | 3,088 | 7,205 | - | - |
| E | Hackberry Hill | Electrical Upgrades | - | 21,210 | 49,490 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 4,836 | 11,285 | - |

5-Year Capital Investment By Location

| | | | | | | | |
|----------|-----------------------|---------------------|--------|---------|---------|-----------|---------|
| WSD | | Mechanical Upgrade | - | - | 13,156 | 30,698 | - |
| E | Hutchinson | Electrical Upgrades | - | 5,943 | 13,867 | - | - |
| WSD | | Fire Alarm Upgrade | - | 36,886 | 86,067 | - | - |
| E/RM/WSD | | General Upgrades | - | 174,574 | 407,338 | - | - |
| RM | | Paving | 3,825 | 8,925 | - | - | - |
| WSD | | Plumbing Upgrades | 60 | 139 | - | - | - |
| WSD | Kendallvue | Fire Alarm Upgrade | - | 33,026 | 77,060 | - | - |
| RM | | Kitchen Hood | 20,611 | 48,091 | - | - | - |
| RM | | Paving | 11,954 | 27,894 | - | - | - |
| WSD | | Roof Upgrades | - | 1,210 | 2,823 | - | - |
| WSD | | Warm, Safe, Dry | - | 41,032 | 95,742 | - | - |
| RM | | Site Improvements | - | - | - | - | - |
| WSD | Kendrick Lakes | Fire Alarm Upgrade | - | 17,109 | 39,922 | - | - |
| E/RM/WSD | | General Upgrades | - | - | 17,100 | 57,000 | - |
| RM | | Paving | 6,303 | 14,708 | - | - | - |
| E/RM/WSD | Kullerstrand | General Upgrades | - | - | 29,625 | 191,902 | - |
| E | Kyffin | Electrical Upgrades | - | 32,290 | 75,344 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 68,648 | - | 310,100 |
| WSD | | Security Upgrade | - | - | 8,300 | - | - |
| WSD | | Warm, Safe, Dry | - | 17,255 | 40,261 | - | - |
| RM | | Site Improvements | - | - | - | 42,000 | - |
| WSD | Lasley | Fire Alarm Upgrade | - | 62,410 | 145,622 | - | - |
| E/RM/WSD | | General Upgrades | - | 103,858 | 242,336 | - | - |
| RM | | Paving | 2,775 | 6,475 | - | - | - |
| WSD | | Warm, Safe, Dry | - | 31,790 | 74,178 | - | - |
| RM | | Site Improvements | - | - | - | 42,000 | - |
| E | Lawrence | Electrical Upgrades | - | 5,237 | 12,219 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 70,970 | 165,597 | - |
| WSD | | Mechanical Upgrade | - | - | 48,217 | 112,507 | - |
| WSD | | Warm, Safe, Dry | - | 20,866 | 48,688 | - | 10,190 |
| WSD | Leawood | Mechanical Upgrade | - | - | 194,713 | 1,470,722 | - |
| RM | | Paving | - | 7,343 | 17,135 | - | - |
| WSD | | Interior Renovation | - | - | - | 56,000 | - |
| WSD | | Warm, Safe, Dry | - | - | - | - | 60,827 |
| WSD | Little | Fire Alarm Upgrade | - | - | 26,076 | 60,844 | - |
| WSD | | Plumbing Upgrades | 11,450 | 26,716 | - | - | - |
| WSD | | Roof Replacement | - | 11,646 | 27,173 | - | - |
| WSD | | Warm, Safe, Dry | - | 26,685 | 62,265 | - | - |
| E | Lukas | Electrical Upgrades | - | 5,949 | 13,882 | - | - |
| RM | | Kitchen Hood | 20,611 | 48,091 | - | - | - |
| WSD | | Mechanical Upgrade | - | - | 81,282 | 189,657 | - |
| RM | | Paving | - | 1,408 | 3,286 | - | - |
| WSD | | Warm, Safe, Dry | - | 4,685 | 10,931 | 56,000 | - |
| E | Lumberg | Electrical Upgrades | - | 8,608 | 20,086 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 68,615 | 160,103 | - |
| WSD | | Mechanical Upgrade | - | - | 48,599 | 113,397 | - |
| RM | | Paving | 3,111 | 7,259 | - | - | - |
| WSD | | Plumbing Upgrades | 3,678 | 8,583 | - | - | - |
| WSD | | Roof Replacement | - | 179,918 | 419,810 | - | - |
| WSD | | Warm, Safe, Dry | - | 82,382 | 192,226 | - | 53,775 |
| E | Maple Grove | Electrical Upgrades | - | 15,093 | 35,216 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 40,596 | 94,723 | - |
| RM | | Kitchen Hood | 21,255 | 49,596 | - | - | - |
| WSD | | Roof Replacement | - | 141,336 | 329,785 | - | - |
| WSD | | Warm, Safe, Dry | - | 16,242 | 37,899 | - | - |
| E | Marshdale | Electrical Upgrades | - | - | 42,300 | 81,592 | - |
| RM | | Paving | - | 3,152 | 7,355 | - | - |
| WSD | | Plumbing Upgrades | - | - | - | 115,000 | - |
| E | Mitchell | Electrical Upgrades | - | 6,821 | 15,916 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 40,417 | - | 409,151 |
| WSD | | Mechanical Upgrade | - | 12,468 | 29,093 | - | - |
| WSD | | Partition Upgrades | 7,458 | 17,402 | - | - | - |
| RM | | Paving | 4,178 | 9,750 | - | - | - |

