



JEFFCO PUBLIC SCHOOLS



# 2019 2020

## ADOPTED BUDGET



[www.jeffcopublicschools.org](http://www.jeffcopublicschools.org)





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

1829 Denver West Drive, Bldg. 27

Golden, Colorado 80401

[www.jeffcopublicschools.org](http://www.jeffcopublicschools.org)

# 2019/2020 Adopted Budget

Presented to the Board of Education

June 6, 2019

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Ali Lasell ..... First Vice President  
Susan Harmon ..... Second Vice President  
Amanda Stevens ..... Secretary  
Brad Rupert ..... Treasurer  
  
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Prepared by the Office of Budget Management and Development  
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June 6, 2019

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

### **Transmittal of the 2019/2020 Budget**

We are pleased to present the 2019/2020 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 and resulted in higher funding than originally anticipated in the Proposed Budget. The Board of Education strategically allocated these additional funds for district needs, primarily targeting compensation. The 2019/2020 School Finance Act provides for an increase of 2.7 percent for inflation that increases base per pupil funding, anticipated statewide student growth, and a \$100M buy down of the state's budget stabilization factor. There continues to be concern at the state level as to the ability to sustain the current level of funding in ongoing years due to other budgetary required pressures and mandated TABOR refunds. In the spring of 2019, the governor proposed a bill to fund full day kindergarten, and it was fully passed. Previously, the School Finance Act funded full time kindergarten students at 58 percent of a full time student. Going forward, full day kindergarten students will be funded at a 100 percent of eligible funding of a full time student and 58 percent of eligible funding for half day students. 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.

### **5A Mill/5B Bond**

In November of 2018, the voters approved 5A, a \$33M mill levy override (MLO). Approximately, \$3M will flow to charter schools based on the district's Mill Levy Sharing Plan that was authorized by the Board of Education. The district began spending the MLO funds in 2018/2019 with multiple supplemental appropriations approved by the Board of Education. The distribution of funds is broken into five categories: Compensation (\$15M), Career Tech-Ed/STEM (\$3M), Classroom Technology (\$3M), Safety and Mental Health Support (\$6M), and Early Childhood Education (\$3M). At the end of 2018/2019, there was \$12.5M in MLO to be permanently programmed and \$10.4M in reserves for one-time use. At the time of adoption of this budget, compensation dollars related to 5A were allocated in full, ongoing to the salary schedule for all bargaining groups.

In November, the voters also approved 5B Bond, a \$567M bond measure for facility improvements. Together with the annual capital transfer, the total of available funds will be over \$700M to be spent on projects spanning over 6 years. This investment in our schools is intended to focus on school safety, student learning environments and building efficiency. A building fund was created to track the budget and expenditures over the life cycle of the bond. Further information can be found on page 223.

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

## The Process & Timeline

The process to produce the 2019/2020 budget began early in the fall with economic updates to the Board of Education including funding estimates and plans for community engagement. Because changes in enrollment, assessed values, inflation and potential new bills can effect funding, the budget team closely monitored factors and legislation at the state to interpret the impact to the district.

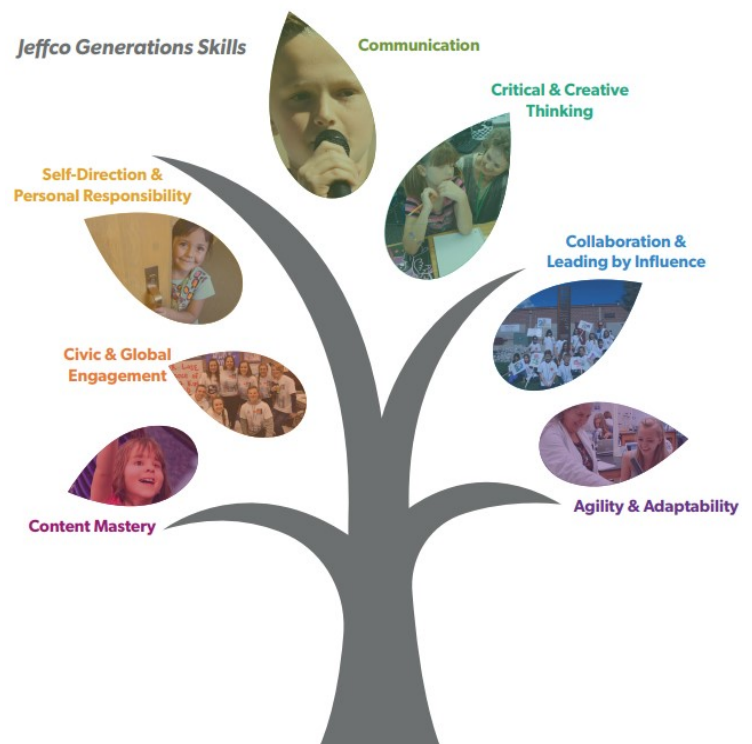
Community engagement continued to be a critical component for the Board of Education in the budget process. Each individual school accountability committee reported out on school-level budget priorities to the District Accountability Committee who then presented a summary to the Board in February. This valuable information gives insight to the needs at the school level and tradeoffs being made due to limited budgets. Through a 5A Funding Priorities Survey, the community provided feedback on what they value and would like to prioritize. In addition, the public was invited to share their thoughts around school finance at two budget forums held within the community and hosted by Dr. Glass, as well as Facebook live events. Dr. Glass discussed current state funding and goals for the current budget year with an opportunity for the community to share their thoughts around school finance.

Further information on the budget development process can be found on page 21.

## Jeffco Generations

The Jeffco Public Schools Board of Education has a long tradition of quality education. This tradition provides the foundation with which to carry out strategic work from preschool through high school in order to ensure a fully prepared high school graduate.

Jeffco Generations is a learning-centered vision that focuses on three core directions, Learning, Conditions for Learning, and Readiness for Learning, and this vision is the basis for Jeffco's strategic plan. The plan includes strategies and tactics that set priorities for the district in order to provide all students the educational experiences necessary to make progress toward the Jeffco Generations Vision. The Board's Ends policies are an essential component of the Board's governance structure and direct the work of the superintendent and district. For details on Jeffco Generations, see page 19.



The strategic plan can be found on the district's website under "About Jeffco" at [www.jeffcopublicschools.org](http://www.jeffcopublicschools.org). See more about how the strategic plan guides outcomes under Instructional Strategies, Indicators and Outcomes on page 18.

### **Student Based Budgeting**

The 2019/2020 budget is in year five of the student based budgeting (SBB) model; the district implemented the SBB model in 2015/2016. This 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 Generations vision. District staff continually monitors and refines the SBB process to ensure equity across all schools and all students. The Board approved an additional SBB factor based on equity characteristics of schools last year. As these funds continue, the budget team continues to partner with school leadership in identifying the impact these additional dollars have had on the students. Year-over-year funding was increased in total for schools; however, individual schools could be experiencing a decline in enrollment that resulted in a decrease in funding. For details on SBB factors and individual school budgets, see pages 25 to 27.

### **Budgeting for Outcomes**

The 2019/2020 budget is in year three of Budgeting for Outcomes (BFO). The BFO process was launched districtwide 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 measureable 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 28.

Additionally, the BFO process was used to identify the allocation of 5A monies to departments and schools. The budget team ran two parallel budget prioritization processes this year. One, for all 5A monies and one for new monies received from the state. Both were presented to the Board of Education after gathering both community and Board feedback. For more detail, see page 22 to 24.

### **Negotiations with Employee Associations**

The Board of Education continues to prioritize compensation during the budget process. In the Adopted Budget, the Board approved steps and level increases and a 1.5 percent COLA, a total average increase of 4.4 percent. In addition, 5A funds were dedicated to compensation, the equivalent of a 2.67 percent ongoing increase. At the time of the Adopted Budget, the Board ratified an agreement with the Jeffco Educational Support Professionals Association (JESPA) that included a 2.52 percent salary schedule adjustment (from 5A MLO ongoing dollars), minor structural changes to the salary schedule, step increases for eligible employees, and a cost of living increase of 1.5 percent. This agreement includes both new state funding and the ongoing 2.67 percent from 5A MLO dollars. The district and the Jefferson County Education Association (JCEA) did not conclude negotiations at the time of the Adopted Budget and will continue to negotiate in early August 2019. Both the district and JCEA are optimistic that they will achieve a negotiated agreement when they reconvene. Should the outcome of negotiations result in a deviation from the amount approved by the Board in June, a revised budget will need to be approved and adopted by the Board of Education at that time. Funds related to 5A were distributed ongoing in the 2018/2019 budget.

### **School Finance**

In November, the governor released the 2019/2020 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 3.0 percent increase for inflation, an increase for growth in student population, and an increase to overall funding by decreasing the state's budget stabilization factor.

The economic short term outlook for Colorado continues to look promising. However, the passage of the Federal Tax Cuts and Job Act (TCJA) triggered a significant shift in taxpayer behaviors. This unpredicted behavior is causing a larger margin of error in the current revenue forecast. In addition, a Supreme Court ruling around collection of sales tax, if fully implemented, could provide a modest risk to the forecast. The state has looming obligations for their available resources including TABOR mandated refunds to taxpayers, transportation funding, PERA commitments and higher education funding. In addition, 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 timing of a downturn is beyond the 10-year window. All of these factors continue to raise concerns about the impacts to state funding.

The final School Finance bill funded inflation at 2.7 percent, funded the estimated statewide growth in students, and provided funding to decrease the state's budget stabilization factor by \$100M. The budget stabilization factor reduces funding to K-12 education for 2019/2020 by \$572M statewide with Jeffco's portion reduced by \$52M. The cumulative impact to Jeffco since the inception of the budget stabilization factor is a reduction in funding of \$755M. In addition, Tier B funding was passed, equating to an additional \$2M for Jeffco Tier B students. Finally, and historically, funding for full day kindergarten passed. Previously, full day kindergarten students were funded at 58 percent of a full time student. The state now funds full day kindergarten students at 100 percent of eligible funding of a full time student with half day students at 58 percent of eligible funding of a full time student. There continues to be concern at the state level of the ability to sustain the current level of funding in ongoing years due to other budgetary required pressures and potential TABOR refunds.

### **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 state's budget stabilization factor. The new funding from the state, including additional kindergarten funding, amounted to \$36.9M for the district (this is after the pass through to charter schools). In addition, there is an estimated increase in revenue from specific ownership tax, interest revenue, kindergarten funding, Tier B funding, and increased fees related to 1:1 devices. These new revenues and the shift of student population to charter schools in 2019/2020 resulted in an estimated decrease of 250 students for district-managed schools, bringing the total new revenue for the district to \$34.3M.

Responsive to community values, 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. However, the overall increase is 4 percent over the prior year, still lower than the amount being withheld annually through the state's 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.

Funding in Colorado for K-12 education continues to fall behind when compared to other states. The Colorado economy has been improving since the Great Recession; however, state budgetary constraints with competing demands persist. The challenge of structural issues from TABOR and Gallagher and the implications of federal tax cuts put pressure on the state for funding needs



and cause uncertainty on future impacts to Colorado's economy. The state's use of the budget stabilization factor prevails, dramatically reducing K-12 funding across the state.

### **Reserves**

The district remains financially-sound and strategic with regard to financial planning and management. The district target for unassigned reserves is based on the Government Finance Officers Association's recommended best practice of 8 to 15 percent. Estimates for 2018/2019 would yield an unassigned reserve of 11.5 percent. Unassigned reserves for 2019/2020 are planned to be at 9.9 percent. A testament to the financial management of the district's reserves, last year the district completed a ratings review by both Standard & Poor's Global Ratings (S&P) and Moody's at which time S&P notched up the district's rating to AA from AA-.

### **Summary**

The district continues to focus on supporting our students and moving toward the identified goals in the Jeffco Generations. 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



## Introduction

This budget document provides a comprehensive summary of Jeffco Public Schools including:

- Economic Outlook
- Organizational Overview
- District Vision, Strategic Plan, Values and Goals
- Instructional Strategies, Indicators and Outcomes
- Budget Development Process
- Fund Types and Descriptions and Basis of Budgeting and Accounting
- Financial Summaries
- Current Budgetary Assumptions
- Long Term Budget Outlook
- Short and Long Term Financial Planning
- Staffing and Enrollment Summaries
- Performance Data
- Statistical Data

Jeffco Public Schools (Jeffco) is the second largest K-12 school district in the state of Colorado serving over 85,000 students annually and is the 37<sup>th</sup> largest district in the nation<sup>1</sup>. The district is located approximately 10 miles west of downtown Denver and extends into the surrounding foothills. It 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 estimated 2018 population of Jefferson County is 586,000.

Jeffco operates a wide variety of facilities including 154 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 total, over 5,000 are licensed staff. Additional detailed staffing information can be found later in this document.



<sup>1</sup> American School and University 2017 AS & U 100

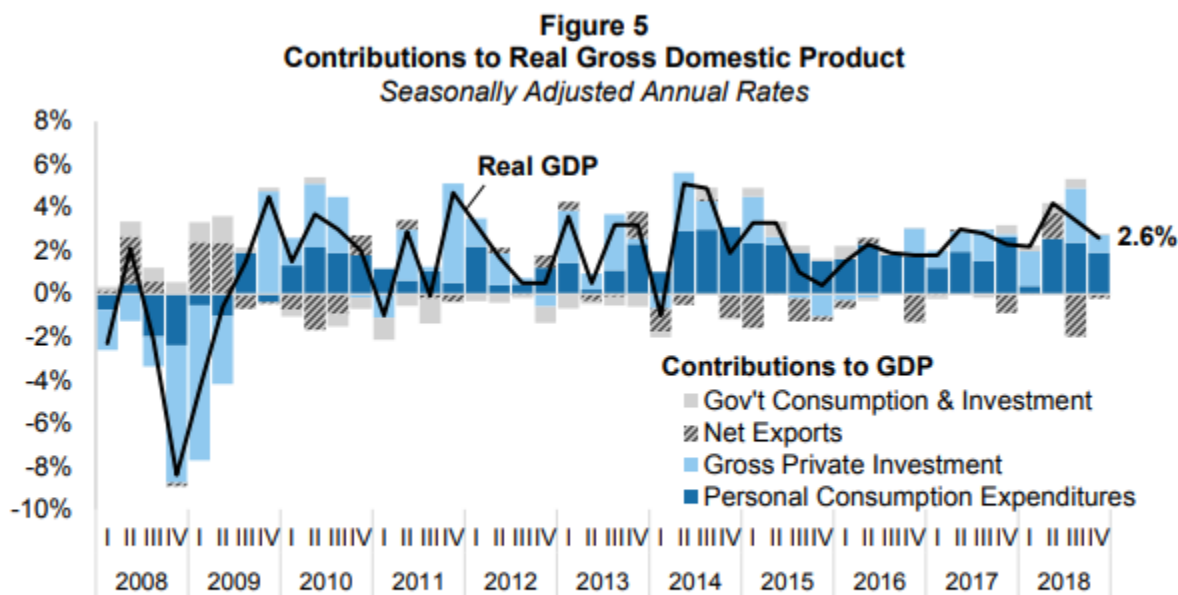
## Economic Outlook

### National Economy

Growth in the national economy is expected to continue through 2019 but at a more moderate pace than prior years. A tightening labor market and higher paying jobs continue to fuel the national growth. The national gross domestic product (GDP) has continued to grow over the last nine years. Although growth has slowed, GDP grew 2.9 percent in 2018. As expected, consumer spending and business activity continued due to the Tax Cut and Jobs Act (TCJA); however, as spending and activity slow and labor shortages rise, with a forecast for subdued global economic growth, GDP is expected to drop slightly to 2.3 percent in 2019 and further to 1.1 percent in 2020.

Unemployment rates continue to increase, and job markets continue to tighten. While professional and business services have been driving job growth, there continues to be growth in the construction and mining industries.

Slowing global economic growth and dropping of crude oil prices has the Federal Reserve backing away from interest rate hikes. The Federal Open Market Committee (FOMC) decision to slow the pace of interest rate hikes is a huge deviation from previously projected rate changes. Money supply is managed by selling federal debt or other securities which expands the Fed's portfolio. Expanding the portfolio increases money supply and stimulates the economy.



Source: U.S. Bureau of Economic Analysis.

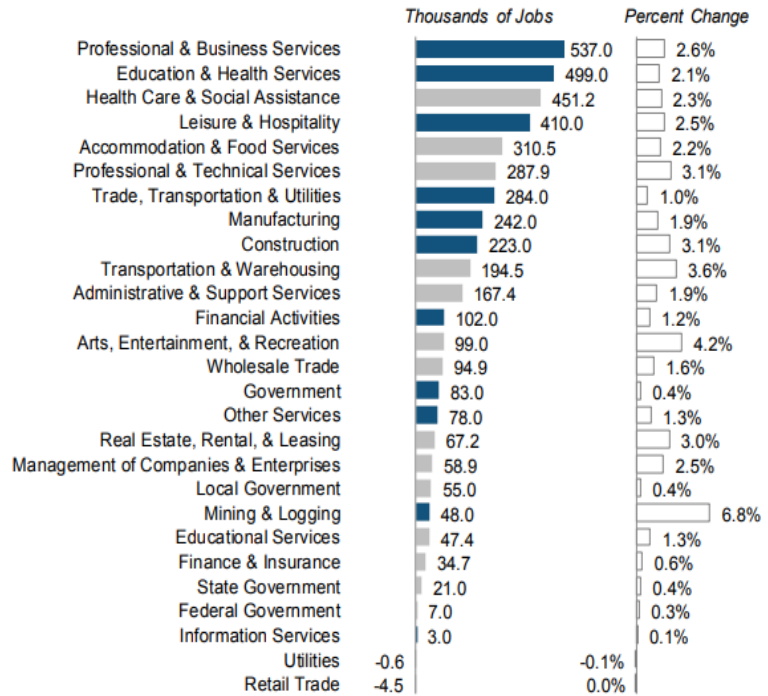
Note: Real GDP is inflation-adjusted. Contributions to percent change and percent change in GDP reflect annualized quarter-over-quarter growth rates.

**Colorado Economy**

Colorado’s economy continues to grow, but at a much slower pace than prior years. The housing market continues to outpace the national average. In the first quarter of 2019, the market shifted slightly to a buyers’ market. However, the slowing growth is contributed by concern of affordability of homes, despite the slight decline in price growth. Job growth remains strong; however, the labor force grew but at a faster pace than anticipated, driving the unemployment rate up to 3.6 percent. Similar to nationally, Colorado saw a decline in revenue due to lower collection of tax payments, directly related to the federal TCJA that was implemented in December 2017. This is only projected to slightly rebound with collection of taxes in April.