5-Year Capital Investment By Location

| | | | | | | | | |
|----------|------------------------|-----------------------|---------------------|---------|---------|---------|---------|--------|
| WSD | Molholm | Plumbing Upgrades | 6,107 | 14,249 | - | - | - | |
| E | | Electrical Upgrades | - | 870 | 2,030 | - | - | |
| WSD | | Fire Alarm Upgrade | - | - | 64,296 | 150,023 | - | |
| WSD | | Mechanical Upgrade | - | - | 49,875 | 116,375 | 3,993 | |
| RM | Mortensen | Paving | 2,918 | 6,808 | - | - | - | |
| WSD | | Roof Upgrades | - | 817 | 1,906 | - | - | |
| RM | | Site Improvements | - | - | - | 15,000 | - | |
| E | | Electrical Upgrades | - | 3,657 | 8,532 | - | - | |
| WSD | | Mechanical Upgrade | - | - | 153,499 | 358,163 | 3,268 | |
| RM | | Paving | - | 394 | 920 | - | - | |
| WSD | | Roof Replacement | 141,435 | 330,014 | - | - | - | |
| WSD | | Warm, Safe, Dry | - | 60,358 | 140,836 | 15,000 | - | |
| E | | Mount Carbon | Electrical Upgrades | - | 290 | 677 | - | - |
| WSD | | | Fire Alarm Upgrade | - | 85,442 | 199,364 | - | - |
| WSD | Mechanical Upgrade | | - | - | 128,864 | 300,682 | - | |
| WSD | Plumbing Upgrades | | - | 4,663 | 10,880 | - | - | |
| WSD | Normandy | Roof Replacement | 153,029 | 357,067 | - | - | - | |
| WSD | | Warm, Safe, Dry | - | 9,469 | 22,094 | - | - | |
| E | | Electrical Upgrades | - | 9,080 | 21,188 | - | - | |
| WSD | | Mechanical Upgrade | - | - | 305,780 | 713,486 | 2,377 | |
| RM | | Paving | - | 4,412 | 10,296 | - | - | |
| WSD | | Plumbing Upgrades | - | 6,107 | 14,249 | - | - | |
| WSD | | Roof Upgrades | - | 18,926 | 44,161 | - | - | |
| WSD | | Warm, Safe, Dry | - | 6,313 | 14,729 | 106,000 | - | |
| E | | Parmalee | Electrical Upgrades | - | 1,809 | 4,221 | - | - |
| WSD | | | Mechanical Upgrade | - | - | 43,591 | 101,711 | 15,737 |
| WSD | Roof Upgrades | | - | 12,956 | 30,230 | - | - | |
| WSD | Sanitary Sewer Repl | | 23,587 | 55,036 | - | - | - | |
| WSD | Parr | Warm, Safe, Dry | - | 13,661 | 31,875 | - | - | |
| RM | | Paving | - | 2,333 | 5,445 | - | - | |
| WSD | | Plumbing Upgrades | 3,808 | 8,885 | - | - | - | |
| WSD | | Warm, Safe, Dry | 88,643 | 206,833 | - | 15,000 | - | |
| WSD | Patterson | Fire Alarm Upgrade | - | 8,873 | 20,705 | - | - | |
| WSD | | Plumbing Upgrades | 1,009 | 2,354 | - | - | - | |
| WSD | Peck | Fire Alarm Upgrade | - | - | 39,804 | 92,877 | - | |
| WSD | | Mechanical Upgrade | - | - | 35,651 | 83,185 | - | |
| WSD | | Roof Replacement | - | 162,116 | 378,271 | - | - | |
| WSD | Peiffer | Warm, Safe, Dry | - | 78,771 | 183,800 | - | - | |
| WSD | | Fire Alarm Upgrade | - | 37,030 | 86,402 | - | - | |
| WSD | | Mechanical Upgrade | - | - | 214,321 | 500,083 | - | |
| RM | | Paving | 11,795 | 27,521 | - | - | - | |
| RM | Pennington | Irrigation | - | - | - | - | - | |
| WSD | | Interior Renovation | - | - | - | 50,000 | - | |
| WSD | | Fire Alarm Upgrade | - | - | 3,455 | 8,061 | - | |
| RM | | Kitchen Hood | 21,255 | 49,596 | - | - | - | |
| WSD | | Mechanical Upgrade | - | - | 37,672 | 87,902 | 1,505 | |
| RM | | Paving | - | 394 | 920 | - | - | |
| WSD | Pleasant View | Warm, Safe, Dry | - | 40,151 | 93,685 | - | - | |
| E/RM/WSD | | General Upgrades | - | - | 266,055 | 888,235 | - | |
| RM | | Paving | - | 42,495 | 99,156 | - | - | |
| WSD | Powderhorn | Mechanical Upgrade | - | - | - | - | 53,513 | |
| E | | Electrical Upgrades | - | 2,768 | 6,460 | - | - | |
| WSD | | Fire Alarm Upgrade | - | 48,701 | 113,635 | - | - | |
| RM | | Paving | - | 394 | 920 | - | - | |
| WSD | Prospect Valley | Warm, Safe, Dry | - | 5,584 | 13,029 | 15,000 | - | |
| E | | Electrical Upgrades | - | - | - | 4,500 | 9,870 | |
| WSD | | Gym Floor Replacement | - | 9,752 | 22,754 | - | - | |
| RM | | Paving | 405 | 945 | - | - | - | |
| RM | Ralston | Site Improvements | - | - | - | 27,000 | - | |
| WSD | | Roof Replacement | - | - | - | - | - | |
| WSD | | Fire Alarm Upgrade | - | - | 7,370 | 17,196 | - | |
| WSD | | Mechanical Upgrade | - | 138,618 | 323,443 | - | - | |
| WSD | | Roof Upgrades | - | 3,630 | 8,471 | - | - | |