The oil and gas industry saw a slight decline in growth; however, the financial position of the industry remains healthy due to high production. Although it continues to moderate, Colorado’s job growth remains one of the strongest in the nation.

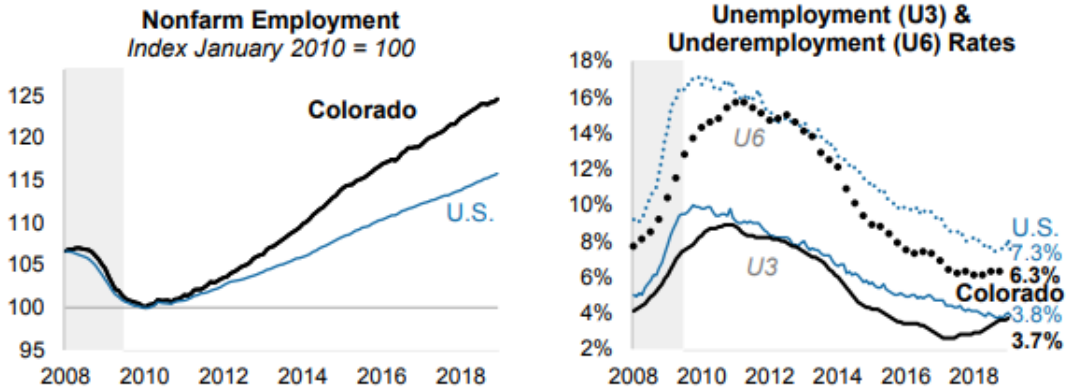
**Figure 12**  
**U.S. Job Gains and Losses by Industry**  
Year-over-Year Change, February 2019 over February 2018



Source: U.S. Bureau of Labor Statistics. Data are seasonally adjusted. Blue (dark) shading indicates a supersector while grey (light) shading indicates a subsector.

Employment in Colorado still remains strong in 2019 despite the unemployment rate increasing. With strong job growth, the labor force increased at a much faster pace, driving the unemployment rate higher than in years prior.

**Selected U.S. and Colorado Labor Market Indicators**



Source: U.S. Bureau of Labor Statistics. Data are seasonally adjusted and are through February 2019 for the U.S. and December 2018 for Colorado.  
\*Underemployment rates for Colorado are shown as four-quarter averages, while data for the U.S. are monthly.

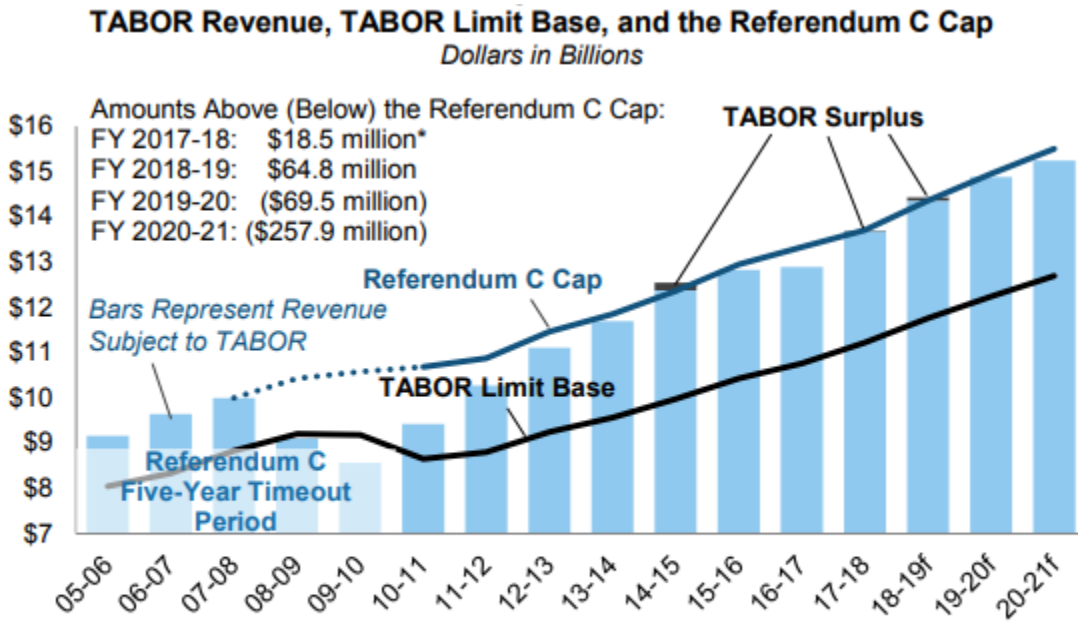


**Colorado State Revenue and Budget**

Colorado state revenue continues to grow at a moderate pace. The economic report from Legislative Council was positive, showing an increase of \$373M in 2018/2019 and is expected to trigger a TABOR refund, to be paid out in 2019/2020.

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 economic short term outlook for Colorado is promising. However, the passage of the TCJA, triggered a significant shift in taxpayer behaviors. This unpredicted behavior is causing a larger margin of error in the current revenue forecast. In addition, a Supreme Court ruling around collection of sales tax, if fully implemented, could provide a modest risk to the forecast. The state has looming obligations for their available resources including TABOR mandated refunds to taxpayers, transportation funding, PERA commitments and higher education funding. In addition, 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 beyond the 10-year window. All of these factors at the state level could result in a decreased funding level for K-12 education in the near future.



Source: Office of the State Controller and Legislative Council Staff. f = Forecast.  
 \*The refund amount for FY 2017-18 differs from the surplus amount because it includes underrefunds and other adjustments to previous TABOR surpluses.

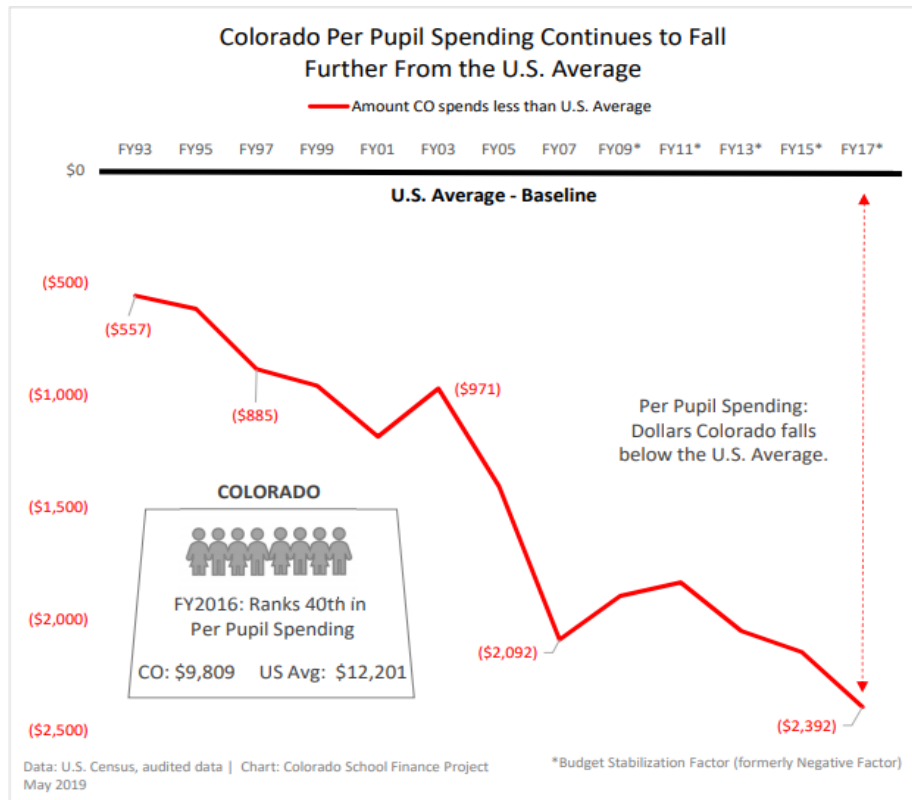


**Colorado School Finance Act and State Legislation**

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 its 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.

The statewide deficit gap created by the budget stabilization factor grew for four years since its creation and peaked at 16 percent (\$1B) in 2012/2013. Since that peak, the state has continued to buy down the factor which has helped to gradually reduce the funding gap. For 2019/2020, the amount withheld due to the budget stabilization factor is approximately \$572M. The 2019/2020 School Finance Act provides for an increase of 2.7 percent for inflation that increases base per pupil funding, anticipated student growth, and a \$100M buy down of the budget stabilization factor. There continues to be concern at the state level as to the ability to sustain the funding in ongoing years with other budgetary required pressures and TABOR refunds.

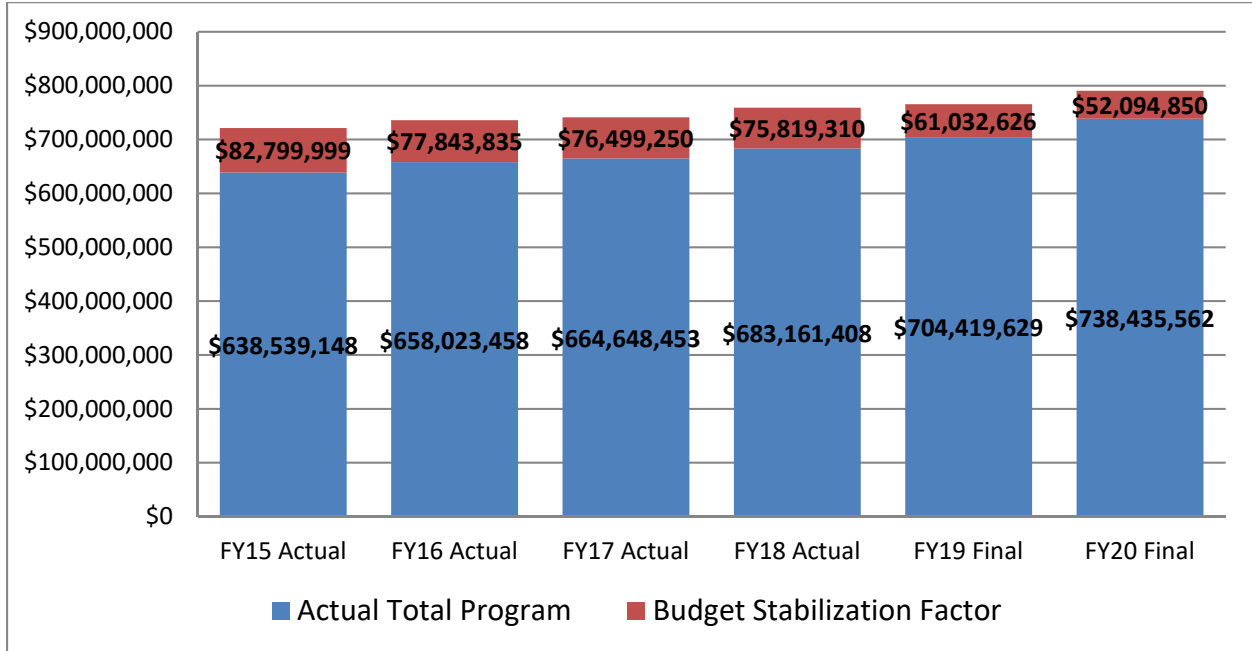
In the spring of 2019, the governor proposed a bill to fund full day kindergarten, and it was fully passed. Previously, the School Finance Act funded .58 percent of a full time kindergarten student. Going forward, kindergarten students will be funded at a 1.0 for full day and a .58 for half day.



Source: [www.cosfp.org](http://www.cosfp.org)

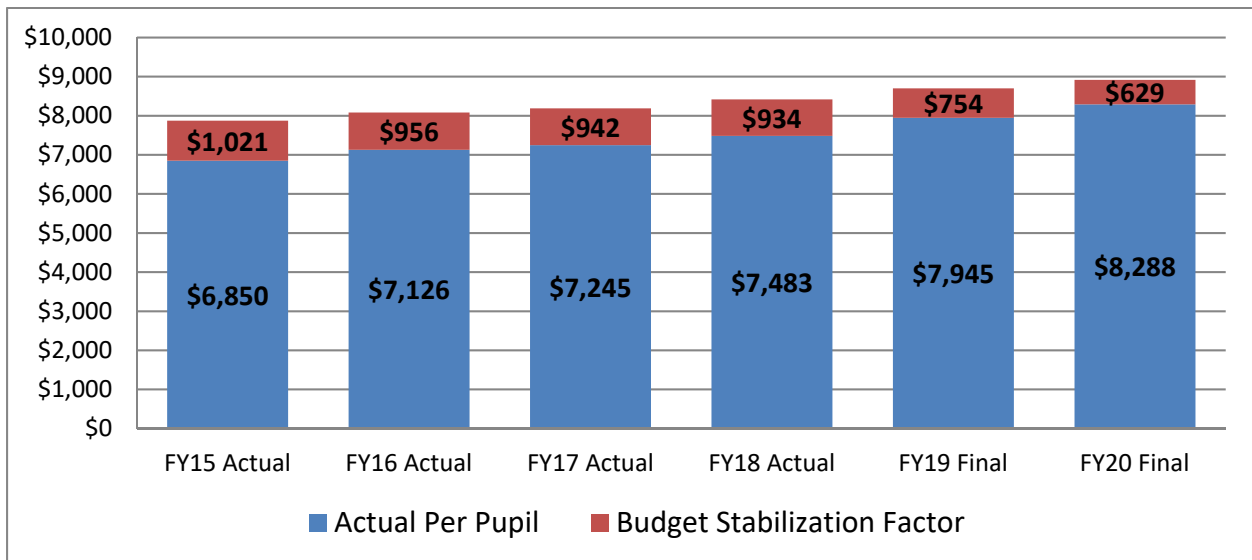
The following chart demonstrates the difference between fully funded levels and actual funding levels after the application of the budget stabilization factor for each of the past five years. This chart reflects the funding for 2019/2020.

**State of Colorado - Total Program K-12 Education Funding**



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. Per pupil funding for 2019/2020 after the budget stabilization factor is currently \$8,288.

**Total Per Pupil**



**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. While some areas of the district remain flat or have declining enrollment, other areas continue to experience significant growth. In 2019/2020, enrollment at district-managed neighborhood schools is projected to decrease 250 students. Some marginal savings can be achieved with fewer students, but many of the overhead and fixed costs for the district are still necessary. In contrast, the rapid growth areas are a dilemma for the district to provide additional seat space with the limited growth in 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 \$52M for 2019/2020. 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 \$755M in funding.

The cumulative effect of the budget stabilization factor has impacted the district in a variety of ways. Being competitive in recruiting and retaining staff when neighboring districts offer substantially higher compensation continues to be a challenge along with the district’s ability to provide services to meet the increasing needs of our students. State funding has increased but not to the inflationary level due to the budget stabilization factor. However, costs for the district and employees continue to keep pace with inflation. To offset this impact, districts can ask voters for additional funding via mill levy overrides. The additional funding from overrides can also create large variances in funding between districts; while all districts receive per pupil funding per the School Finance Act, funding from district to district varies substantially due to those districts lucky enough to have passed additional overrides.

The large costs to maintain Jeffco’s buildings continue to be challenging within existing budget constraints. The 12.1 million square feet of buildings and 3,100 acres of land in the district’s portfolio require constant upkeep to meet the demand of needs from our students. School districts rely on taxpayer approved bond overrides to continue to keep up with the needs of the building and required educational adequacy. Again, based on taxpayer approval, the needs for buildings can look very different from district to district. The chart below shows the per student amounts for state funding, mill levy overrides and bond funding per student for Jeffco and five neighboring districts.

District	# of Students	State Per Pupil Funding 17/18	Mill Levy Override Per Pupil 17/18	Outstanding Bonds Per Pupil 16/17
Denver	91,794	\$7,925	\$2,266	\$20,585
<b>Jeffco</b>	<b>86,112 (2<sup>nd</sup>)</b>	<b>\$7,478 (4<sup>th</sup>)</b>	<b>\$1,316 (5<sup>th</sup>)</b>	<b>\$4,485 (6<sup>th</sup>)</b>
Douglas	67,597	\$7,396	\$499	\$4,513
Cherry Creek	55,657	\$7,630	\$2,048	\$10,299
Boulder	31,282	\$7,582	\$2,217	\$23,203
Littleton	15,643	\$7,373	\$1,842	\$8,695

On November 6, 2018, Jeffco voters approved two ballot questions, 5A for an additional \$33M in mill levy override for operational needs and 5B authorizing \$567M for bond issuance to provide important improvements to schools. Further information on the mill levy can be found in the *General Fund Section* of the budget and the bond funding is discussed in the *Capital Reserve Fund Section*.



## Organizational Overview



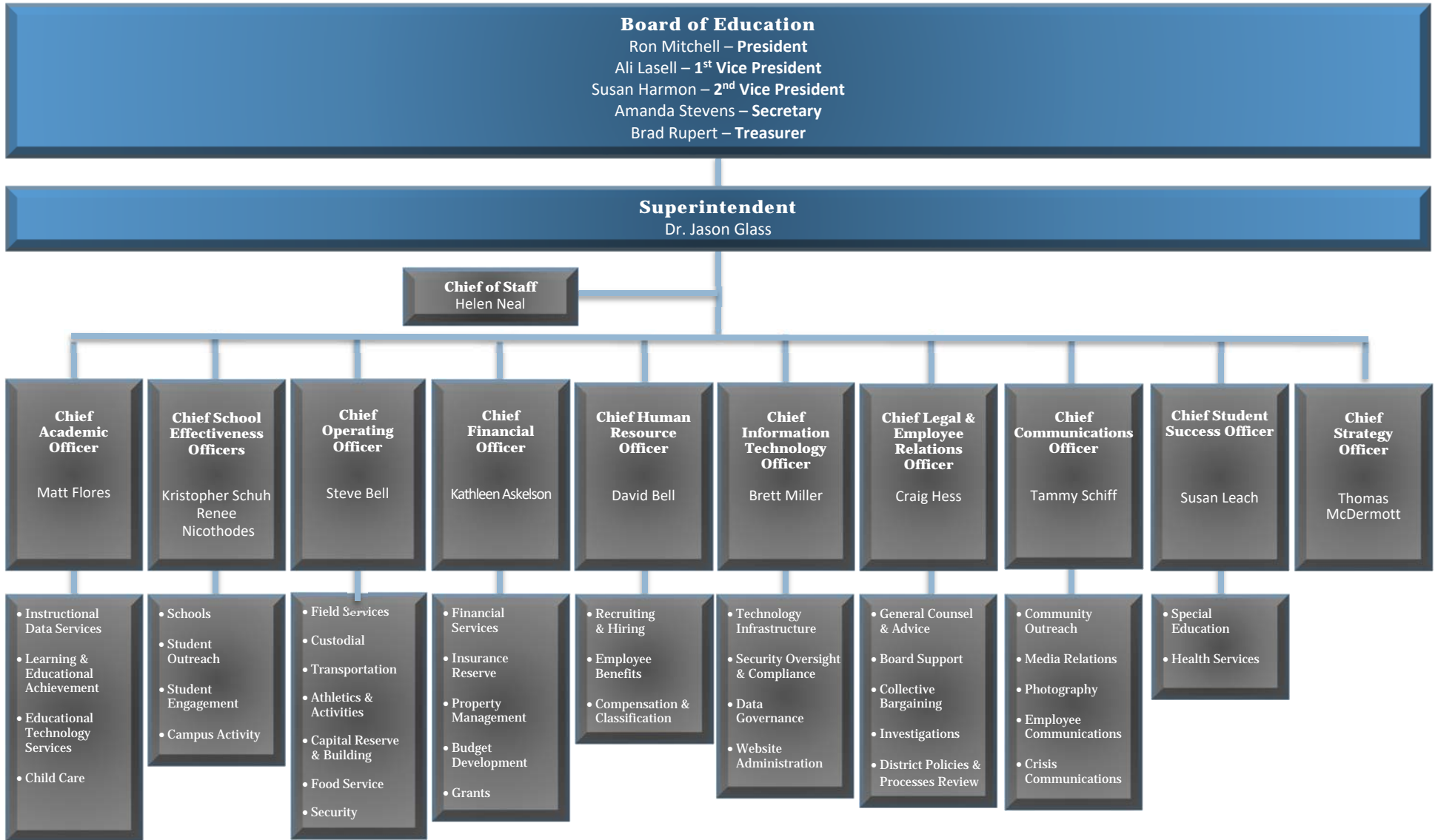
Jeffco Public Schools is a local government organization that serves the students and communities of Jefferson and Broomfield Counties, Colorado. The district operates within guidelines and compliance set forth by overseeing state agencies such as the Colorado Board of Education and the Colorado Department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

At the district level, the executive structure comes in the form of a five member Board of Education. The district's 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 the Jeffco Public Schools 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.



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





**Ron Mitchell  
President**



Ron is a native of Jeffco and graduate of Arvada High School. He spent 40 years working for Jeffco Public Schools, serving as a teacher, principal of two high schools and retired as a central office administrator. Ron holds a Master's degree in School Administration from the University of Northern Colorado. His wife is also a retired Jeffco teacher. Ron has two children and eight grandchildren. His son and daughter-in-law are both Columbine High School graduates. Their family now lives in Colorado Springs. His daughter and her family live in North Carolina. Ron and his wife enjoy traveling, sailing, and time with family and friends.

**Ali Lasell  
1<sup>st</sup> Vice President**



Ali has spent 25 years teaching in Adams County District 12. Ali and her husband, John, have two boys who attend Manning and Bell Middle. She continues to be an active parent volunteer. 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 University of Denver.

**Susan Harmon**  
**2<sup>nd</sup> 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 school, Green Mountain High 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 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. Norah and Chase are both Jeffco Public Schools students attending second grade and first grade.

Below is additional information about Jeffco Public Schools:

<b>General Information</b>	
Level of Education Offered	Preschool – 12 <sup>th</sup> 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-

Jeffco Public Schools 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 teachers at Jeffco Public Schools.

<b>Level of Education for Teachers</b>	
Bachelor's Degree	29%
Master's Degree or more	71%

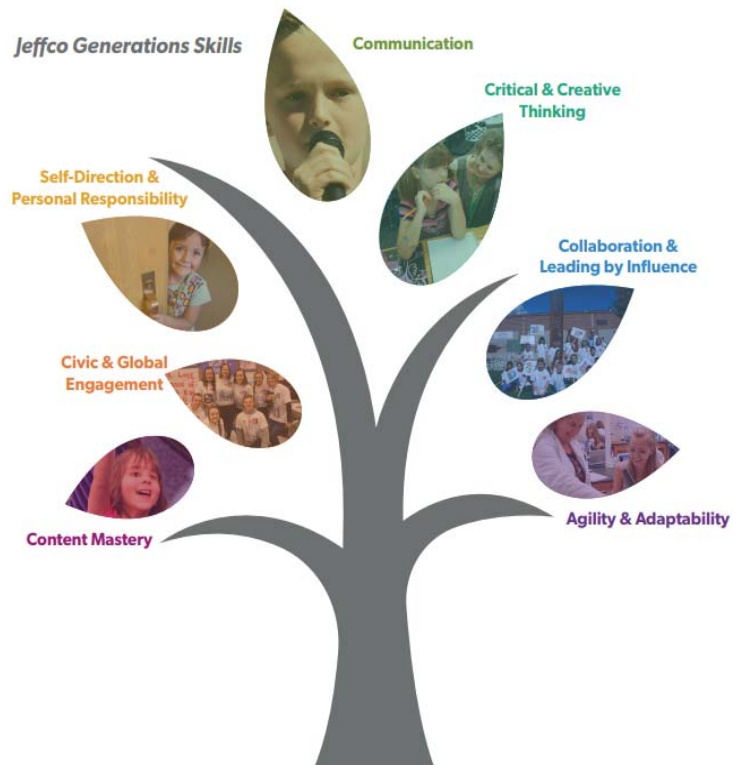
The following table shows the types of schools offered by the district and the current number of each type of instructional center. These numbers are subject to change each year based on need and space availability.

<b>Type/Level</b>	<b># of Schools</b>
Elementary	85
K-8	5
Middle	17
High	17
Option	14
Innovation	1
Charter	15
Outdoor Laboratory Schools	2
Preschool Centers	50
School Age Enrichment (SAE)	25

## District Vision, Strategic Plan, Values and Goals

The Jeffco Public Schools Board of Education has a long tradition of quality education. This tradition provides the foundation with which to carry out strategic work from preschool through high school in order to ensure a fully prepared high school graduate.

Jeffco Generations is a learning-centered vision that focuses on three core directions, Learning, Conditions for Learning, and Readiness for Learning, and this vision is the basis for Jeffco’s strategic plan. The plan includes strategies and tactics that set priorities for the district in order to provide all students the educational experiences necessary to make progress toward the Jeffco Generations Vision. The Board’s Ends policies are an essential component of the Board’s governance structure and direct the work of the superintendent and district.



The strategic plan can be found on the district’s website under “About Jeffco” at [www.jeffcopublicschools.org](http://www.jeffcopublicschools.org). See more about how the strategic plan guides outcomes under *Instructional Strategies, Indicators and Outcomes* later in this section.

### Jeffco Values

Another element of Jeffco Public Schools is the presence of clearly defined organization values that serve as guiding principles for the work that every teacher and staff member does each day. These organization values run deep in the culture of Jeffco, and the district continues to honor and build on them.

- **Integrity** – In Jeffco’s context, this means keeping the focus on students in the face of difficult conditions or circumstances.
- **Valuing People** – All the people connected to Jeffco Public Schools matter to us, above all else. When times get tough, we pull together.
- **Teamwork** – Jeffco has an extraordinary level of human talent, both in our schools and in the community. We have a history of positive collaboration and supporting one another.
- **Exemplary Performance** – Jeffco has a tradition of quality and working to do right by kids and the community.
- **Entrepreneurial Spirit** – Like our kids and the rest of the world, Jeffco must have the courage to adapt, innovate, take calculated risks, and evolve.



## **Jeffco Goals – Board of Education Ends**

The Board's Ends policies are defined by the Board and present goals for the district. The Board's Ends policies, in line with the Jeffco Generations vision and strategic plan, steer the financial decision making and academic planning and for the 2019/2020 school year.

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 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.



## **Instructional Strategies, Indicators and Outcomes**

Jeffco's system indicators represent the outcomes we believe Jeffco students and educators will achieve with a sustained commitment to the strategic plan. System indicators were developed by bench-marking against the highest-performing school districts, and are designed to analyze the current levels of student learning. Academic indicators, such as those shown on CMAS and SAT tests, show the one year change in benchmarks scores and define Jeffco's goal for the indicator.

### **Priorities and Action Steps**

**Major Improvement Strategies** – These strategies respond to priority performance challenges. After setting targets, Jeffco planning teams develop a plan of action. This step includes identifying major improvement strategies, interim measures, and implementation benchmarks. Planning teams also identify the specific action steps required to carry out each major improvement strategy and respond to and eliminate or correct the root causes of each of the district or school's prioritized performance challenges.

Jeffco's Major Improvement Strategies are embedded in the district's strategic plan. The Unified Improvement Plan (UIP) strategies mainly highlight the Learning section of the strategic plan; however, Conditions and Readiness for Learning also are important areas that the district continues to support. For students to fully access academic learning, they need to have conditions in place to foster learning, as well as be ready for the learning. Changing the student learning experience includes changing the tasks students complete in the classroom every day, as well as supporting students with socio-emotional learning supports, and providing equity in learning, etc. (as outlined in the full district strategic plan).

#### ***Learning Improvement Strategies***

- Early Academic Transformative Tasks for all Students
- Middle Level Transformative Tasks for All Students
- College & Career Readiness Transformative Tasks for All Students
- Gifted Student Identification Major Improvement Strategy
  - Develop resources and provide professional learning for stakeholders designed to expand mindsets regarding the nature of giftedness in all populations.
  - Enhance instructional programming with academic and social-emotional strategies to support gifted potential in underrepresented populations.
  - Implement alternative assessment measures and protocols to identify high potential students in targeted populations.

#### **Other Improvement Strategies:**

- Provide structures and processes that support the development of Talent Pools in Jeffco.

**Primary Jeffco Strategies** – Jeffco Public Schools focuses efforts on strategies which have a direct impact on changing the student learning experience. Jeffco's primary strategies are defined under the headings of Learning, Conditions for Learning, and Readiness for Learning. These strategies reflect the coherent set of activities we believe will positively impact student outcomes and learning experiences.

**LEARNING** – Create a profoundly authentic student experience.

Profoundly changing and customizing the student experience is at the center of all of Jeffco’s school reform efforts.

- Learning – Tactic 1: Transforming Student Task
- Learning – Tactic 2: Responsive Teaching
- Learning – Tactic 3: Customized Pathways
- Learning – Tactic 4: Technology to Transform Learning
- Learning – Tactic 5: Embracing the Full-Range of Human Experience (Art, Music, Design, Language, Fitness)

• **CONDITIONS FOR LEARNING** –

Build repeatable procedures where quality learning can be scaled, replicated and provided equitably to every student.

Learning does not happen in isolation, we must also consider how we can improve the Conditions for Learning in our schools and community. That work happens under the direction of, and in concert with skilled and professional educators and an environment of high expectations. This means building the capacity of the teaching profession to engage in this complex and meaningful work while ensuring all of our students are given a chance to work with a high-expectation curriculum.

- Conditions for Learning – Tactic 1: A Professional Model of Teaching
- Conditions for Learning – Tactic 2: High Expectations
- Conditions for Learning – Tactic 3: Commitment to Equity
- Conditions for Learning – Tactic 4: Educator Learning



• **READINESS FOR LEARNING** – Create systems to ensure every student comes to school ready to learn with barriers to learning removed.

Students come to our schools with all kinds of backgrounds, advantages, Readiness for Learning. That’s why it’s critically important that we work with our communities and parents to make sure all students have the supports they need in place to engage in the learning process. Students who are in pain, hungry, scared, abused, and neglected are not learning. As a community, we must resolve that we will allow no child in our community to have these barriers stand between them and their future.

- Readiness for Learning – Tactic 1: Schools as Community Hubs
- Readiness for Learning – Tactic 2: Social–Emotional Supports
- Readiness for Learning – Tactic 3: Expand Early Childhood Quantity and Quality
- Readiness for Learning – Tactic 4: Family & Community Engagement

## Accountability Systems

### Accreditation

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 longitudinal 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 attainment on the 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 2017/2018 school year. In conformance with Colorado law, the district has adopted various performance goals in the district's Unified Improvement Plan.

### Early Childhood Needs Assessment

An analysis of the Jeffco Kindergarten Entry Assessment (KEA) data, as well as the framework for planning, implementing and evaluating PreK-3rd Grade approaches have been incorporated into Jeffco Public School's Early Childhood Education (ECE) needs assessment for implementation of researched-based early learning strategies. Priorities associated with this framework include: limited approaches to kindergarten transition from a Jeffco preschool or community partner preschool into Jeffco kindergarten classrooms, limited P-3 systemic instructional practices across all schools, and limitations in aligned community support partnerships for families with children from birth to school age. Jeffco Public School's strategic plan outlines expanded efforts to address each of these identified needs.



## **Budget Development Process**

The district monitors key financial indicators, forecasts and issues that have a major impact on district finances to ensure the long-term financial health of the district, while continuing to take steps to improve student outcomes. 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. Attention to the financial outlook combined with solid recommendations from the financial team and sound decision making from district leadership, helps the district plan for and position itself to maintain the long-term financial health of the district.

One of the key tools used for weathering economic change is to assure that the district maintains adequate reserves. Fortunately, long-term planning and 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 district's 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.

Although the budget has taken a turn for the positive, it is incumbent that the Board of Education continue to maintain reserve balances. With competing needs at the state, K-12 funding from the state continues to be uncertain. 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 maintaining healthy General Fund reserves balances is crucial. More information on reserves can be found in the *Financial Section* of this document.

### **Budget Objectives**

Budgetary objectives are established each year to guide the budget development process and determine how to best invest new funds or redirect existing funds to align with district goals.

#### **The budget will:**

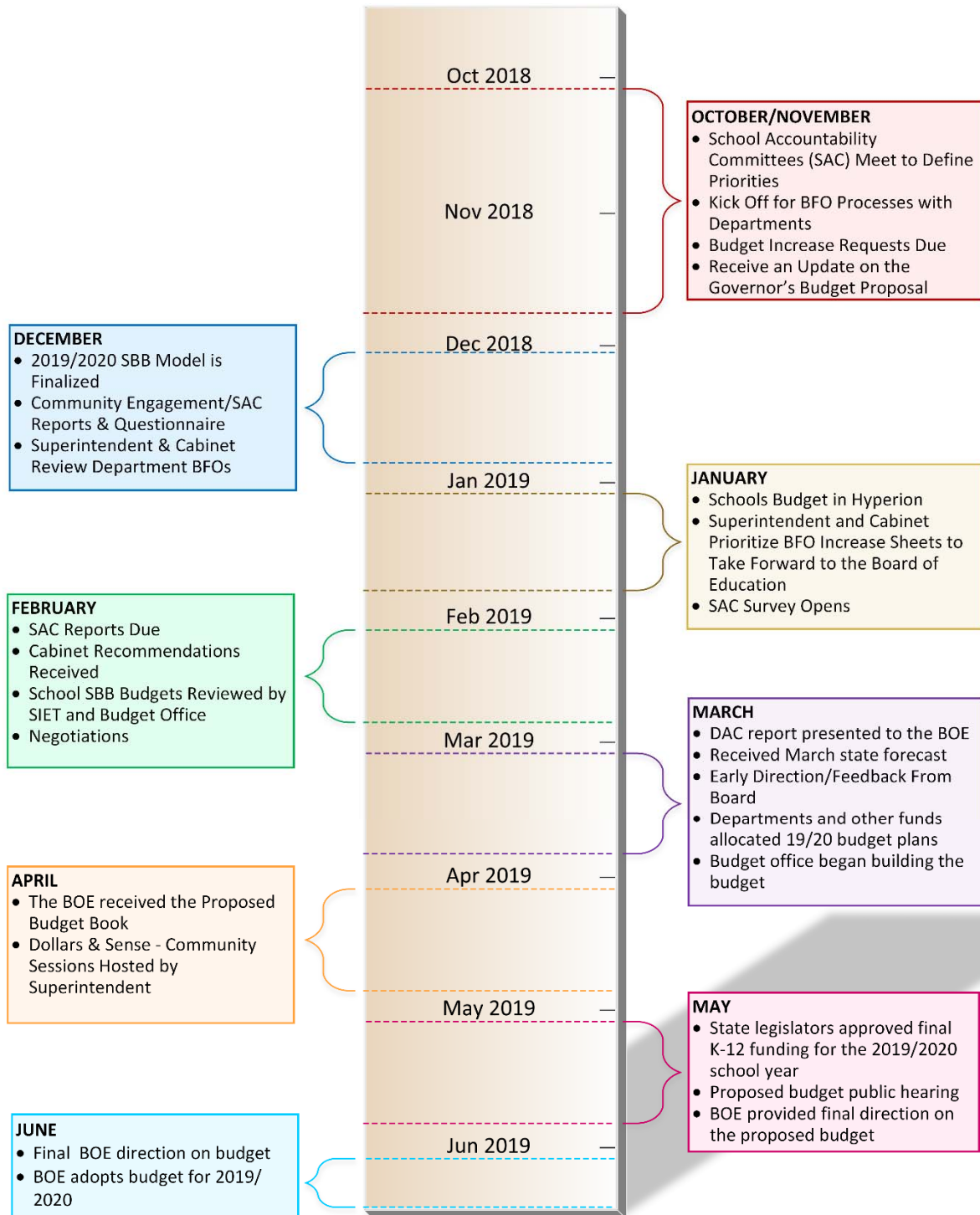
- ✓ Effectively allocate monetary resources to support Jeffco's strategic plan through the SBB and BFO processes.
- ✓ Clearly communicate the financial state of the district to the public.
- ✓ Comply with all state, federal, and local statutes and regulations as well as internal organizational controls.
- ✓ 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 Timeline for the 2019/2020 School Year





The following list outlines the major steps of the 2019/2020 budget development process.

### **1. Determine Available Funding**

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).

Jeffco has begun to pilot a project that will evaluate school spending by programmatic element at select schools. The evaluation will specify the purpose of each school program, the source of funding and the associated costs. Major cost categories include compensation (administrative, teacher, support staff and central support), and equipment and materials. Total costs will be broken down by program and per pupil, and the impact of the program on student achievement will be weighed.