5-Year Capital Investment By Location

| | | | | | | | |
|----------|-----------------------|---------------------|---------|---------|---------|---------|-----------|
| WSD | | Warm, Safe, Dry | - | 18,679 | 43,585 | 50,000 | - |
| RM | | Site Improvements | - | - | - | 15,000 | - |
| E | Red Rocks | Electrical Upgrades | - | - | - | 2,100 | 13,327 |
| WSD | | Roof Replacement | - | 67,754 | 158,092 | - | - |
| RM | | Paving | - | - | - | - | - |
| E | Rooney Ranch | Electrical Upgrades | - | 2,764 | 6,448 | - | - |
| WSD | | Fire Alarm Upgrade | - | 29,014 | 67,698 | - | - |
| E/RM/WSD | | General Upgrades | - | 43,571 | 101,665 | - | - |
| WSD | | Plumbing Upgrades | 7,573 | 17,671 | - | - | - |
| WSD | | Roof Replacement | 170,018 | 396,708 | - | - | - |
| E | Ryan | Electrical Upgrades | - | 6,386 | 14,901 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 27,470 | 64,098 | - |
| WSD | | Roof Upgrades | - | 4,722 | 11,017 | - | - |
| WSD | | Interior Renovation | - | - | - | 56,000 | - |
| E | Secrest | Electrical Upgrades | - | 8,474 | 19,773 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 71,463 | 166,748 | - |
| WSD | | Mechanical Upgrade | - | - | 30,490 | 71,144 | - |
| RM | | Paving | - | 1,991 | 4,646 | - | - |
| WSD | | Warm, Safe, Dry | - | 35,302 | 82,372 | - | - |
| RM | | Site Improvements | - | - | - | 27,000 | - |
| E | Semper | Electrical Upgrades | - | 5,806 | 13,546 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 29,216 | 68,170 | - |
| WSD | | Warm, Safe, Dry | - | 1,706 | 3,981 | - | - |
| E | Shaffer | Electrical Upgrades | - | 4,861 | 11,342 | - | - |
| WSD | | Fire Alarm Upgrade | - | 78,420 | 182,980 | - | - |
| RM | | Paving | - | 394 | 920 | - | - |
| WSD | | Roof Upgrades | - | 11,501 | 26,837 | - | 590,916 |
| WSD | | Warm, Safe, Dry | - | 8,828 | 20,598 | - | - |
| E | Shelton | Electrical Upgrades | - | 290 | 677 | - | - |
| WSD | | Mechanical Upgrade | - | 274,679 | 640,919 | - | - |
| WSD | | Plumbing Upgrades | 1,593 | 3,717 | - | - | - |
| WSD | | Warm, Safe, Dry | 12,954 | 30,226 | - | - | - |
| WSD | Sheridan Green | Mechanical Upgrade | - | - | 3,116 | 7,272 | - |
| RM | | Site Improvements | - | - | - | 15,000 | - |
| E | Sierra | Electrical Upgrades | - | 1,595 | 3,721 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 1,576 | 3,677 | - |
| RM | | Site Improvements | - | - | - | 15,000 | - |
| E | Slater | Electrical Upgrades | - | 10,863 | 25,346 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 38,763 | - | 538,106 |
| WSD | | Mechanical Upgrade | - | - | 47,096 | 109,890 | 6,003 |
| RM | | Paving | 22,304 | 52,042 | - | - | - |
| WSD | | Plumbing Upgrades | - | 7,633 | 17,811 | - | - |
| WSD | | Roof Replacement | - | 76,170 | 177,731 | - | - |
| WSD | | Warm, Safe, Dry | - | 6,510 | 15,189 | - | 46,962 |
| WSD | South Lakewood | Fire Alarm Upgrade | - | - | 34,599 | - | 39,095 |
| RM | | Paving | 2,652 | 6,188 | - | - | - |
| WSD | | Roof Upgrades | - | 14,934 | 34,846 | - | - |
| WSD | | Warm, Safe, Dry | - | 2,051 | 4,785 | - | - |
| E | Stein | Electrical Upgrades | - | 1,160 | 2,706 | - | - |
| WSD | | Fire Alarm Upgrade | - | 1,567 | 3,656 | - | - |
| WSD | | Roof Upgrades | - | 2,463 | 5,746 | - | - |
| RM | | Site Improvements | - | - | - | 50,000 | - |
| WSD | | Exterior Upgrades | - | - | - | 75,000 | 1,582,526 |
| WSD | | Interior Renovation | - | - | - | 75,000 | - |
| E | Stevens | Electrical Upgrades | - | 580 | 1,353 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 9,903 | 23,106 | 101,765 |
| RM | | Paving | 62,916 | 146,803 | - | - | - |
| WSD | | Roof Upgrades | - | 6,383 | 14,894 | - | - |
| WSD | | Warm, Safe, Dry | - | 22,381 | 52,223 | - | - |
| WSD | | Interior Renovation | - | - | - | 50,000 | - |
| WSD | Stober | Fire Alarm Upgrade | - | - | - | 18,750 | 29,816 |
| RM | | Site Improvements | - | - | - | 15,000 | - |
| E | Stony Creek | Electrical Upgrades | - | 19,505 | 45,511 | - | - |

5-Year Capital Investment By Location

| | | | | | | | |
|----------|-----------------------|---------------------|---------|---------|---------|-----------|---------|
| RM | | Kitchen Hood | 21,255 | 49,596 | - | - | - |
| WSD | | Mechanical Upgrade | - | - | 16,205 | 37,811 | 5,020 |
| RM | | Paving | - | 4,950 | 11,551 | - | - |
| WSD | | Warm, Safe, Dry | - | 6,313 | 14,729 | 56,000 | - |
| E | Stott | Electrical Upgrades | - | 8,370 | 19,530 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 42,215 | 98,501 | - |
| WSD | | Mechanical Upgrade | - | - | 89,489 | 208,807 | - |
| WSD | | Site Upgrades | - | 4,007 | 9,350 | 27,000 | - |
| E | Swanson | Electrical Upgrades | - | 263 | 614 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 67,238 | - | 537,105 |
| WSD | | Mechanical Upgrade | - | - | 67,019 | 156,377 | - |
| RM | | Paving | - | 1,261 | 2,941 | - | - |
| WSD | | Warm, Safe, Dry | - | 27,373 | 63,871 | - | - |
| WSD | Thomson | Plumbing Upgrades | - | 3,809 | 8,887 | - | - |
| WSD | | Warm, Safe, Dry | - | - | 29,800 | 292,614 | - |
| RM | | Paving | - | - | - | - | - |
| E | Ute Meadows | Electrical Upgrades | - | 15,916 | 37,138 | - | - |
| RM | | Kitchen Hood | 21,255 | 49,596 | - | - | - |
| WSD | | Mechanical Upgrade | - | - | 66,802 | 155,872 | 5,641 |
| RM | | Paving | - | 2,837 | 6,619 | - | - |
| WSD | | Plumbing Upgrades | 6,107 | 14,249 | - | - | - |
| WSD | | Warm, Safe, Dry | - | 34,720 | 81,012 | 56,000 | - |
| RM | Van Arsdale | Paving | - | 3,889 | 9,074 | - | - |
| WSD | | Roof Upgrades | - | 10,716 | 25,003 | - | - |
| RM | | Site Improvements | - | - | - | 27,000 | - |
| E | Vanderhoof | Electrical Upgrades | - | 20,649 | 48,181 | - | - |
| RM | | Kitchen Hood | 21,255 | 49,596 | - | - | - |
| WSD | | Mechanical Upgrade | - | - | 47,449 | 110,713 | - |
| RM | | Paving | 3,776 | 8,811 | - | - | - |
| WSD | | Roof Replacement | - | - | - | - | - |
| WSD | | Interior Renovation | - | - | - | 50,000 | - |
| E | Vivian | Electrical Upgrades | - | 3,984 | 9,296 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 10,244 | 23,903 | 245,985 |
| WSD | | Mechanical Upgrade | - | - | 46,030 | 107,404 | 3,078 |
| RM | | Paving | - | 18,414 | 42,967 | - | - |
| WSD | | Roof Upgrades | - | 859 | 2,003 | - | - |
| WSD | | Plumbing Upgrades | - | - | - | 83,000 | - |
| WSD | Warder | Mechanical Upgrade | - | - | 125,284 | 292,329 | - |
| RM | | Paving | - | 2,926 | 6,827 | - | - |
| WSD | | Plumbing Upgrades | - | 3,047 | 7,109 | 83,000 | - |
| WSD | | Roof Replacement | 101,225 | 236,193 | - | - | - |
| WSD | | Warm, Safe, Dry | - | 3,794 | 8,852 | 56,000 | - |
| WSD | Weber | Mechanical Upgrade | - | - | 97,445 | 227,372 | - |
| WSD | | Roof Upgrades | - | 2,216 | 5,170 | - | 15,018 |
| E | Welchester | Electrical Upgrades | - | 7,736 | 18,051 | - | - |
| WSD | | Mechanical Upgrade | - | 93,993 | 219,317 | - | - |
| WSD | | Site Upgrades | - | 5,568 | 12,992 | - | - |
| WSD | | Warm, Safe, Dry | - | 19,465 | 45,418 | - | - |
| E | West Jefferson | Electrical Upgrades | - | 9,824 | 22,924 | - | - |
| WSD | | Roof Upgrades | - | 8,840 | 20,628 | - | - |
| WSD | | Warm, Safe, Dry | - | 4,101 | 9,570 | - | - |
| E | West Woods | Electrical Upgrades | - | 959 | 2,237 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 1,842 | 4,299 | - |
| RM | | Kitchen Hood | 1,556 | 3,630 | - | - | - |
| WSD | | Roof Upgrades | - | 14,103 | 32,906 | - | - |
| WSD | | Warm, Safe, Dry | - | 374,116 | 872,938 | - | - |
| E/RM/WSD | Westgate | General Upgrades | - | - | 58,280 | 1,005,821 | - |
| RM | | Paving | 3,181 | 7,423 | - | - | - |
| WSD | | Plumbing Upgrades | 8,836 | 20,616 | - | - | - |
| WSD | | Mechanical Upgrade | - | - | - | - | 43,331 |
| RM | Westridge | Elevator Upgrade | - | 240 | 559 | - | - |
| WSD | | Fire Alarm Upgrade | - | 9,384 | 21,896 | - | - |
| WSD | | Mechanical Upgrade | - | - | 28,365 | 66,184 | - |