### **3. Budgeting for Outcomes**

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 Jeffco Generations. The Budgeting for Outcomes (BFO) process is used with all departments within the General Fund and most other funds. BFO uses a detailed planning process to identify district-wide goals and to explain the relevance of the request to district strategies. Root cause analysis and measureable goals are required, along with a description of how the activity will improve current functionality/performance. The aim is to fund programs that will directly contribute to the success of those identified goals. Recognizing that Jeffco's strategic plan can change, BFO allows for budgeting based on current goals for the upcoming budget year and consideration for other departments' future needs. BFO forms are provided in each fund section in the Proposed Budget.

### **4. Cabinet Meetings – Division and Department Priorities**

Using the Budgeting for Outcomes (BFO) details, the superintendent and Cabinet met to review division and department budgets. Requests for new funding from the various divisions, which are targeted to reach Jeffco's strategic goals, are also brought forward and reviewed. The BFO information identifies the requests as being mandated or innovative and how they align with the strategic plan. Prioritized recommendations were then given to the Board of Education.

### **5. Community Engagement and Outreach**

Community outreach is always a focus of budget development in Jeffco. For the 2019/2020 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 the School Accountability budget feedback survey. Each School Accountability Committee (SAC) reviewed and submitted priorities based on their community and student needs that were reviewed and reported on by the DAC.
- b. Through a 5A Funding Priorities Survey, the community provided feedback on what they value and would like to prioritize.
- c. Community and stakeholder input was received through budget forums and Facebook live events. The two budget forums were held within the community and hosted by Dr. Glass. The presentations covered current state funding and goals for the current budget year with an opportunity for the community to share their thoughts around school finance.
- d. Citizens were able to participate in regular Board of Education meetings by signing up to speak during Public Comment times.

## 6. Board of Education

The Board provided direction to staff to prepare the adopted budget for 2019/2020. Their decisions were made based on the current and projected financial state of the district, input from stakeholders, consideration of newly established achievement goals, recommendations from Cabinet, and prioritization of district needs.



## Budgeting for Schools through Student Based Budgeting (SBB)

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.

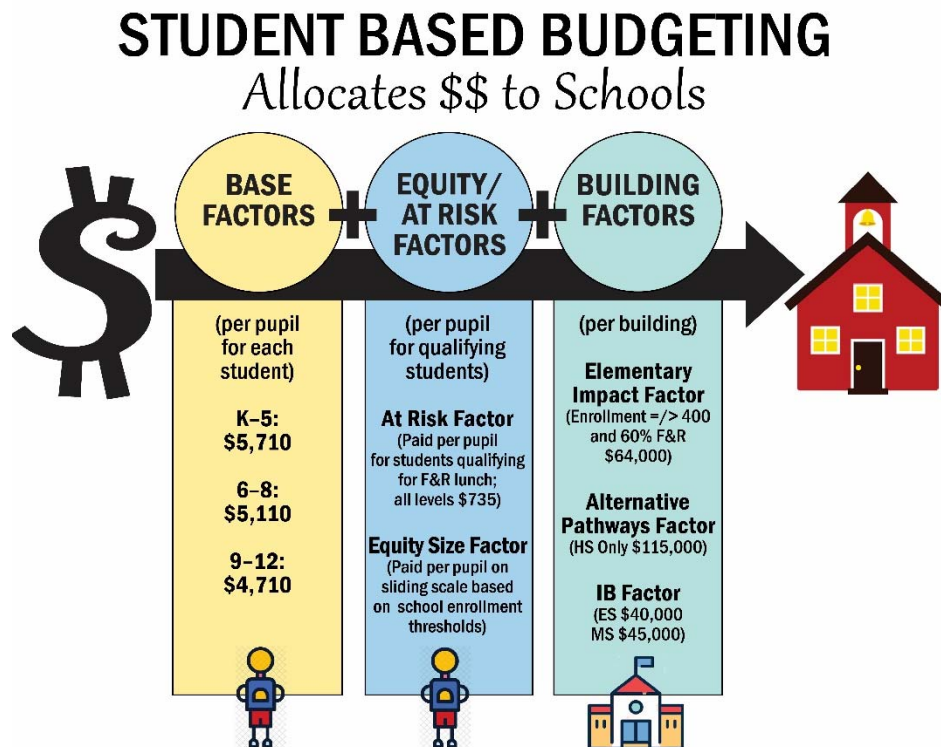
The basic framework for SBB starts with a Base Factor which is given on a per pupil basis for all students. Amounts for the Base Factor are defined by the district and vary by grade.

The district also assigns two additional per pupil factors, the At-Risk Factor and the Equity Size Factor, that provide dollars to schools in support of at risk students and schools with lower enrollment.

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 Pathways Factor and the International Baccalaureate Factor (IB).

The elementary and middle school factors were adjusted for 2018/2019 and for 2019/2020 due to the K-5, 6-8 grade reconfiguration that moved 6<sup>th</sup> grade from elementary to middle schools.

In partnership with leadership, the budget department continues to lead a more robust review process of SBB dollars. Helping leaders to identify specific cost and ROI (Return on Investment) on programs such as Advance Placement and International Baccalaureate, STEM, Expeditionary Learning, arts programs, and also extending to Career and Technical Education programs that provide life skills, internships, industry certifications and more. This deep analysis will provide a more transparent process. In addition, the goal is to provide options and successes to other schools as they continue to improve their programming.



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

Factor	Type	Amount	Purpose
<b>Base</b> (subject to Oct adjustment)	<b>Per Pupil</b>	K-5: \$5,710 6-8: \$5,110 9-12: \$4,710	School Operations: Staffing Materials/Supplies
<b>At-Risk</b> (subject to Oct adjustment)	<b>Per Pupil</b> (qualifying for F&R lunch)	All Levels: \$735	Serve the needs of at-risk students including intensive academic support
<b>Elem Equity Size</b> (subject to Oct adjustment)	<b>Per Pupil</b> (based on enrollment)	<200: \$700 200-224: \$600 225-249: \$500 250-274: \$400 275-299: \$300 300-324: \$200 325-349: \$150 350-374: \$100 375-425: \$0 426-450: \$(125) 451-475: \$(175) 476-500: \$(225) 501-525: \$(250) >525: \$(300)	School Operations: Staffing Materials/Supplies
<b>Middle Equity Size</b> (subject to Oct adjustment)	<b>Per Pupil</b> (based on enrollment)	<575: \$550 575-599: \$500 600-624: \$400 625-649: \$300 650-674: \$200 675-699: \$100 700-749: \$75 750-825: \$0 826-850: \$(100) 851-875: \$(200) 876-900: \$(300) 901-925: \$(400) >925: \$(450)	School Operations: Staffing Materials/Supplies
<b>Senior Equity Size</b> (subject to Oct adjustment)	<b>Per Pupil</b> (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 1,300-1,500: \$0 1,501-1,800: \$(25) 1,801-1,900: \$(75) 1,901-2,000: \$(150) >2,000: \$(175)	School Operations: Staffing Materials/Supplies
<b>Elementary Impact</b> (not subject to Oct adjustment)	<b>Per Building</b> (Elem only)	Elem: \$64,000 (Enrollment =>400 and 60% or greater F & R)	Serve the unique needs of larger impacted school populations
<b>Alternative Pathways</b> (not subject to Oct adjustment)	<b>Per Building</b> (HS only)	Senior: \$115,000	Serve the needs of students in alternative pathways programs
<b>IB</b> (not subject to Oct adjustment)	<b>Per Building</b>	Elem: \$40,000 Middle: \$45,000	Additional Pathways/ Programming

### Multi-Grade Configurations

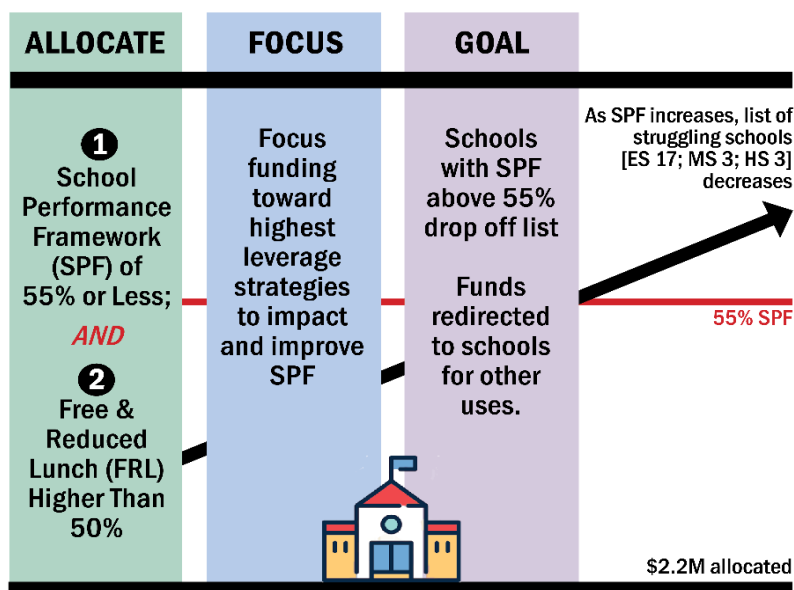
- The Base Factor is funded based on the number of students per grade level in a school. Some schools may have a combination of several per pupil factors due to multi-grade configurations.
- The Size Factor is determined based on the level of the school. Schools will be funded for size factors as follows:
  - 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 are no longer permitted to charge kindergarten tuition. Free full day kindergarten was passed by the State of Colorado.
- 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).
- The BOE approved an additional \$1.0M Innovation Fund. Schools and Departments must apply for the funds based on the status of the innovation idea; small, medium, or large. The community then votes and funds are awarded, anywhere from 1 to 3 years of support is given through these funds.
- The BOE approved an additional \$2.2M School Performance Improvement Fund; an equity funding for schools struggling. Funds were allocated based on a combination of factors below, that can be applied consistently for academic achievement, growth, and impacted populations.

## SCHOOL IMPROVEMENT FUND

Equity Funding for Struggling Schools



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.

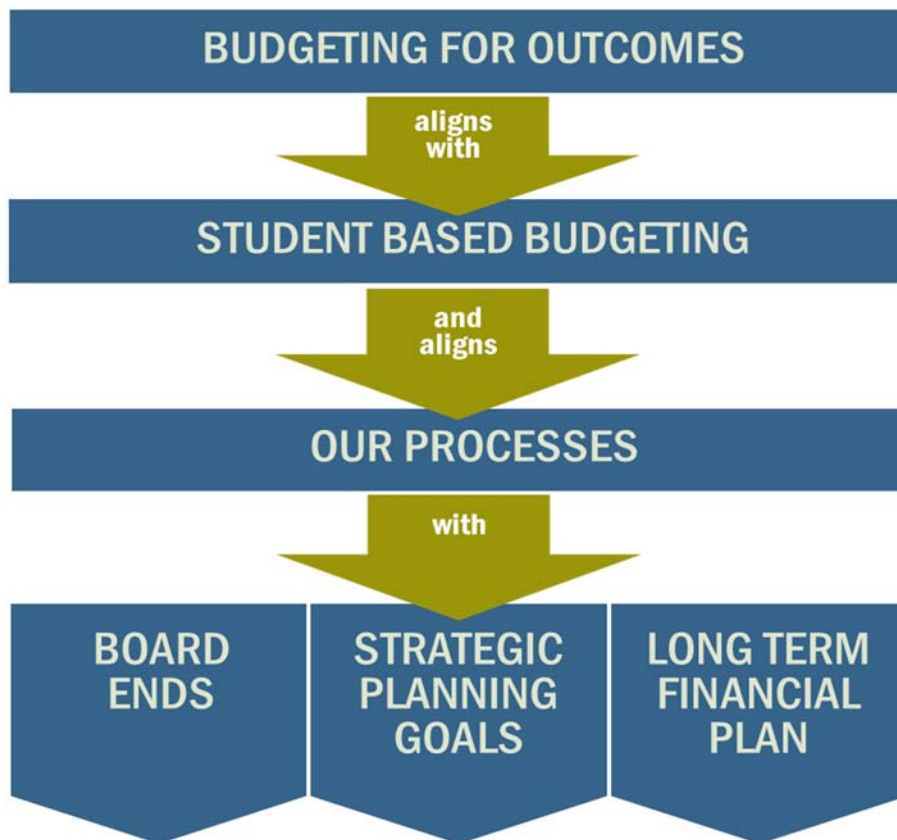
For the 2019/2020 year, district option schools were budgeted using a modified SBB model and the budgets were determined by their educational program. These schools include Brady Exploration, Jeffco Open, Longview, McLain, Virtual Academy, Warren Tech and Warren Tech North.



### Budgeting For Outcomes

The budget department continues to align our development processes with the district’s strategic plan and long term financial plan. With the use 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. BFO requires that each department fill out a renewal request form. The adopted budget on the form reflects the prior year budget for 2018/2019. Each department evaluates its programs and services to assure alignment with Jeffco Generations and the three strategies within Jeffco Generation: Learning, Conditions for Learning, and Readiness for Learning. The departments then complete the renewal form to request budget funding for existing activities currently supported by district goals. Department BFO forms can be found in the *Financial Section*, including an explicit planning process to identify district-wide goals as well as a plan on how to fund programs that directly contribute 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.





## **Guiding Financial Policies and Limitations**

Jeffco Public Schools uses Government Finance Officers Association (GFOA) recommended budgeting practices to ensure equity of education to all students and long term fiscal sustainability. Following is a summary many of the adopted policies and limitations related to financial management that are utilized to develop the budget. See Appendix D for the full policies, and all district policies are available on the district's website.

### **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 and provide supplemental adjustments after that date. 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 and liquidity 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.

### **Executive Limitations**

Policies EL-5, Financial Planning/Budgeting and EL-6, Financial Administration, define the parameters the superintendent must not deviate from as they relate to budgeting and financial planning and administration for the district.

**Fund Descriptions, Fund Types, and Basis of Budgeting and Accounting**

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

- **Modified accrual** – Revenues are recognized as soon as they are both measureable 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:

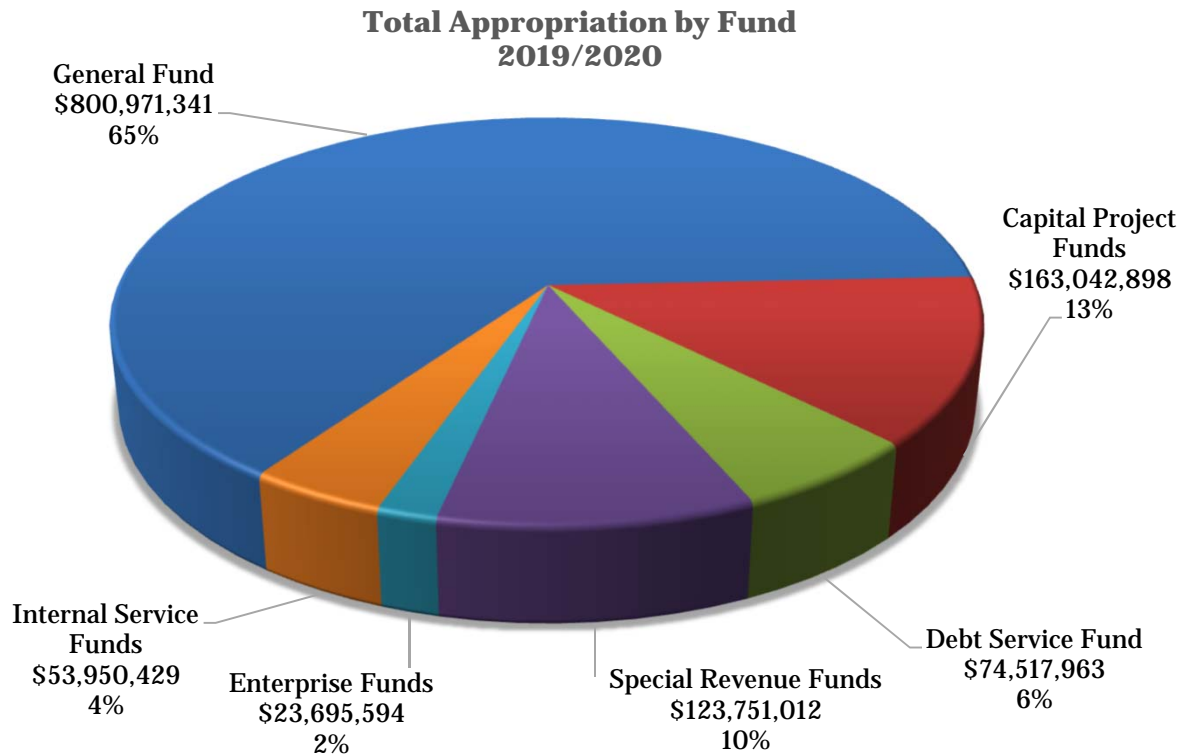
Fund Types	Same Methodology is Used for Budgeting and Accounting	
	Basis of Budgeting	Basis of Accounting
<b>Governmental Funds:</b> <ul style="list-style-type: none"> <li>• General Fund</li> <li>• Debt Service Fund</li> <li>• Capital Projects Funds               <ul style="list-style-type: none"> <li>Capital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

**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 <i>2018 Bond</i>	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. Within this fund is the 2018 5B voter approved bond. See appendix for detail information regarding the bond projects.
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.