5-Year Capital Investment By Location

| | | | | | | | |
|----------------------|---------------------------|----------------------|---------------------|---------|---------|---------|-----------|
| RM | | Paving | 17,406 | 40,614 | - | - | - |
| WSD | | Plumbing Upgrades | - | 2,002 | 4,670 | - | - |
| WSD | | Roof Upgrades | - | 22,781 | 53,157 | - | - |
| WSD | | Warm, Safe, Dry | - | 40,157 | 93,699 | 290,462 | - |
| E | Wilmore-Davis | Electrical Upgrades | - | 10,154 | 23,693 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 25,188 | 58,773 | - |
| WSD | | Mechanical Upgrade | - | - | 129,501 | 302,168 | - |
| WSD | | Plumbing Upgrades | 3,817 | 8,905 | - | - | - |
| WSD | | Roof Replacement | 78,827 | 183,930 | - | - | - |
| WSD | | Site Upgrades | - | 53,815 | 125,569 | - | - |
| E | | Wilmot | Electrical Upgrades | - | 4,213 | 9,831 | - |
| WSD | Fire Alarm Upgrade | | - | 1,576 | 3,677 | - | - |
| WSD | Mechanical Upgrade | | - | - | 66,805 | 155,879 | 11,122 |
| wsd | | Security Upgrade | - | - | 2,700 | - | - |
| RM | | Paving | 3,476 | 8,112 | - | - | - |
| WSD | | Plumbing Upgrades | - | 2,862 | 6,679 | - | - |
| RM | | Site Improvements | - | - | - | 15,000 | - |
| E | Witt | Electrical Upgrades | - | 580 | 1,353 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 30,989 | 72,309 | - |
| RM | | Kitchen Hood | 20,611 | 48,091 | - | - | - |
| WSD | | Mechanical Upgrade | - | - | 1,772 | 4,134 | 17,054 |
| District-wide | | | | | | | |
| WSD | Miller Special | Fire Alarm Upgrade | - | 43,212 | 100,827 | - | - |
| RM | | Paving | 2,823 | 6,587 | - | - | - |
| WSD | Mt. Evans | Fire Alarm Upgrade | - | 1,698 | 3,962 | - | - |
| E | | Electrical Upgrades | - | - | - | 125,000 | - |
| E | Windy Peak | Electrical Upgrades | - | 1,004 | 2,342 | 125,000 | - |
| WSD | | Fire Alarm Upgrade | - | 13,406 | 31,282 | - | - |
| WSD | | Fire Suppression | 22,616 | 52,771 | - | - | - |
| Option | | | | | | | |
| RM | Brady Exploration | Bleacher Replacement | - | 24,000 | 56,000 | - | - |
| E | | Electrical Upgrades | - | 91,196 | 212,790 | - | - |
| WSD | | Fire Alarm Upgrade | - | 11,847 | 27,643 | - | - |
| WSD | | Mechanical Upgrade | - | - | 285,004 | 665,008 | 7,054 |
| RM | | Paving | 2,135 | 4,981 | - | - | - |
| WSD | | Roof Replacement | - | 7,508 | 17,520 | - | - |
| WSD | | Warm, Safe, Dry | - | 29,518 | 68,874 | - | - |
| E | Dennison | Electrical Upgrades | - | 15,352 | 35,821 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 41,423 | 96,654 | - |
| WSD | | Mechanical Upgrade | - | 120,017 | 280,039 | - | - |
| RM | | Paving | 10,985 | 25,632 | - | - | - |
| WSD | | Piping Replacement | 1,205 | 2,812 | - | - | - |
| WSD | | Roof Replacement | - | 62,342 | 145,464 | - | - |
| WSD | | Warm, Safe, Dry | - | 23,149 | 54,014 | - | - |
| E/RM/WSD | D'Evelyn Jr/Sr | General Upgrades | - | - | 81,390 | - | 403,993 |
| WSD | | Mechanical Upgrade | - | - | - | 60,000 | 17,413 |
| WSD | Jeffco Open | Plumbing Upgrades | 4,570 | 10,664 | - | - | 2,105 |
| E/RM/WSD | Longview HS | General Upgrades | - | 66,000 | 154,000 | - | - |
| E | Manning School | Electrical Upgrades | - | 8,028 | 18,733 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 19,931 | 46,505 | - |
| WSD | | Roof Replacement | 173,807 | 405,550 | - | - | - |
| WSD | | Warm, Safe, Dry | - | 62,141 | 144,995 | - | - |
| RM | | Irrigation | - | - | - | - | - |
| E | McLain Community | Electrical Upgrades | - | 2,675 | 6,241 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 9,212 | 21,494 | - |
| RM | | Paving | - | - | - | - | 660,000 |
| WSD | | Warm, Safe, Dry | - | 1,538 | 3,589 | - | - |
| WSD | Sobesky Academy | Fire Alarm Upgrade | - | - | 19,581 | 45,689 | - |
| RM | | Paving | 5,021 | 11,715 | - | - | - |
| WSD | | Warm, Safe, Dry | - | 18,738 | 43,722 | - | - |
| E | Warren Tech Center | Electrical Upgrades | - | 79,283 | 184,994 | - | - |
| RM | | Elevator Upgrade | - | 167,862 | 391,678 | - | - |
| RM | | Paving | - | - | - | - | 2,647,758 |

5-Year Capital Investment By Location

| | | | | | | | |
|--------------------------------|------------------------------------|-------------------------|-----------|------------|------------|------------|------------|
| WSD | | Fire Alarm Upgrade | - | - | 11,848 | 27,644 | - |
| RM | | Kitchen Hood | 21,255 | 49,596 | - | - | - |
| WSD | | Mechanical Upgrade | - | 76,446 | 178,373 | - | - |
| WSD | | Plumbing Upgrades | 1,527 | 3,562 | - | - | - |
| WSD | | Warm, Safe, Dry | - | 17,146 | 40,007 | - | - |
| E | Warren Tech North | Electrical Upgrades | - | 145 | 338 | - | - |
| WSD | | Exterior Upgrades | - | - | - | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 461 | 1,075 | - |
| WSD | | Mechanical Upgrade | - | 98,466 | 229,753 | - | - |
| WSD | | Warm, Safe, Dry | - | 2,104 | 4,910 | - | - |
| Charter | | | | | | | |
| E/RM/WSD | Collegiate Academy | General Upgrades | - | 248,460 | 579,740 | - | - |
| E/RM/WSD | Compass Montessori Golden | General Upgrades | - | - | 120,300 | 280,700 | - |
| E/RM/WSD | Compass Montessori WR | General Upgrades | - | - | 16,200 | 37,800 | - |
| E/RM/WSD | Excel Academy | General Upgrades | - | - | 14,400 | 33,600 | - |
| E/RM/WSD | Free Horizon | General Upgrades | - | 149,100 | 347,900 | - | - |
| E/RM/WSD | Jefferson Academy | General Upgrades | - | - | 45,000 | 432,467 | - |
| E/RM/WSD | Lincoln Academy | General Upgrades | - | - | 164,400 | 383,600 | 250,000 |
| WSD | Montessori Peaks | HVAC & Elec Upgrades | - | 26,100 | 60,900 | - | - |
| E/RM/WSD | Mountain Phoenix | General Upgrades | - | - | 45,300 | 105,700 | - |
| WSD | Rocky Mtn Academy Evergrn | Sitework | - | 39,300 | 91,700 | - | - |
| E/RM/WSD | Woodrow Wilson | General Upgrades | - | 103,500 | 241,500 | - | - |
| Support | | | | | | | |
| E | Conifer WWTP | Electrical Upgrades | - | 691 | 1,612 | - | - |
| WSD | | Mechanical Upgrade | - | - | 506 | 1,181 | - |
| WSD | | Plumbing Upgrades | - | - | - | - | 587,337 |
| E | Ed. Services Cntr | Electrical Upgrades | - | 30,458 | 71,068 | - | - |
| RM | | Elevator Upgrade | - | - | - | - | - |
| WSD | | HVAC & Elec Upgrades | - | 92,684 | 216,262 | 40,000 | - |
| WSD | | Plumbing Upgrades | 16,558 | 38,634 | - | - | - |
| RM | Service Center - Bldg 1 | Elevator Upgrade | - | 23,531 | 54,905 | - | - |
| WSD | | Fire Alarm Upgrade | - | - | 90,170 | 210,396 | 40,455 |
| WSD | | Interior Renovation | - | - | 1,382 | 3,224 | - |
| SS | | South Entry Reconfigure | - | 50,700 | 118,300 | - | - |
| WSD | Service Center - Bldg 2 | Fire Alarm Upgrade | - | - | 461 | 1,075 | - |
| WSD | | Mechanical Upgrade | - | - | - | - | 107,206 |
| RM | | Paving | - | 84,810 | 197,890 | - | - |
| WSD | Service Center - Bldg 4 | Complex Improvements | - | - | 450,000 | 1,500,000 | - |
| WSD | | Mechanical Upgrade | - | 450,000 | 1,050,000 | - | - |
| WSD | Transportation - West | Fire Alarm Upgrade | - | 7,924 | 18,489 | - | - |
| Athletics | | | | | | | |
| WSD | Lakewood Memorial Stdm | Plumbing Upgrades | - | 299 | 697 | - | - |
| WSD | | Roof Upgrades | - | 5,744 | 13,402 | - | - |
| RM | | Turf Replacement | - | - | 450,000 | - | - |
| WSD | NAAC | Mechanical Upgrade | - | 7,688 | 17,940 | - | - |
| E/RM/WSD | Stadium - 6th & Kipling | General Upgrades | - | - | - | - | - |
| Unallocated/Contingency | | | | | | | |
| | | | 3,608,435 | 24,409,251 | 45,944,871 | 31,299,701 | 12,223,199 |




Appendix B

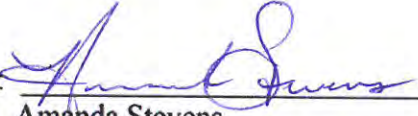
**Jefferson County School District No. R-1
Supplemental Appropriation
For the Fiscal Year Beginning July 1, 2016 and Ending June 30, 2017
RESOLUTION**

BE IT RESOLVED by the Board of Education of Jefferson County Public Schools that the amounts included on the attached document are appropriated and revise the organizational budget adopted for the fiscal year beginning July 1, 2016, and ending June 30, 2017.

Adopted this 4th day of May, 2017.