**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Two-Year Comparison of Funds**

	<b>2018/2019*</b> <b>Budget</b>	<b>2019/2020**</b> <b>Budget</b>	<b>Amount</b> <b>Change</b>	<b>% Change</b>	<b>Reason for Change</b>
<b>General Fund</b>	\$748,367,303	\$800,971,341	\$52,604,038	7.03%	Expenditures are increasing due to additional state funding resulting in compensation increases, school budget increases, and other board directed expenditures.
<b>Capital Project Funds</b>					
Capital Reserve Fund	47,103,877	16,450,296	(30,653,581)	-65.08%	Expenditures are decreasing due to work completed at middle school expansions and saving for bond program.
Bond Fund 18	39,778,167	146,592,602	106,814,435	268.53%	Expenditures are increasing due to work related 2018 Bond (5B).
<b>Debt Service Fund</b>	51,655,714	74,517,963	22,862,249	44.26%	Expenditures are increasing due to new debt from 2018 Bond (5B).
<b>Special Revenue Funds</b>					
Campus Activity Fund	28,121,712	27,370,505	(751,207)	-2.67%	Prior year expenditures were higher due to timing of activities and 1:1 device fees.
Food Service Fund	25,551,818	25,041,050	(510,768)	-2.00%	Expenditures are decreasing due to reorganization of positions and in food costs.
Grant Fund	42,042,708	43,906,087	1,863,379	4.43%	Expenditures are increasing due to additional grant awards.
Transportation Fund	26,906,820	27,433,370	526,550	1.96%	Expenditures are increasing due to salary increases.
<b>Enterprise Funds</b>					
Child Care Fund	15,987,777	20,744,316	4,756,539	29.75%	Expenditures are increasing due to salary increases and additional preschool centers.
Property Management Fund	2,972,232	2,951,278	(20,954)	-0.71%	Expenditures are decreasing due to anticipated lower supply costs.
<b>Internal Service Funds</b>					
Employee Benefits Fund	7,114,012	7,951,206	837,194	11.77%	Expenditures are increasing due to higher premiums, claims, and administration costs along with the expansion of plan options.
Central Services Fund	3,455,015	3,698,621	243,606	7.05%	Expenditures are higher due to increased depreciation expenses and small equipment purchases.
Technology Fund	29,491,984	31,178,488	1,686,504	5.72%	Expenditures are increasing from rising salaries and maintenance costs and timing of projects.
Insurance Reserve Fund	15,277,235	11,122,114	(4,155,121)	-27.20%	Expenditures are decreasing to normal levels following closure of large claims from 2017 storm event.
<b>Total All Funds</b>	<b>\$1,083,826,374</b>	<b>\$1,239,929,237</b>	<b>\$156,102,863</b>	<b>14.40%</b>	

\*Includes budgetary increases for 2018/2019 related to the supplemental appropriations per Board of Education approval.

\*\*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**  
**2019/2020**  
**Consolidated Summary of Fund Balances Sources and Uses**

	<b>Beginning Fund Balance 2019/2020</b>	<b>Revenue &amp; Other Sources</b>	<b>Transfers In</b>	<b>Total Revenue &amp; Sources of Funds</b>	<b>Total Available</b>
<b>General Fund*</b>	\$130,565,972	\$792,908,139	\$400,000	\$793,308,139	\$923,874,111
<b>Capital Project Funds</b>					
Capital Reserve Fund	26,475,475	1,996,919	23,857,796	25,854,715	52,330,190
Bond Fund 18	341,577,182	6,800,000	-	6,800,000	348,377,182
<b>Debt Service Fund</b>	80,058,792	69,517,963	-	69,517,963	149,576,755
<b>Special Revenue Funds</b>					
Campus Activity Fund	9,866,198	26,306,594	1,100,000	27,406,594	37,272,792
Food Service Fund	5,317,088	24,804,474	-	24,804,474	30,121,562
Grant Fund	8,776,867	43,906,087	-	43,906,087	52,682,954
Transportation Fund	1,184,390	8,473,672	18,959,699	27,433,371	28,617,761
<b>Enterprise Funds</b>					
Child Care Fund	5,101,336	16,507,532	4,161,820	20,669,352	25,770,688
Property Management Fund	5,677,959	2,862,476	-	2,862,476	8,540,435
<b>Internal Service Funds</b>					
Employee Benefits Fund	10,374,456	6,260,000	-	6,260,000	16,634,456
Central Services Fund	2,665,322	3,590,000	-	3,590,000	6,255,322
Technology Fund	11,859,616	19,609,935	9,001,776	28,611,711	40,471,327
Insurance Reserve Fund	6,951,155	703,000	6,875,474	7,578,474	14,529,629
<b>Total All Funds</b>	<b>\$646,451,808</b>	<b>\$1,024,246,791</b>	<b>\$64,356,565</b>	<b>\$1,088,603,356</b>	<b>\$1,735,055,164</b>

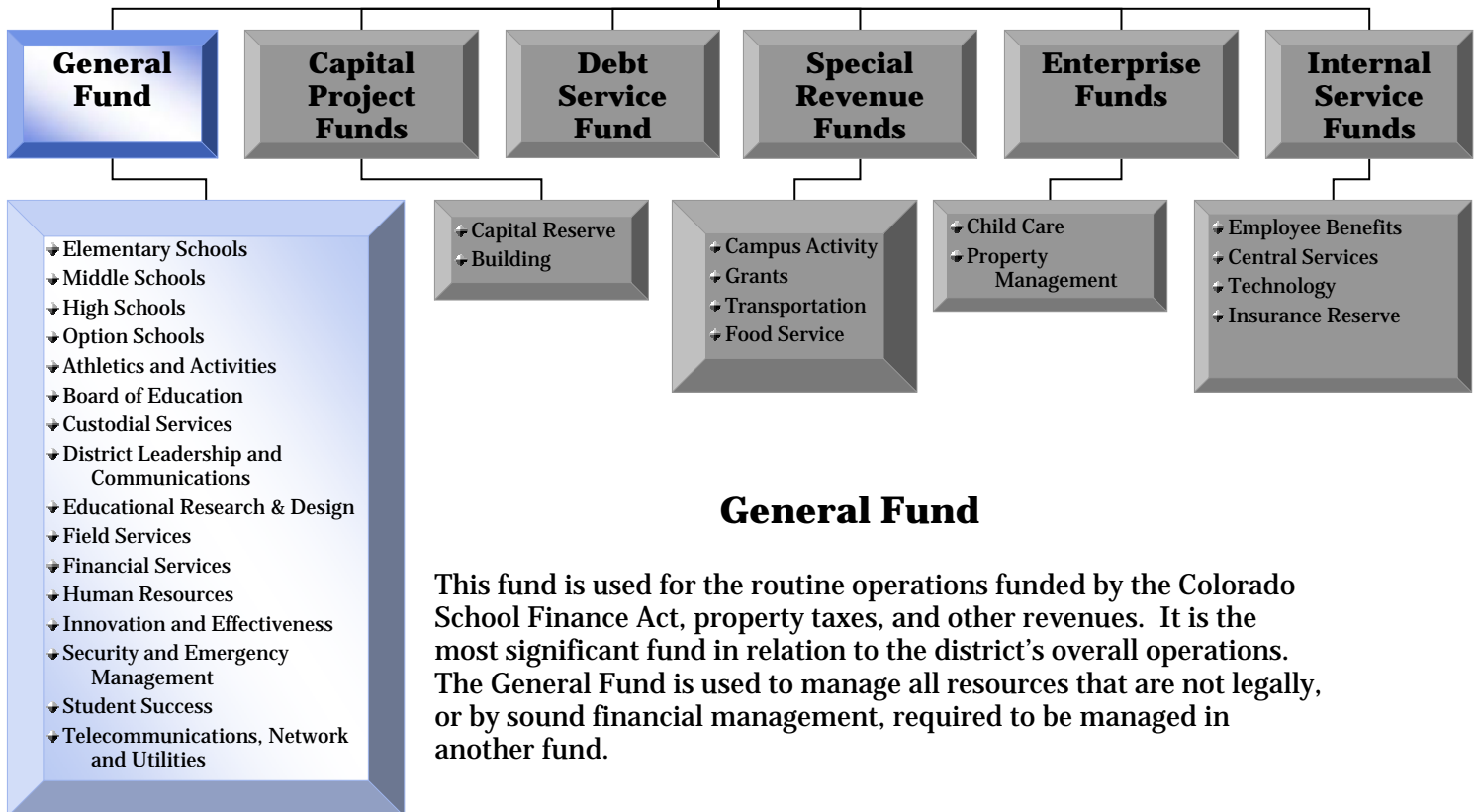


**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Consolidated Summary of Fund Balances Sources and Uses**

<b>Total Expenditures, Other Uses &amp; Transfers Out</b>	<b>Estimated Ending Fund Balance 2019/2020</b>	<b>Change in Ending Fund Balance</b>	<b>Change in Ending Fund Balance of Greater Than 10 Percent</b>
\$801,371,341	\$122,502,770	-6.18%	Decrease due to additional spending of 5A funds from 18/19.
16,450,296	35,879,894	35.52%	Increase in ending fund balance is due to the completion of middle school additions and fewer projects in FY20.
146,592,602	201,784,580	-40.93%	Decrease in ending fund balance due to ongoing Bond project completion
74,517,963	75,058,792	-6.25%	An intentional spend-down of fund balance aligns with increased repayment of existing and new 2018 5B Bond.
27,370,505	9,902,287	0.37%	No significant change.
25,041,050	5,080,512	-4.45%	Decrease in ending fund balance due to lower revenues and higher personnel costs.
43,906,087	8,776,867	-	No change.
27,433,370	1,184,391	-	No change.
20,744,316	5,026,372	-1.47%	Decrease in ending fund balance due to increase in salary costs.
2,951,278	5,589,157	-1.56%	Decrease in ending fund balance due to increase in salaries, utilities and supply costs.
7,951,206	8,683,250	-16.30%	Ending fund balance is decreasing due to increased administration costs and higher claim losses.
3,698,621	2,556,701	-4.08%	Ending fund balance is decreasing due to increased salaries, supplies and administration costs.
31,178,488	9,292,839	-21.64%	Ending fund balance is decreasing due to higher costs in the repairs and maintenance category associated with increased district devices.
11,122,114	3,407,515	-50.98%	Ending fund balance is decreasing due to increased claims and premium costs while revenue expectations drop.
<b>\$1,240,329,327</b>	<b>\$494,725,927</b>	<b>-23.47%</b>	



# 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.



## General Fund – Budgetary Assumptions

The General Fund is the main operational fund and accounts for the primary operations of the district. The primary revenue for the General Fund is from the state and the 1994 School Finance Act. The sources of this funding is from state and local (property tax) funds. Funding in Colorado for K-12 education continues to be lower than the national average. The Colorado economy has been improving since the Great Recession; however, state budgetary constraints with competing demands persist. The challenge of structural issues from TABOR and Gallagher and the implications of the federal tax cuts put pressure on the state for addressing needs and cause uncertainty on future impacts to Colorado's economy. The state's use of the budget stabilization factor prevails, dramatically reducing K-12 funding across the state.



School districts in the state of Colorado can ask their voters for approval for additional revenues beyond the State Finance Act formula, these funds are referred to as mill levy overrides (MLO). In November 2018, Jeffco voters approved the 5A ballot question for \$33M in additional MLO. The Board of Education directed these override revenues to be targeted toward attracting and retaining high quality teachers and staff (50 percent), improving student safety by increasing mental health supports (20 percent), expanding science, technology, engineering and math (STEM) and career/technical education (10 percent), updating instructional technology (10 percent) and increasing early childhood education (10 percent). In order to provide clarity and transparency, development of the budget had two separate, parallel processes: one to work on proposed expenditures for the new 5A MLO funds and another to program new state funds. The spring 2019 5A MLO funds were spent as one-time and/or on-going through a supplemental in the 2018/2019 budget. However, due to the timing of the first receipts of this revenue in spring of 2019, not all funds could be expended before the end of the fiscal year. The unspent amounts are being tracked by the assigned reserve category and carried forward to the next year for their intended purpose.

For the 2019/2020 school year, state revenues continued to improve, allowing the budget stabilization factor to be reduced by \$100M, meaning the state funding for Jeffco would increase. In addition, the state passed full day kindergarten as well as additional funding of approximately \$22M statewide for Tier B Special Education Students.

The following section presents the major budgetary assumptions for the 2019/2020 budget. Below is a summary of assumptions for both revenue and expenditures.

**Revenue**

School Finance Act revenue projections and assumptions are based on information from the state of Colorado, anticipated enrollment changes and other forecasted fluctuations as stated in the School Finance Act. The School Finance Act will increase in inflation by 2.7 percent, assumes enrollment will remain relatively flat, decreases the budget stabilization



factor by \$100M statewide, and adds an additional \$22M for Tier B special education students. In addition, full day kindergarten was passed, providing full funding for all day kindergarten. As calculated by the Colorado Department of Education, Jeffco will receive an increase in state funding of \$41M, which is an increase of \$355 per pupil. This total funding includes \$4.1M for charter schools, preschool, and innovation schools. In addition, Jeffco will receive an additional \$2M for state categorical Tier B funding. The net increase for the General Fund from state funding will be \$39M for 2019/2020. The 5A mill levy override funds were added as a supplemental budget to the 2018/2019 budget as ongoing funds; therefore they are not represented as new funds for 2019/2020.

In recent years, Jeffco has seen a drop of enrollment from lower birth rates and shifts 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 drop of enrollment and shift of student population to charter schools is expected to continue in 2019/2020 with an estimated decrease of 250 students for district managed schools, equaling a loss of \$2M in revenue. Enrollment numbers by level for district-managed and option schools can be found in the *Informational Section* of this document. Enrollment projections include the addition of one district innovation school transitioning from a charter school, as well as a decrease of one district-managed charter school.

In addition to new state funding, there is an estimated increase in specific ownership tax as well as an increase in interest revenue. See chart below for details.



2019/2020 Increases to Revenue	
Revenue	On-Going
School Finance Act less Pass-through to Charter Schools	\$ 21,700,000
Loss of Student Enrollment (250)	(2,000,000)
State Categorical Tier B	2,000,000
Full Day Kindergarten (FDK) Funding	15,200,000
Reduction of Fees (FDK)	(6,000,000)
Inflation 5A	810,000
1:1 Device Fees	1,100,000
Interest Revenue	500,000
Specific Ownership Tax (local)	1,000,000
<b>Other Revenue</b>	<b>\$ 34,310,000</b>

## Expenditures

### 5A Mill Levy

In November of 2018, the voters approved 5A, a \$33M mill levy override (MLO). Approximately, \$3M will flow to charter schools based on the Mill Levy Sharing Plan that was authorized by the Board of Education. The district began spending the district-managed funds in 2018/2019 with a supplemental appropriation approved by the Board of Education. The distribution of funds is broken into five categories: Compensation (\$15M), Career Tech-Ed/STEM (\$3M), Classroom Technology (\$3M), Safety and Mental Health Support (\$6M), and Early Childhood Education (\$3M). At the end of 2018/2019, there was \$12.5M in MLO to be permanently programmed and \$10.4M in reserves for one-time use.



The charts below provide detail of 5A expenditures for 2019/2020. The mill levy revenue to cover these expenditures was appropriated in 2018/2019 ongoing. Detail for 5A expenditures and the reconciliation of the mill levy reserves can be found in Appendix B. The budget office will continue to monitor closely and, in addition, will be presenting to the Financial Oversight Committee on the progress of all MLO dollars.

2019/2020 5A Mill Levy Override Expenditures			
Expenditures	FTE	On-going	One-time
Jeffco Career Links Project		\$ 88,460	\$ 5,150
Career Links School Supports	6.0	547,186	
Staff Development/Buck Institute			100,000
College Credit for Pathways		105,600	
Pathways to Teaching		35,887	
CTE Middle School Program Pathways		200,000	710,000
Program Implementation			440,000
<b>Career Tech-Ed/STEM</b>	<b>6.0</b>	<b>\$ 977,133</b>	<b>\$ 1,255,150</b>
<b>IT - 1:1 Devices</b>		<b>\$ 900,000</b>	<b>\$ 900,000</b>
Social Emotional Learning Specialists	52.0	4,078,000	
GT Social Emotional Learning Counselors	2.0	208,000	
Behavioral Team & Training	5.0	401,000	
Suicide Prevention and Support		210,000	
Employee Assistance Program (EAP)	1.0	97,500	
SEL Training and Materials		150,200	
School Allocation \$10/Student			860,000
Contracted Drug Intervention Services		60,000	140,000
Contracted Services			250,000
Registered Nurses	9.0	690,300	
Title IX Coordinator	1.0	105,000	
<b>Safety and Mental Health Support</b>	<b>70.0</b>	<b>\$ 6,000,000</b>	<b>\$ 1,250,000</b>
Professional Development			100,000
Teachers	36.0	2,700,680	
6 New Preschool Classrooms			800,000
<b>Early Childhood Education</b>	<b>36.0</b>	<b>\$ 2,700,680</b>	<b>\$ 900,000</b>
<b>Grand Total - Board Directed New Expenditures (5A)</b>	<b>112.0</b>	<b>\$ 10,577,813</b>	<b>\$ 4,305,150</b>

### Other Expenditures

The Board of Education received information from the District Accountability Committee as well as input from the community on top priorities in spending for schools. In addition, the Board heard from several taskforce groups on top priorities. These priorities included compensation, District Unified Improvement Plan support, mental health/behavioral support, bell study support, individual division needs and Student Based Budgeting (SBB) funding increases.

The Board approved the new expenditures for 2019/2020 as listed below. The largest increase is for employee compensation, which includes steps and level increases and a 1.5 percent COLA, a total increase of a 4.4 percent. At the time of the adopted budget, the Board ratified an agreement with the Jeffco Educational Support Professionals Association (JESPA) that included a 2.52 percent salary schedule adjustment (from 5A MLO ongoing dollars), minor structural changes to the salary schedule, step increases for eligible employees, and a cost of living increase of 1.5 percent. This agreement includes both new state funding and ongoing 2.67 percent 5A MLO dollars. The district and the Jefferson County Education Association (JCEA) did not conclude negotiations at the time of the adopted budget and will continue to negotiate in early August 2019. Both the district and JCEA are optimistic that they will achieve a negotiated agreement when they reconvene.