(SEAL)

By: 
Ron Mitchell
President, Board of Education

Attest: 
Amanda Stevens
Secretary, Board of Education

Signed after printing document.

Jefferson County School District No. R-1
2016/2017 Fiscal Year Supplemental Budget Appropriation Resolution

REVENUE

| Sources of Revenue | 2016/2017 Adopted Budget | Increase (Decrease) | 2016/2017 Revised Budget May 4, 2017 |
|--|--------------------------------|------------------------|---|
| CAPITAL RESERVE FUND | | | |
| Interest Earnings and Fees in Lieu | \$ 370,000 | \$ 1,114,943 | \$ 1,484,943 |
| CAPITAL RESERVE FUND TOTAL SUPPLEMENTAL | \$ 370,000 | \$ 1,114,943 | \$ 1,484,943 |
| BUILDING FUND | | | |
| Interest Earnings | \$ - | \$ 30,000 | \$ 30,000 |
| BUILDING FUND TOTAL SUPPLEMENTAL | \$ - | \$ 30,000 | \$ 30,000 |
| CHILD CARE FUND | | | |
| Increase due to new programs and increased participation | \$ 12,849,973 | \$ 550,000 | \$ 13,399,973 |
| CHILD CARE FUND TOTAL SUPPLEMENTAL | \$ 12,849,973 | \$ 550,000 | \$ 13,399,973 |

Jefferson County School District No. R-1
2016/2017 Fiscal Year Supplemental Budget Appropriation Resolution

EXPENDITURE APPROPRIATION

| Description of Expenditure | 2016/2017 Adopted Budget | Increase (Decrease) | 2016/2017 Revised Budget May 4, 2017 |
|--|--------------------------------|------------------------|---|
| CAPITAL RESERVE FUND | | | |
| Increased expenditures related to 2 new schools | \$ 65,285,675 | \$ 850,000 | \$ 66,135,675 |
| CAPITAL RESERVE FUND TOTAL SUPPLEMENTAL | \$ 65,285,675 | \$ 850,000 | \$ 66,135,675 |
| BUILDING FUND | | | |
| Completion of 2012 Bond Program | \$ 6,667,842 | \$ 1,062,717 | \$ 7,730,559 |
| BUILDING FUND TOTAL SUPPLEMENTAL | \$ 6,667,842 | \$ 1,062,717 | \$ 7,730,559 |
| CAMPUS ACTIVITY FUND | | | |
| Due to site based decisions and increased spending in various activities | \$ 25,925,059 | \$ 350,000 | \$ 26,275,059 |
| CAMPUS ACTIVITY FUND TOTAL SUPPLEMENTAL | \$ 25,925,059 | \$ 350,000 | \$ 26,275,059 |
| CHILD CARE FUND | | | |
| Expenditures increased due to new programs and increase in participation | \$ 13,092,044 | \$ 550,000 | \$ 13,642,044 |
| CHILD CARE FUND TOTAL SUPPLEMENTAL | \$ 13,092,044 | \$ 550,000 | \$ 13,642,044 |

**Jefferson County School District No. R-1
Supplemental Appropriation
For the Fiscal Year Beginning July 1, 2016 and Ending June 30, 2017
RESOLUTION**

BE IT RESOLVED by the Board of Education of Jefferson County Public Schools that the amounts included on the attached document are appropriated and revise the organizational budget adopted for the fiscal year beginning July 1, 2016, and ending June 30, 2017.

Adopted this 4th day of May, 2017.


(SEAL)

By:



Ron Mitchell
President, Board of Education

Attest:



Amanda Stevens
Secretary, Board of Education

Signed after printing document.

Jefferson County School District No. R-1
2016/2017 Fiscal Year Supplemental Budget Appropriation Resolution

REVENUE APPROPRIATION

| Description of Expenditure | 2016/2017 *Revised Budget | Increase (Decrease) | 2016/2017 Revised Budget May 4, 2017 |
|--|---------------------------------|------------------------|---|
| CAPITAL RESERVE FUND | | | |
| General Fund transfer for Dunstan Middle School addition | \$ 32,559,971 | \$ 4,500,000 | \$ 37,059,971 |
| GENERAL FUND TOTAL SUPPLEMENTAL | \$ 32,559,971 | \$ 4,500,000 | \$ 37,059,971 |

Jefferson County School District No. R-1
2016/2017 Fiscal Year Supplemental Budget Appropriation Resolution

EXPENDITURE APPROPRIATION

| Description of Expenditure | 2016/2017 Adopted Budget | Increase (Decrease) | 2016/2017 Revised Budget May 4, 2017 |
|---|--------------------------------|------------------------|---|
| GENERAL FUND TRANSFERS | | | |
| Increase in Capital Reserve Transfer by \$4.5M from General Fund Reserves for addition on to Dunstan Middle School. | \$ 32,309,971 | \$ 4,500,000 | \$ 36,809,971 |
| GENERAL FUND TOTAL SUPPLEMENTAL | \$ 32,309,971 | \$ 4,500,000 | \$ 36,809,971 |


* Revision includes Supplemental Appropriation for Drake Middle School of \$10,000,000


**Jefferson County School District No. R-1
Supplemental Appropriation
For the Fiscal Year Beginning July 1, 2016 and Ending June 30, 2017
RESOLUTION**

BE IT RESOLVED by the Board of Education of Jefferson County Public Schools that the amounts included on the attached document are appropriated and revise the organizational budget adopted for the fiscal year beginning July 1, 2016, and ending June 30, 2017.

Adopted this 4th day of May, 2017.

(SEAL)

By: 
Ron Mitchell
President, Board of Education

Attest: 
Amanda Stevens
Secretary, Board of Education

Signed after printing document.