2019/2020 Expenditure Changes		
Compensation	On-going	One-time
District Wide Compensation Increase (Steps, Lanes, Quartiles, 1.5% COLA) (Average Comp Increase 4.4% )	26,200,000	
PERA Changes (mandated)	1,300,000	-
	\$ 27,500,000	\$ -
<b>Other Employer Costs / Adjustments</b>		
Retirement & Turnover Savings	\$ (6,000,000)	
5A Mill Levy Expenditures	14,882,963	
Board Directed New Expenditures (Detail Below)	3,988,203	70,000
Student Success (Tier B) Support	2,000,000	
1:1 Device Support from fees	1,100,000	
SBB Full Day Kindergarten	9,200,000	
<b>Subtotal Other Employer Costs/Adjustments</b>	<b>\$ 25,171,166</b>	<b>\$ 70,000</b>
<b>Net Proposed Increases</b>	<b>\$ 52,671,166</b>	<b>\$ 70,000</b>

2019/2020 Board Directed New Expenditures (Detail)			
Expenditures	FTE	On-going	One-time
Athletics and Activities - Mandated Increases		97,000	
Communications Family Engagement		\$ 30,000	
Custodial - Staffing and Supplies	1.5	\$ 77,465	
Employee Relations Two Part-time Employees		30,000	
ERD - Translation Services	1.0	150,000	
ERD-Educator Pathways to Transform the Task	4.0	309,232	
Human Resources - Boettcher Residency Program Expansion		135,000	
Insurance Reserve - Premiums/Claim Increases and Training Software		1,638,500	
Options - At Risk Transition Coordinators	1.5	75,000	
Safety and Security - Campus Supervisor FTE	6.0	236,626	
Student Success - Dropout Safety Nets	6.0	659,380	
Transportation - Bell time Study			70,000
Utilities - Natural Gas		300,000	
Utilities - Refuse & Dump fees		100,000	
Utilities - Storm Water		150,000	
<b>Grand Total - Board Directed New Expenditures</b>	<b>\$ 20</b>	<b>\$ 3,988,203</b>	<b>\$ 70,000</b>



## 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 (GFOA), 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 2018/2019 with approximately \$131M 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, 5A mill levy reserves and undesignated reserves that are un-programmed.

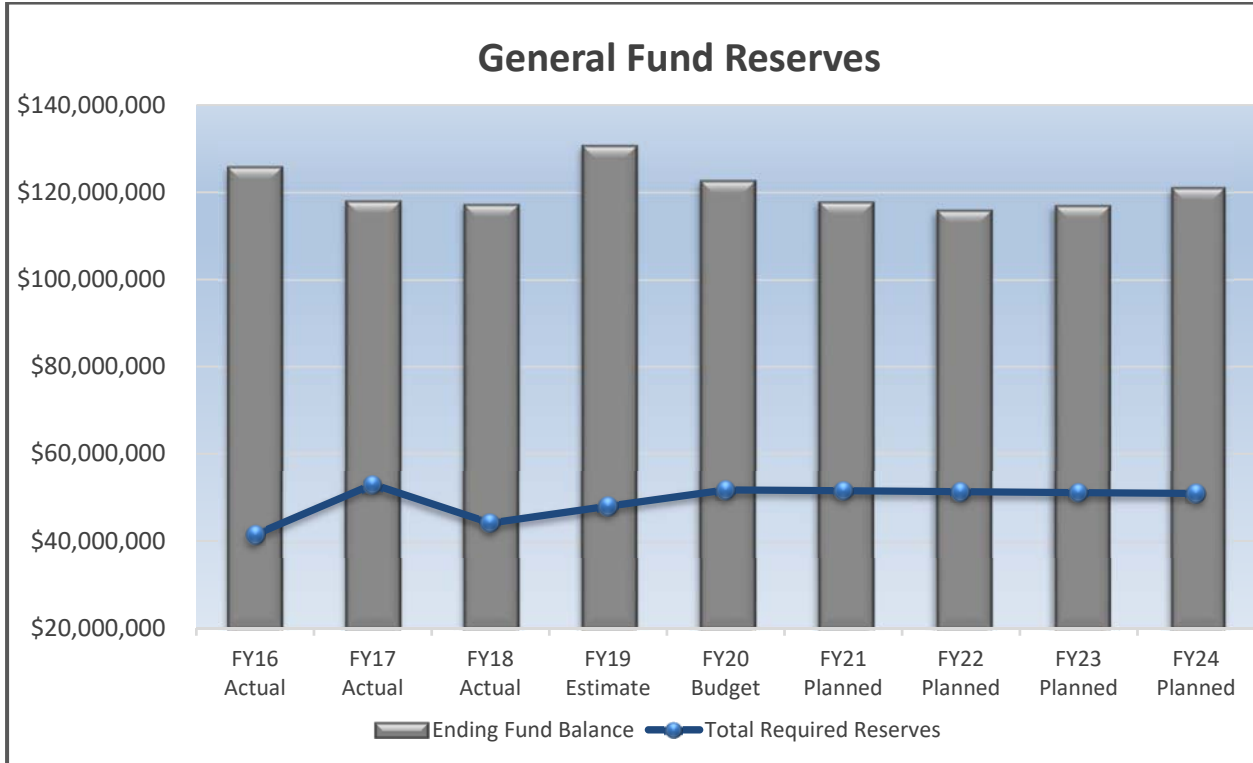
Unassigned reserves provide a benchmark for fiscal health used by the Colorado Department of Education, Colorado State Auditor, GFOA and rating agencies. According to GFOA, the range for appropriate reserves is 8 to 17 percent of total expenditures. In total, the 2018/2019 estimated unassigned reserves for Jeffco are \$79M or 11.5 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. These 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.

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, transportation funding, PERA commitments and higher education funding. 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. As mentioned previously, 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, that is, to provide the flexibility and the means to withstand fluctuations in funding without immediate impact to classrooms, programs or staffing.

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.

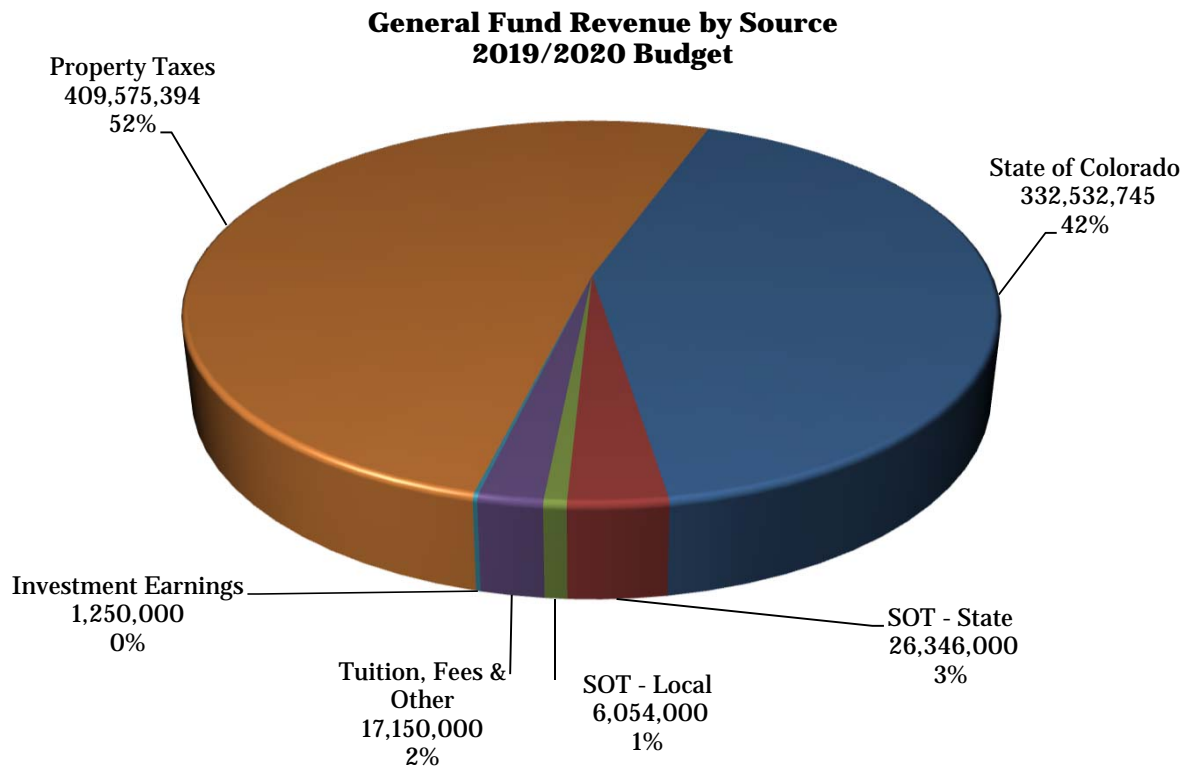


### General Fund Revenue Sources and Classifications

The total General Fund revenue budget for 2019/2020 is \$793M. 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. Expectations for Specific Ownership Tax (SOT), Investment Earnings and Other Revenue are relatively flat for 2019/2020.

	<b>2015/2016 Actual</b>	<b>2016/2017 Actual</b>	<b>2017/2018 Actual</b>	<b>2018/2019 Estimate</b>	<b>2019/2020 Budget</b>
State of Colorado	311,866,801	312,043,678	292,703,917	321,656,218	332,532,745
SOT - State	15,449,018	17,902,552	21,449,487	19,701,484	26,346,000
SOT - Local	15,350,460	15,398,326	17,094,065	10,698,516	6,054,000
Tuition, Fees & Other	21,839,347	22,224,924	24,799,641	23,050,000	17,150,000
Investment Earnings	515,984	505,382	1,092,929	250,000	1,250,000
Property Taxes	319,494,554	318,067,852	346,309,554	380,091,409	409,575,394
<b>Total Revenue</b>	<b>\$684,516,164</b>	<b>\$686,142,714</b>	<b>\$703,449,593</b>	<b>755,447,627</b>	<b>792,908,139</b>

SOT: Specific Ownership Tax

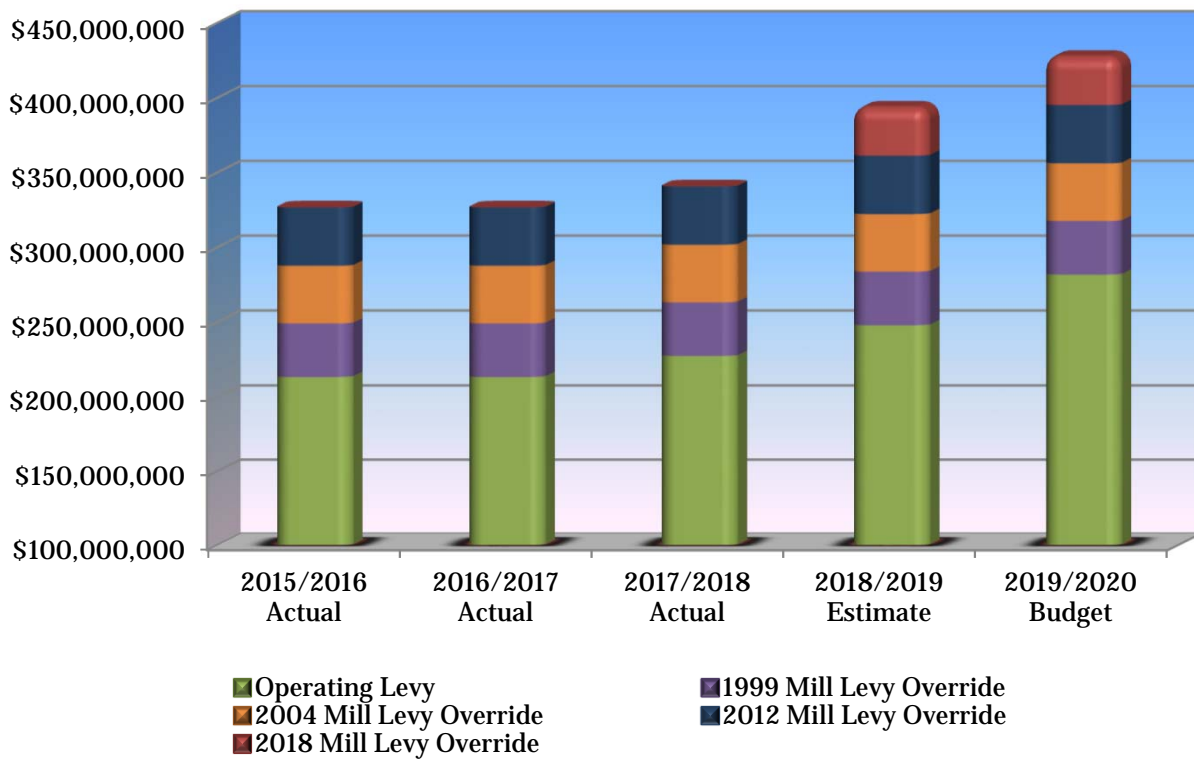




### Property Tax

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 residential assessment percentage for 2019 is 7.15 percent. Property taxes are 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**

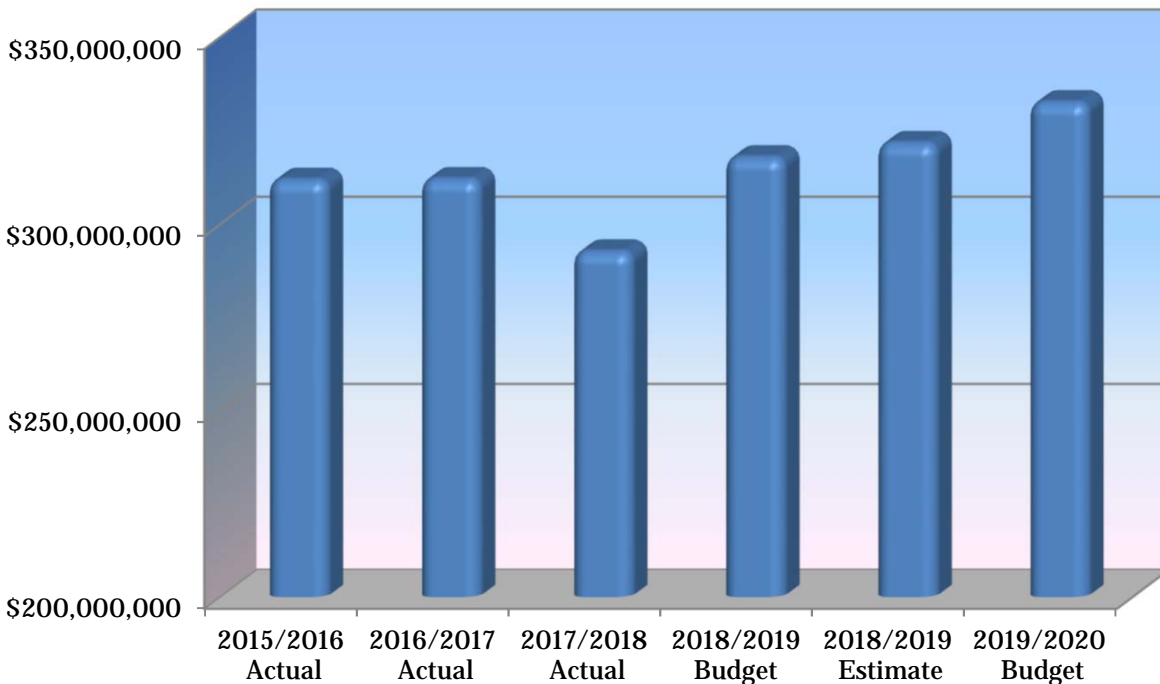


**State of Colorado**

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.

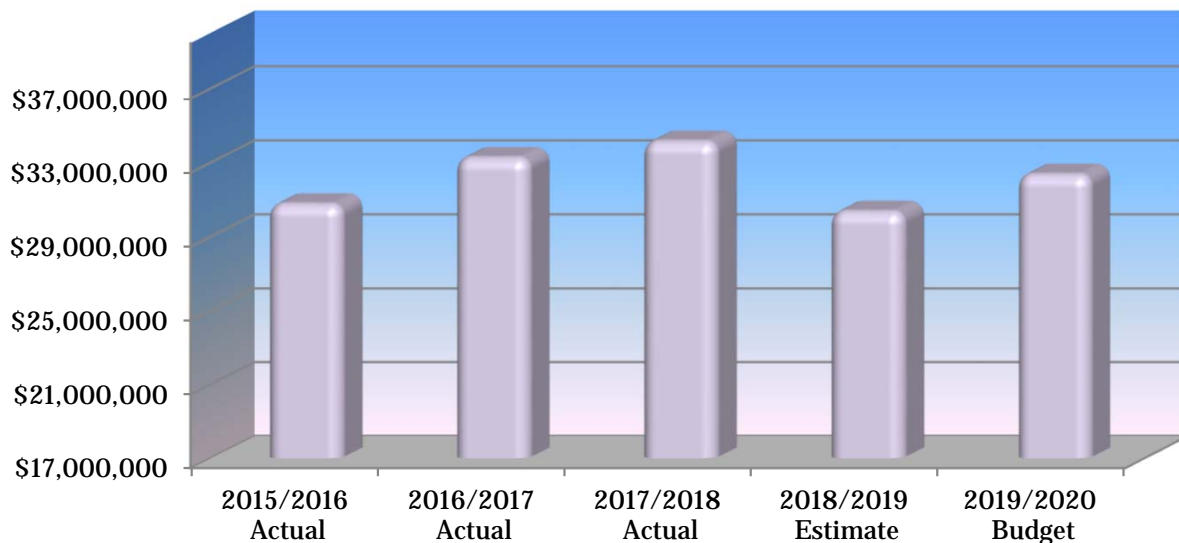
Charter school students are included in the official count; however, funds for these students flow directly from the state through the district to the individual charter school as an allocation of revenue. Charter schools are required by Statute to appropriate their own budgets, and revenue received 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 in the General Fund. 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**



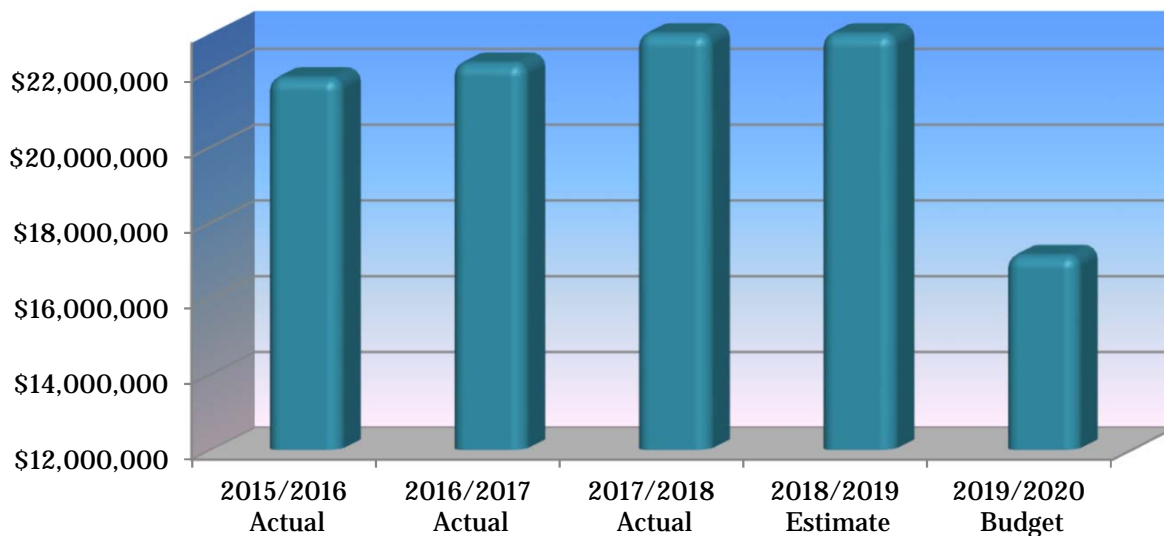
**Specific Ownership Tax**

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, however, revenue is expected to flatten in 2019/2020. 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 decrease in 2019/2020 due to the loss of Kindergarten Tuition in this category.



## General Fund Expenditures Uses and Classifications

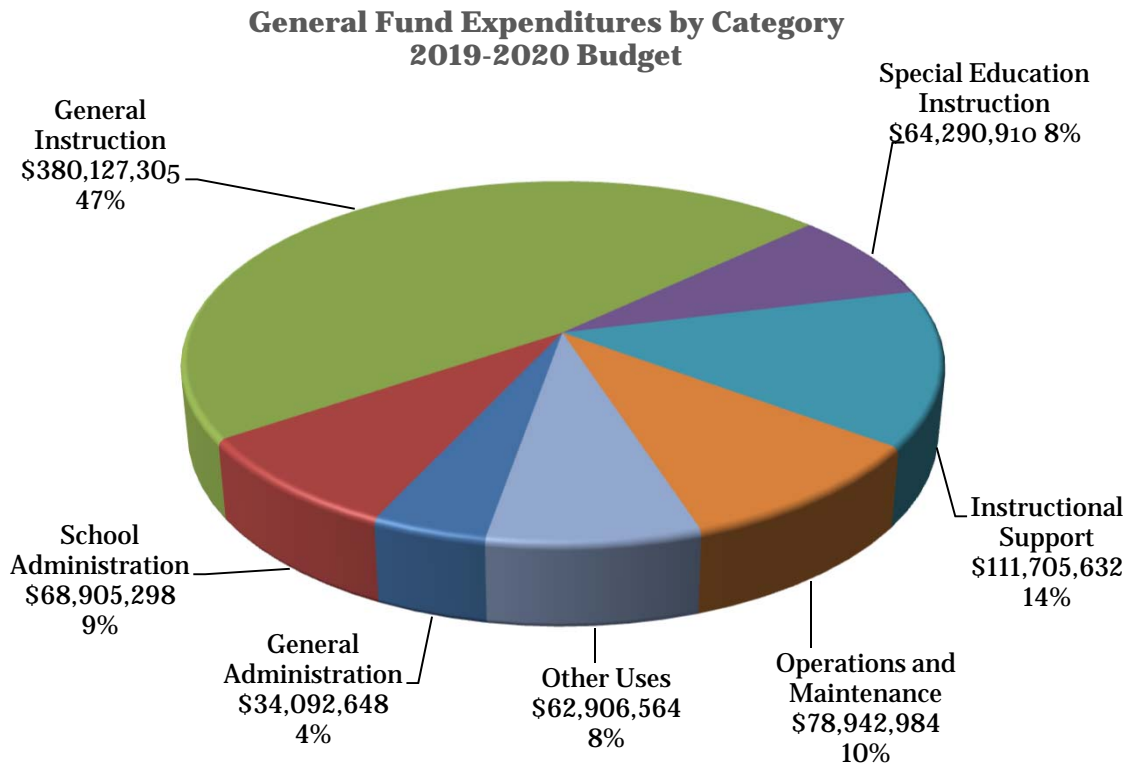
Expenditures in the General Fund are classified among six categories to allow for consistent and consolidated reporting of similar costs. The following table names and defines each expenditure category currently used in the General Fund. This list provides some of the items that are included in each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

### General Fund Expenditure Descriptions

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

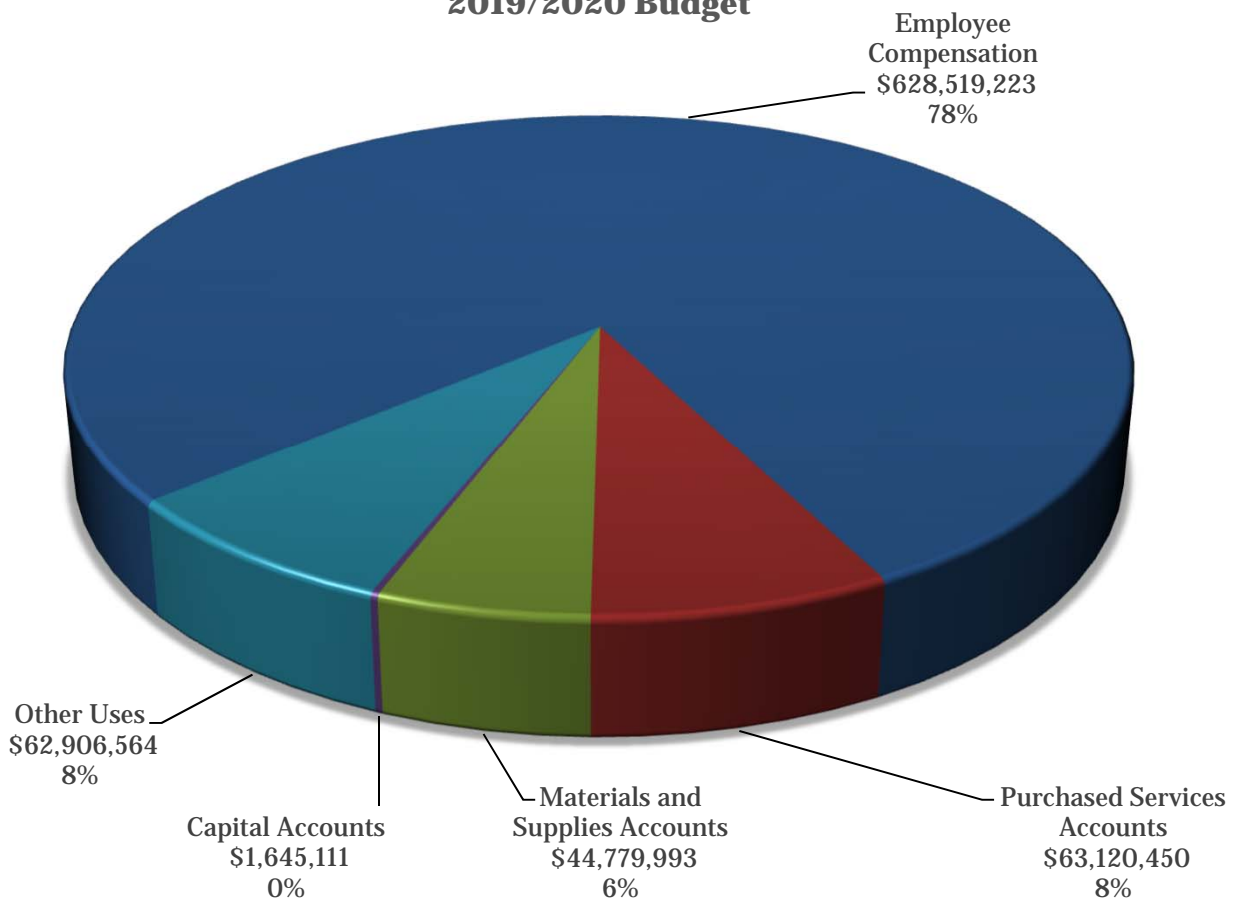
The district is dedicated to supporting schools and minimizing administrative costs by making sure that the majority of funding flows to and is expended at the schools. The following charts illustrate different breakdowns of General Fund expenditures. The first chart shows the breakdown of all General Fund dollars and how they are used. As shown in the chart, approximately 61 percent of all General Fund dollars, or 61 cents of every dollar spent, goes toward General Instruction and Instructional Support, while only 4 percent goes to General Administration.

	<b>2018/2019 Budget</b>	<b>% of Budget</b>	<b>2019/2020 Budget</b>	<b>% of Budget</b>
General Administration	\$33,315,391	4%	\$34,092,648	4%
School Administration	\$61,667,133	8%	\$68,905,298	9%
General Instruction	\$359,731,432	48%	\$380,127,305	47%
Special Education Instruction	\$62,044,410	8%	\$64,290,910	8%
Instructional Support	\$99,218,746	14%	\$111,705,632	14%
Operations and Maintenance	\$75,779,027	10%	\$78,942,984	10%
<b>Subtotal Expenditures</b>	<b>\$691,756,139</b>	<b>92%</b>	<b>\$738,064,777</b>	<b>92%</b>
Other Uses	\$56,611,164	8%	\$62,906,564	8%
<b>Total Expenditures and Other Uses</b>	<b>\$748,367,303</b>	<b>100%</b>	<b>\$800,971,341</b>	<b>100%</b>



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  
2019/2020 Budget**





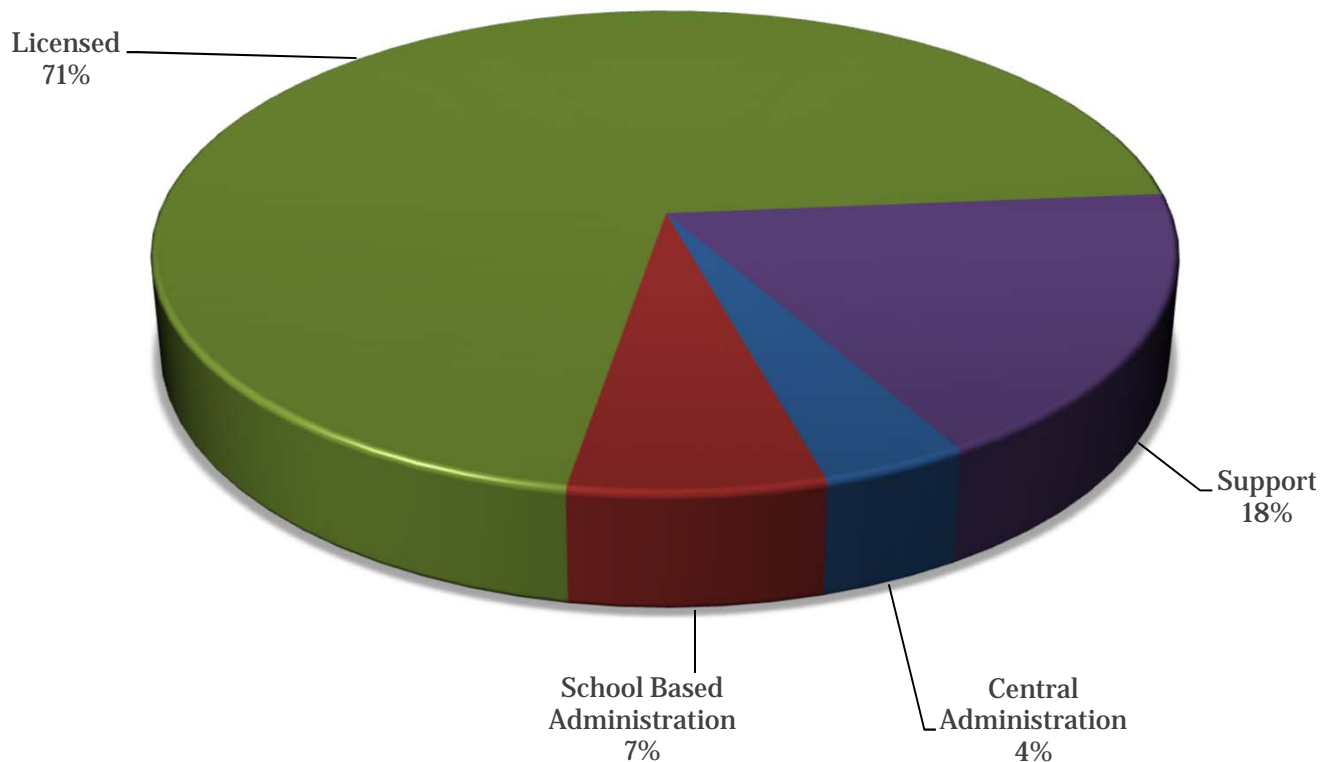
### General Fund Compensation

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 527.15 General Fund administrators employed by Jeffco. The majority of administrators, 327.15, are school-based consisting of principals and assistant principals at roughly 158 schools or facilities.

The remaining 200 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 four percent of General Fund compensation dollars.

**General Fund Compensation by Classification  
2019/2020 Budget**



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**General Fund Summary**

	2015/2016 Actual	2016/2017 Actual	2017/2018 Actual	2018/2019 Budget
<b>Beginning Fund Balance</b>	71,761,121	125,682,198	117,845,466	117,014,176
<b>Revenue:</b>				
Local Property Tax	319,494,554	318,067,852	346,309,554	384,643,702
State of Colorado	311,866,801	312,043,678	292,703,917	317,842,976
Specific Ownership Tax State	15,449,018	17,902,552	21,449,487	19,701,484
Specific Ownership Tax Local	15,350,460	15,398,326	17,094,065	10,698,516
Interest Account	515,984	505,382	1,092,929	250,000
Tuition, Fees, and Other	21,839,347	22,224,924	24,799,641	22,050,000
<b>Total Revenue</b>	<b>684,516,164</b>	<b>686,142,714</b>	<b>703,449,593</b>	<b>755,186,678</b>
<b>Expenditures:</b>				
General Administration	25,159,916	28,946,082	30,172,761	33,315,391
School Administration	50,343,035	53,442,262	55,921,761	61,667,133
General Instruction	324,853,579	335,152,096	330,753,426	359,731,432
Special Ed Instruction	55,067,177	58,360,693	59,229,521	62,044,410
Instructional Support	69,106,656	76,192,320	89,227,462	99,218,746
Operations and Maintenance	67,835,998	70,853,358	71,578,809	75,779,027
<b>Total Expenditures</b>	<b>592,366,361</b>	<b>622,946,811</b>	<b>636,883,740</b>	<b>691,756,139</b>
<b>Other Uses:</b>				
Transfer to Child Care	-	-	-	349,320
Transfer to Capital Reserve Fund	7,049,112	36,809,971	36,114,971	23,223,773
Transfer to Insurance Reserve Fund	4,867,968	4,882,752	5,165,929	5,191,312
Transfer to Technology Fund	10,120,000	10,655,000	9,001,776	9,401,776
Transfer to Property Management Fund	-	-	(700,000)	(400,000)
Transfer to Campus Activity Fund	645,465	622,597	737,275	700,000
Transfer to Transportation Fund	15,546,181	18,062,315	17,077,192	18,144,983
Issuance of COP's	-	-	-	-
Payment to Escrow Agent for Refunded COP's	-	-	-	-
<b>Total Other Uses</b>	<b>38,228,726</b>	<b>71,032,635</b>	<b>67,397,143</b>	<b>56,611,164</b>
<b>Total Expenditures &amp; Other Uses</b>	<b>630,595,087</b>	<b>693,979,446</b>	<b>704,280,883</b>	<b>748,367,303</b>
<b>Revenue Over(Under) Expenditures</b>	<b>53,921,077</b>	<b>(7,836,732)</b>	<b>(831,290)</b>	<b>6,819,375</b>
<b>Reserves:</b>				
<b>Nonspendable</b>				
<b>Restricted/Committed/Assigned</b>				
TABOR Reserve	17,756,207	17,457,866	18,633,897	20,752,684
School Carryforward Reserve	14,500,000	22,500,000	24,000,000	16,600,000
Multi-Year Commitment Reserve	220,000	283,080	283,080	293,427
Mill Levy Reserves	-	-	-	10,412,067
<b>Unassigned</b>				
Board of Education Policy Reserve	23,694,654	35,527,706	25,475,350	27,670,246
Undesignated Reserve	69,511,337	42,076,814	48,621,849	48,105,127
<b>Total Unassigned Fund Balance</b>	<b>93,205,991</b>	<b>77,604,520</b>	<b>74,097,199</b>	<b>75,775,373</b>
<b>Ending Fund Balance</b>	<b>125,682,198</b>	<b>117,845,466</b>	<b>117,014,176</b>	<b>123,833,551</b>

**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**General Fund Summary**

2018/2019 Estimate	2019/2020 Budget	2020/2021 Planned	2021/2022 Planned	2022/2023 Planned	2023/2024 Planned
117,014,176	<b>130,565,972</b>	122,502,770	117,601,388	115,688,387	116,775,384
380,091,409	<b>409,575,394</b>	409,575,394	409,575,394	409,575,394	409,575,394
321,656,218	<b>332,532,745</b>	332,532,745	332,532,745	332,532,745	332,532,745
19,701,484	<b>26,346,000</b>	26,346,000	26,346,000	26,346,000	26,346,000
10,698,516	<b>6,054,000</b>	6,054,000	6,054,000	6,054,000	6,054,000
250,000	<b>1,250,000</b>	1,250,000	1,250,000	1,250,000	1,250,000
23,050,000	<b>17,150,000</b>	17,150,000	17,150,000	17,150,000	17,150,000
755,447,627	<b>792,908,139</b>	792,908,139	792,908,139	792,908,139	792,908,139
33,078,590	<b>34,092,648</b>	33,954,223	33,815,797	33,677,373	33,538,949
60,163,330	<b>68,905,298</b>	68,625,523	68,346,884	68,067,109	67,787,334
356,367,805	<b>380,127,305</b>	379,380,632	377,840,239	376,293,567	374,746,893
62,472,567	<b>64,290,910</b>	64,029,870	63,769,891	63,508,851	63,247,812
98,073,465	<b>111,705,632</b>	111,252,076	110,800,361	110,346,805	109,893,248
75,128,910	<b>78,942,984</b>	78,622,453	78,303,224	77,982,693	77,662,162
685,284,667	<b>738,064,777</b>	735,864,777	732,876,396	729,876,398	726,876,398
349,320	<b>4,161,820</b>	3,200,000	3,200,000	3,200,000	3,200,000
23,223,773	<b>23,607,796</b>	23,607,796	23,607,796	23,607,796	23,607,796
5,191,312	<b>6,875,474</b>	6,875,474	6,875,474	6,875,474	6,875,474
9,401,776	<b>9,001,776</b>	9,001,776	9,001,776	9,001,776	9,001,776
(400,000)	<b>(400,000)</b>	(400,000)	(400,000)	(400,000)	(400,000)
700,000	<b>700,000</b>	700,000	700,000	700,000	700,000
18,144,983	<b>18,959,698</b>	18,959,698	18,959,698	18,959,698	18,959,698
-	-	-	-	-	-
-	-	-	-	-	-
56,611,164	<b>62,906,564</b>	61,944,744	61,944,744	61,944,744	61,944,744
741,895,831	<b>800,971,341</b>	797,809,521	794,821,140	791,821,142	788,821,142
13,551,796	<b>(8,063,202)</b>	(4,901,382)	(1,913,001)	1,086,997	4,086,997
20,558,540	<b>22,165,943</b>	22,075,943	21,986,292	21,896,292	21,806,292
20,182,591	<b>19,000,000</b>	17,100,000	15,200,000	13,300,000	11,400,000
293,427	<b>293,427</b>	293,427	293,427	293,427	293,427
10,412,067	<b>7,918,764</b>	5,425,461	2,932,158	438,855	-
-	-	-	-	-	-
27,411,387	<b>29,522,591</b>	29,434,591	29,315,056	29,195,056	29,075,056
51,707,960	<b>43,602,045</b>	43,271,966	45,961,454	51,651,754	58,287,606
79,119,347	<b>73,124,636</b>	72,706,557	75,276,510	80,846,810	87,362,662
130,565,972	<b>122,502,770</b>	117,601,388	115,688,387	116,775,384	120,862,381