Jefferson County School District No. R-1
 2016/2017 Fiscal Year Supplemental Budget Appropriation Resolution

REVENUE APPROPRIATION

| Description of Expenditure | 2016/2017 Adopted Budget | Increase (Decrease) | 2016/2017 Revised Budget May 4, 2017 |
|--|--------------------------------|------------------------|---|
| CAPITAL RESERVE FUND | | | |
| General Fund transfer for Drake Middle School addition | \$ 22,559,971 | \$ 10,000,000 | \$ 32,559,971 |
| GENERAL FUND TOTAL SUPPLEMENTAL | \$ 22,559,971 | \$ 10,000,000 | \$ 32,559,971 |

Jefferson County School District No. R-1
 2016/2017 Fiscal Year Supplemental Budget Appropriation Resolution

EXPENDITURE APPROPRIATION

| Description of Expenditure | 2016/2017 Adopted Budget | Increase (Decrease) | 2016/2017 Revised Budget May 4, 2017 |
|--|--------------------------------|------------------------|---|
| GENERAL FUND TRANSFERS | | | |
| Increase in Capital Reserve Transfer by \$10M from General Fund Reserves for addition on to Drake Middle School. | \$ 22,309,971 | \$ 10,000,000 | \$ 32,309,971 |
| GENERAL FUND TOTAL SUPPLEMENTAL | \$ 22,309,971 | \$ 10,000,000 | \$ 32,309,971 |

Jefferson County School District No. R-1
Authorizing the Use of a Portion of Beginning Fund Balances
For the Fiscal Year Beginning July 1, 2016 and Ending June 30, 2017
RESOLUTION

WHEREAS, C.R.S. 22-44-105 states that a budget, duly adopted pursuant to this article, shall not provide for expenditures, interfund transfers, or reserves, in excess of available revenues and beginning fund balance.

WHEREAS, the Board of Education may authorize the use of a portion of the beginning fund balance in the budget, stating the amount to be used, the purpose for which the expenditure is needed, and the district's plan to ensure that the use of the beginning fund balance will not lead to an ongoing deficit.

WHEREAS, the Board of Education has determined the beginning fund balances in the General Fund are sufficient to allow for the one-time expenditures and the action will not lead to an ongoing deficit.


NOW, THEREFORE, BE IT RESOLVED:


IN ACCORDANCE with C.R.S. 22-44-105, the Board of Education authorizes the use of a portion of the FY 2016/2017 Beginning Fund Balance for the General Fund in the amount of \$4,500,000 related to and addition on to Dunstan Middle School.

BE IT FURTHER RESOLVED, the use of this portion of these beginning fund balances for the purpose/s set forth above will not lead to ongoing deficits in the funds.

Adopted this 4th day of May, 2017.

(SEAL)

By: 
Ron Mitchell
President, Board of Education

Attest: 
Amanda Stevens
Secretary, Board of Education

Signed after printing document.

Jefferson County School District No. R-1
Authorizing the Use of a Portion of Beginning Fund Balances
For the Fiscal Year Beginning July 1, 2016 and Ending June 30, 2017
RESOLUTION

WHEREAS, C.R.S. 22-44-105 states that a budget, duly adopted pursuant to this article, shall not provide for expenditures, interfund transfers, or reserves, in excess of available revenues and beginning fund balance.

WHEREAS, the Board of Education may authorize the use of a portion of the beginning fund balance in the budget, stating the amount to be used, the purpose for which the expenditure is needed, and the district's plan to ensure that the use of the beginning fund balance will not lead to an ongoing deficit.

WHEREAS, the Board of Education has determined the beginning fund balances in the General Fund are sufficient to allow for the one-time expenditures and the action will not lead to an ongoing deficit.


NOW, THEREFORE, BE IT RESOLVED:

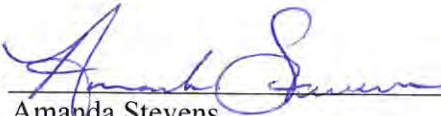
IN ACCORDANCE with C.R.S. 22-44-105, the Board of Education authorizes the use of a portion of the FY 2016/2017 Beginning Fund Balance for the General Fund in the amount of \$10,000,000 related to an addition on to Drake Middle School.

BE IT FURTHER RESOLVED, the use of this portion of these beginning fund balances for the purpose/s set forth above will not lead to ongoing deficits in the funds.

Adopted this 4th day of May, 2017.

(SEAL)

By: 
Ron Mitchell
President, Board of Education

Attest: 
Amanda Stevens
Secretary, Board of Education

Signed after printing document.

Jefferson County School District No. R-1
Authorizing the Use of a Portion of Beginning Fund Balances
For the Fiscal Year Beginning July 1, 2016 and Ending June 30, 2017
RESOLUTION

WHEREAS, C.R.S. 22-44-105 states that a budget, duly adopted pursuant to this article, shall not provide for expenditures, interfund transfers, or reserves, in excess of available revenues and beginning fund balance.

WHEREAS, the Board of Education may authorize the use of a portion of the beginning fund balance in the budget, stating the amount to be used, the purpose for which the expenditure is needed, and the district's plan to ensure that the use of the beginning fund balance will not lead to an ongoing deficit.

WHEREAS, the Board of Education has determined the beginning fund balances in the Building Fund are sufficient to allow for the one-time expenditures and the action will not lead to an ongoing deficit.

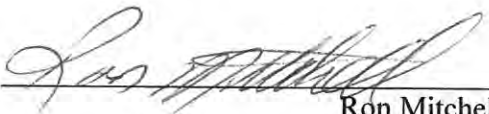
NOW, THEREFORE, BE IT RESOLVED:


IN ACCORDANCE with C.R.S. 22-44-105, the Board of Education authorizes the use of a portion of the FY 2016/2017 Beginning Fund Balance for the Building Fund in the amount of \$1,062,717 related to the completion of the bond projects.

BE IT FURTHER RESOLVED, the use of this portion of these beginning fund balances for the purpose/s set forth above will not lead to ongoing deficits in the funds.

Adopted this 4th day of May, 2017.

(SEAL)

By: 
Ron Mitchell
President, Board of Education

Attest: 
Amanda Stevens
Secretary, Board of Education

Signed after printing document.

Jefferson County School District No. R-1
Authorizing the Use of a Portion of Beginning Fund Balances
For the Fiscal Year Beginning July 1, 2017 and Ending June 30, 2018
RESOLUTION

WHEREAS, C.R.S. 22-44-105 states that a budget, duly adopted pursuant to this article, shall not provide for expenditures, interfund transfers, or reserves, in excess of available revenues and beginning fund balance.

WHEREAS, the Board of Education may authorize the use of a portion of the beginning fund balance in the budget, stating the amount to be used, the purpose for which the expenditure is needed, and the district's plan to ensure that the use of the beginning fund balance will not lead to an ongoing deficit.

WHEREAS, the Board of Education has determined the beginning fund balances in the Capital Reserve Fund, Child Care Fund, Property Management Fund, Employee Benefits Fund, Technology Fund and Insurance Reserve Fund are sufficient to allow for the one-time expenditures and the action will not lead to an ongoing deficit.


NOW, THEREFORE, BE IT RESOLVED:


IN ACCORDANCE with C.R.S. 22-44-105, the Board of Education authorizes the use of a portion of the FY 2017/2018 Beginning Fund Balance for the following funds: Capital Reserve in the amount of \$23,800,570 related to the new Three Creeks elementary school, addition to Sierra elementary and additions to Drake and Dunstan middle schools; Child Care Fund in the amount of \$978,145 due to increased expenditures within the preschool and school age enrichment programs; Property Management Fund in the amount of \$273,729 due to the transfer to the Campus Activity Fund as a reimbursement to schools; Employee Benefits Fund in the amount of \$1,025,779 related to lower premiums for employees; Central Services Fund in the amount of \$4,782 minor use of reserves due to increased salaries; Information Technology Fund in the amount of \$2,851,681 related to the timing and implementation of projects and Insurance Reserve Fund in the amount of \$1,625,090 related to timing of claims and changes in incurred but not reported estimates.

BE IT FURTHER RESOLVED, the use of this portion of these beginning fund balances for the purpose/s set forth above will not lead to ongoing deficits in the funds.

Adopted this 1st day of June, 2017.

(SEAL)

By: 
Ron Mitchell
President, Board of Education

Attest: 
Amanda Stevens
Secretary, Board of Education

Signed after printing document.



Building Bright Futures

Jefferson County School District No. R-1
Authorizing the Borrowing of Unencumbered Money from Other District Funds
For the Fiscal Year Beginning July 1, 2017 and Ending June 30, 2018
RESOLUTION

WHEREAS, CRS 22-44-113 authorizes the borrowing of unencumbered moneys from any one fund, except the Bond Redemption Fund, and

WHEREAS, moneys borrowed from a fund pursuant to applicable laws must be repaid to the fund when needed to meet obligations of the fund, and

WHEREAS, any such loan shall be repaid not later than three months after the beginning of the following budget year; and

WHEREAS, in order to meet ongoing obligations of the Grants Fund and the Technology Fund it may be necessary to temporarily borrow up to \$8,000,000, and


WHEREAS, estimated unencumbered moneys not to exceed \$8,000,000 are available in the General Fund, during fiscal year 2017/2018.


NOW, THEREFORE, BE IT RESOLVED:

The Board of Education authorizes the borrowing of up to \$8,000,000 from unencumbered moneys in the General Fund, for the benefit of the Grants Fund, and the Technology Fund effective July 1, 2017. This funding will be repaid to said funds no later than June 30, 2018.

Adopted this 1st day of June, 2017.

(SEAL)

By: 
Ron Mitchell
President, Board of Education

Attest: 
Amanda Stevens
Secretary, Board of Education

Signed after printing document.

Jefferson County School District No. R-1
Budget Adoption and Appropriations
For the Fiscal Year Beginning July 1, 2017 and Ending June 30, 2018
RESOLUTION

WHEREAS, the Jefferson County Public School District annual budget for the fiscal year beginning July 1, 2017, and ending June 30, 2018, has been established and a public hearing has been held after duly published public notices; and

WHEREAS, the Board of Education is required by law to adopt a resolution adopting the budget for the fiscal year and authorizing total appropriation amounts to be expended during the said fiscal year.

WHEREAS, the budget provides for revenues and available resources equal to or greater than the total proposed expenditures and transfers as set forth in said budget;

BE IT RESOLVED, by the Board of Education of the Jefferson County School District No. R-1, County of Jefferson, State of Colorado, that the fiscal year 2017/2018 Budget for all funds as presented at this meeting and as amended to this date, be approved and adopted as the budget for the district for the ensuing fiscal period beginning July 1, 2017, and ending June 30, 2018 with total appropriated amounts listed below for both expenditures and interfund transfers:

| | |
|-------------------------------|---------------|
| General Fund | |
| Expenditures | \$643,481,094 |
| Interfund Transfers | \$ 54,923,464 |
| School Carry Forward Reserve | \$ 9,000,000 |
| Capital Reserve Fund | \$ 47,873,484 |
| Debt Service Fund | \$ 43,632,761 |
| Special Revenue Funds | |
| Campus Activity Fund | \$ 26,255,825 |
| Food Service Fund | \$ 25,941,671 |
| Grant Fund | \$ 45,286,885 |
| Transportation Fund | \$ 26,674,395 |
| Enterprise Funds | |
| Child Care Fund | \$ 15,125,350 |
| Property Management Fund | \$ 1,863,729 |
| Interfund Transfer | \$ 1,350,000 |
| Internal Service Funds | |
| Employee Benefits Fund | \$ 7,056,054 |
| Central Services Fund | \$ 3,554,782 |
| Technology Fund | \$ 28,944,447 |
| Insurance Reserve Fund | \$ 7,652,019 |

BE IT FURTHER RESOLVED, that amounts which were budgeted and appropriated for the 2016/2017 fiscal year budget; which are authorized to be expended, reserved, encumbered or in the case of the Grant Fund and Capital Reserve Fund committed for various purposes and projects by Board action prior to June 30, 2017; and which are incomplete at that time be, and hereby are, ratified and re-appropriated for the 2017/2018 fiscal year for such purposes and projects.

BE IT FURTHER RESOLVED, that the adoption of this Budget Resolution shall be deemed to include the irrevocable pledging of present cash reserves for future fiscal years' payments of any multiple-fiscal year financial obligations authorized or approved by the Board of Education subsequent to November 3, 1992.

BE IT FURTHER RESOLVED, that the adoption of this Budget Resolution approves and authorizes the collection of all district fees displayed in the adopted budget. Further, all fees collected shall not be expended for any other purpose. The district shall maintain a complete list of fees, how the fee was derived and the purpose of each fee in compliance with C.R.S. 22-32-117.

BE IT FURTHER RESOLVED, that the adoption of this Budget Resolution shall be deemed to include the renewal for the 2017/2018 fiscal year of all leases, lease purchase agreements, lease agreements with an option to purchase, and installment purchase agreements in accordance with their terms which have been authorized or approved by the Board of Education subsequent to November 3, 1992.

BE IT FURTHER RESOLVED, that the designation "Adopted Budget," the name of the Jefferson County School District No. R-1, the date of adoption and the signature of the President of the Board of Education be entered upon the Adopted Budget and that the Adopted Budget, together with the Budget Resolution, be posted on the School District's public website and placed on file at the principal administrative office of the School District, where both shall remain throughout the 2017/2018 fiscal year and be open for inspection during reasonable business hours.

Adopted this 1st day of June, 2017

(SEAL)

By:



Ron Mitchell

President, Board of Education

Attest:



Amanda Stevens

Secretary, Board of Education

Signed after printing document.