# General Fund Detail







**Jefferson County School District, No. R-1  
2019/2020  
Budget Allocations - Elementary Level**

<b>Elementary</b>	<b>2018/2019 Official Enrollment</b>	<b>2019/2020 Budget</b>	<b>Elementary</b>	<b>2018/2019 Official Enrollment</b>	<b>2019/2020 Budget</b>
Adams Elem	326	\$2,139,521	Molholm Elem	375	\$2,528,130
Allendale Elem	159	1,193,604	Mortensen Elem	335	2,174,809
Arvada K-8	681	4,459,084	Mount Carbon Elem	340	2,217,518
Bear Creek K-8 Belmar Elem	1,060	6,395,448	Mount Evans Outdoor Ed		917,262
Bergen Meadow Elem	273	1,901,878	Normandy Elem	358	2,256,487
Bergen Valley Elem	238	1,663,556	Parmalee Elem	308	1,960,612
Blue Heron Elem	302	1,931,857	Parr Elem	228	1,689,522
Bradford K8 South	382	2,403,574	Patterson International Elem	341	2,295,015
Bradford K8 North	418	2,826,772	Peck Elem	245	1,759,863
Campbell Elem	416	2,228,758	Peiffer Elem	232	1,610,605
Coal Creek Canyon K-8	240	1,658,967	Pennington Elem	145	1,188,621
Colorow Elem	136	1,303,506	Powderhorn Elem	538	3,178,461
Columbine Hills Elem	171	1,355,618	Prospect Valley Elem	439	2,700,560
Coronado Elem	275	1,876,103	Ralston Elem	287	1,848,418
Deane Elem	475	2,919,852	Red Rocks Elem	290	1,919,128
Dennison Elem	393	2,713,375	Rooney Ranch Elem	525	3,095,357
Devinny Elem	627	3,593,143	Ryan Elem	380	2,388,120
Dutch Creek Elem	463	2,790,861	Secrest Elem	237	1,699,832
Edgewater Elem	271	1,846,768	Semper Elem	301	2,106,948
Eiber Elem	369	2,500,096	Shaffer Elem	488	2,901,508
District Contingency	293	2,184,643	Shelton Elem	477	2,974,010
Elk Creek Elem		17,397,676	Sheridan Green Elem	297	2,033,585
Emory Elem	344	2,192,835	Sierra Elem	464	2,791,574
Fairmount Elem	463	3,060,694	Slater Elem	257	1,828,857
Fitzmorris Elem	593	3,449,062	South Lakewood Elem	415	2,699,351
Foothills Elem	177	1,348,998	Rose Stein Elem	214	1,703,529
Foster Elem	247	1,782,464	Stevens Elem	281	2,008,109
Fremont Elem	430	3,005,123	Stober Elem	258	1,798,926
Glennon Heights Elem	227	1,585,372	Stony Creek Elem	352	2,273,885
Governors Ranch Elem	219	1,617,878	Stott Elem	243	1,711,118
Green Gables Elem	328	2,092,602	Swanson Elem	273	1,995,696
Green Mtn Elem	219	1,580,847	Three Creeks K-8	688	4,702,343
Hackberry Hill Elem	233	1,646,488	Thomson Elem	310	2,113,897
Hutchinson Elem	422	2,670,485	Ute Meadows Elem	371	2,340,210
Kendallvue Elem	229	1,605,879	Van Arsdale Elem	379	2,544,297
Kendrick Lakes Elem	331	2,160,963	Vanderhoof Elem	404	2,566,268
Kullerstrand Elem	359	2,372,528	Vivian Elem	132	987,919
Kyffin Elem	204	1,534,203	Warder Elem	309	2,025,762
Lasley Elem	452	2,732,505	Weber Elem	383	2,444,717
Lawrence Elem	430	2,894,536	Welchester Elem	270	1,912,449
Leawood Elem	267	1,910,558	West Jefferson Elem	263	1,792,133
Little Elem	334	2,209,370	West Woods Elem	597	3,453,974
Lukas Elem	289	1,995,938	Westgate Elem	430	2,880,367
Lumberg Elem	353	2,266,402	Westridge Elem	435	2,694,280
Maple Grove Elem	394	2,623,749	Wilmore Davis Elem	241	1,723,317
Marshdale Elem	325	2,100,394	Wilmot Elem	301	1,947,930
Meiklejohn Elem	305	1,989,664	Windy Peak Outdoor Ed		968,285
Mitchell Elem	532	3,091,021	Witt Elem	241	1,705,454
	564	3,303,906			
				<b>32,915</b>	<b>\$235,168,142</b>

\*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.

\*Excludes Capital Transfer expenses budgeted at the school level.

\*Dennison Elementary is an option school, but has been moved to the elementary school reports for SBB purposes.

Enrollment numbers modified to reflect grade level configuration changes.



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Elementary Level Detail**

	<b>2017/2018 Budget FTE</b>	<b>2018/2019 Budget FTE</b>	<b>2019/2020 Budget FTE</b>	<b>2017/2018 Actual \$</b>	<b>2018/2019 Budget \$</b>	<b>2019/2020 Budget \$</b>
<b>Dept ID: Elementary</b>						
<b>Payroll</b>						
Principal.	95.50	94.00	94.00	9,363,096	9,944,523	10,254,925
Assistant Principal	35.60	33.10	38.00	2,894,571	2,803,220	3,387,478
Dean	4.50	8.40	10.00	313,261	570,018	715,291
Teacher	1,862.50	1,738.62	1,695.32	106,391,749	103,779,084	107,819,434
Substitute Teacher	-	-	-	2,175,261	1,986,281	1,783,356
Counselor	4.50	6.75	9.00	287,191	1,293,713	651,474
Teacher Librarian	74.80	72.05	67.75	4,945,218	5,201,518	5,143,580
Coordinator - Licensed	1.00	1.00	1.00	55,498	58,662	140,978
Resource Teachers	2.00	2.00	2.00	158,504	124,304	133,104
Instructional Coach.	88.55	90.55	88.27	5,519,210	6,345,655	6,531,275
Peer Evaluator	-	-	-	417	-	-
Nurse	2.00	2.00	2.00	106,484	111,270	119,148
Psychologist	5.06	6.30	3.30	263,975	442,827	241,350
Social Worker	9.10	13.86	6.55	649,396	911,240	443,264
Specialist - Classified	1.75	1.75	1.75	19,383	42,495	45,478
School Secretary	190.05	189.05	182.60	6,770,719	7,186,146	7,322,968
Substitute Secretary	-	-	-	32,816	500	-
School Business Manager	-	-	4.00	-	-	245,856
Paraprofessional	305.57	288.44	266.85	8,670,375	7,945,942	7,954,657
Special Interpreter/Tutor	4.58	5.88	7.17	145,698	161,986	200,426
Para-Educator	-	-	-	1,531	-	-
Clinic Aides	74.13	70.41	72.94	1,719,356	1,938,055	2,033,242
Custodian	4.00	4.00	4.00	153,398	170,346	178,273
Food Service Manager	2.67	2.71	2.90	60,552	70,534	75,485
Food Service Hourly Worker	3.13	2.85	2.64	52,473	74,195	68,814
Food Serv. Sub. Worker	-	-	-	4,548	8,300	-
Classified - Hourly	8.54	8.42	8.17	233,285	229,911	304,109
Certificated - Hourly	-	-	-	2,990	-	-
One-Time Add'l Salary Pymts	-	-	-	265	3,888,391	-
Additional Pay - Certificated	-	-	-	277,258	155,400	150,645
Additional Pay-Classified	-	-	-	5,465	3,000	-
Additional Pay-Administrative	-	-	-	33,441	-	-
Overtime - Classified	-	-	-	59,902	19,450	19,000
<b>Payroll Total</b>	<b>2,779.53</b>	<b>2,642.14</b>	<b>2,570.21</b>	<b>151,367,286</b>	<b>155,466,966</b>	<b>155,963,610</b>
Employee Benefits	-	-	-	44,783,416	43,860,114	47,568,979
<b>Benefits Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>44,783,416</b>	<b>43,860,114</b>	<b>47,568,979</b>
Mileage And Travel	-	-	-	39,372	33,603	36,654
Employee Training & Conf	-	-	-	282,980	169,621	200,287
Awards And Banquets	-	-	-	9,572	7,000	5,590
Employee Background Verificatn	-	-	-	236	-	-
Meals/Refreshments	-	-	-	50,400	60,654	63,953
Student Transportation.	-	-	-	7,580	3,925	4,700
Student Admission/Entry Fees	-	-	-	13,908	27,847	22,825
Printing	-	-	-	42,505	43,184	41,209
Contract Labor	-	-	-	11,035	-	-
Contracted Services	-	-	-	479,398	328,985	229,650
Fleet Maintenance.	-	-	-	3,762	6,600	6,600



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Elementary Level Detail**

	<b>2017/2018 Budget FTE</b>	<b>2018/2019 Budget FTE</b>	<b>2019/2020 Budget FTE</b>	<b>2017/2018 Actual \$</b>	<b>2018/2019 Budget \$</b>	<b>2019/2020 Budget \$</b>
Equipment Rental	-	-	-	803	-	-
Contract Maint/Eq Repair	-	-	-	22,174	17,020	17,750
Const Maint/Repair - Building	-	-	-	35	500	-
Software Purch	-	-	-	40,126	12,500	9,650
Marketing - Advertising	-	-	-	6,444	7,060	4,700
Equipment/Copier Repair	-	-	-	2,538	1,300	1,500
Telephone/Pagers/Modems	-	-	-	16,866	13,825	11,110
Postage	-	-	-	16,898	18,688	15,919
Permits/Licenses/Fees	-	-	-	41,262	46,310	48,576
Risk Management Charges	-	-	-	6,000	7,500	7,500
Community Relations	-	-	-	514	-	-
<b>Purchased Services Total</b>	-	-	-	<b>1,094,408</b>	<b>806,122</b>	<b>728,173</b>
<b>Materials and Supplies</b>						
Contingency	-	-	-	-	5,979,299	26,643,161
Office Material/Supplies	-	-	-	357,311	151,702	105,935
Office Equipment - Under \$5K	-	-	-	214,199	58,700	36,250
Curriculum Dev/Staff Training	-	-	-	77,470	79,695	38,880
Clinic Supplies/Materials	-	-	-	25,766	22,222	22,053
Custodial Supplies	-	-	-	6,652	7,000	6,900
Instructional Material/Supply	-	-	-	2,166,147	1,826,140	1,779,974
Instructional Equip-Under \$5K	-	-	-	1,524,851	1,003,957	851,271
Repair Parts-Instr Equip	-	-	-	1,776	700	550
Textbooks	-	-	-	59,340	71,242	50,850
Copier Usage	-	-	-	1,163,723	1,111,451	962,231
Testing Materials	-	-	-	79,563	5,650	6,935
Maint Materials/Supplies	-	-	-	18,681	10,550	61,450
Vehicle Parts & Supplies	-	-	-	4,852	-	200
Vehicle Fuel Expense	-	-	-	3,714	4,000	6,000
Library Materials	-	-	-	99,642	101,260	105,285
Audio Visual Materials	-	-	-	37,476	4,500	2,500
Miscellaneous Expense	-	-	-	633	-	-
Small Equip & Utensils	-	-	-	8,077	5,900	6,000
<b>Materials and Supplies Total</b>	-	-	-	<b>5,849,873</b>	<b>10,443,968</b>	<b>30,686,425</b>
<b>Transfers</b>						
Transfers Out	-	-	-	351,018	2,114,958	220,955
<b>Capital Total</b>	-	-	-	<b>351,018</b>	<b>2,114,958</b>	<b>220,955</b>
<b>Total</b>	<b>2,779.53</b>	<b>2,642.14</b>	<b>2,570.21</b>	<b>\$203,446,001</b>	<b>\$212,692,128</b>	<b>\$235,168,142</b>



**Jefferson County School District, No. R-1**  
**2019/2020**  
**Budget Allocations - Middle Level**

<b>Middle</b>	<b>2018/2019 Official Enrollment</b>	<b>2019/2020 Budget</b>
Bell Middle	925	\$4,978,306
Carmody Middle	799	4,881,341
Creighton Middle	907	5,059,968
Deer Creek Middle	810	4,567,178
Drake Middle	920	4,858,907
Dunstan Middle	944	4,990,011
Evergreen Middle	742	4,227,470
Everitt Middle	649	4,248,470
Falcon Bluffs Middle	660	3,908,956
Ken Caryl Middle	875	4,806,873
Mandalay Middle	584	3,772,949
Middle School Contingency		913,410
Moore Middle	606	3,832,722
North Arvada Middle	612	3,922,953
Oberon Middle	769	4,402,414
Summit Ridge Middle	1,005	5,272,312
The Manning School	669	3,845,136
Wayne Carle Middle	594	3,733,797
West Jefferson Middle	572	3,536,187
	<b>13,642</b>	<b>\$79,759,360</b>

**\*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.

\*Excludes Capital Transfer expenses budgeted at the school level.

\*Manning is an option school, but has been moved to middle school reports for SBB reporting purposes.

\*Enrollment numbers modified to reflect grade level configuration changes.



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Middle Level Detail**

	<b>2017/2018 Budget FTE</b>	<b>2018/2019 Budget FTE</b>	<b>2019/2020 Budget FTE</b>	<b>2017/2018 Actual \$</b>	<b>2018/2019 Budget \$</b>	<b>2019/2020 Budget \$</b>
<b>Dept ID: Middle</b>						
<b>Payroll</b>						
Principal.	18.00	18.00	18.00	1,868,916	1,992,024	2,100,906
Assistant Principal	28.00	35.75	34.00	2,259,235	3,076,533	3,199,549
Dean	3.00	3.00	7.00	270,212	203,577	500,703
Coordinator - Administrative	-	1.00	1.00	9,887	52,004	60,500
Teacher	495.75	613.68	635.89	28,732,989	38,053,711	42,076,334
Substitute Teacher	-	-	-	587,564	708,425	689,600
Counselor	56.05	59.80	60.40	3,495,654	4,064,308	4,372,115
Teacher Librarian	16.70	16.40	16.80	1,221,241	1,183,966	1,275,456
Instructional Coach.	14.60	16.10	15.60	960,148	1,128,273	1,154,276
Psychologist	-	1.00	-	-	70,291	-
School Secretary	45.80	48.50	50.50	1,695,026	1,840,399	2,021,282
Substitute Secretary	-	-	-	6,346	-	1,500
Paraprofessional	28.66	34.44	35.70	1,005,645	948,684	1,001,110
Para-Educator	-	-	-	871	-	-
Clinic Aides	13.57	13.62	14.13	326,008	375,086	393,990
Classified - Hourly	0.25	0.23	0.23	6,001	6,342	12,842
One-Time Add'l Salary Pymts	-	-	-	(97)	1,274,053	-
Additional Pay - Certificated	-	-	-	188,976	147,500	118,700
Additional Pay-Classified	-	-	-	3,858	-	-
Additional Pay-Administrative	-	-	-	7,432	-	-
Overtime - Classified	-	-	-	8,953	5,000	1,000
<b>Payroll Total</b>	<b>720.38</b>	<b>861.52</b>	<b>889.25</b>	<b>42,654,865</b>	<b>55,130,176</b>	<b>58,979,863</b>
Employee Benefits	-	-	-	12,873,125	15,638,072	18,018,887
<b>Benefits Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,873,125</b>	<b>15,638,072</b>	<b>18,018,887</b>
Mileage And Travel	-	-	-	14,893	9,200	10,930
Employee Training & Conf	-	-	-	97,238	139,440	61,200
Awards And Banquets	-	-	-	3,319	3,600	3,600
Meals/Refreshments	-	-	-	17,668	4,700	5,250
Student Transportation.	-	-	-	26,301	8,350	8,450
Student Admission/Entry Fees	-	-	-	7,908	9,360	9,660
Printing	-	-	-	10,390	11,200	11,350
Contracted Services	-	-	-	156,752	76,140	101,700
Equipment Rental	-	-	-	1,269	1,000	1,000
Contract Maint/Eq Repair	-	-	-	12,392	4,350	4,800
Software Purch	-	-	-	8,495	-	1,000
Marketing - Advertising	-	-	-	6,102	6,300	6,000
Telephone/Pagers/Modems	-	-	-	7,136	5,600	8,600
Postage	-	-	-	8,841	8,800	7,750
Permits/Licenses/Fees	-	-	-	2,380	6,525	4,050
Community Relations	-	-	-	4,149	2,500	2,500
<b>Purchased Services Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>385,233</b>	<b>297,065</b>	<b>247,840</b>
<b>Materials and Supplies</b>						
Contingency	-	-	-	-	1,068,704	984,076
Office Material/Supplies	-	-	-	138,990	68,649	80,338
Office Equipment - Under \$5K	-	-	-	62,835	26,750	20,400
Curriculum Dev/Staff Training	-	-	-	30,061	23,300	22,600



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Middle Level Detail**

	<b>2017/2018 Budget FTE</b>	<b>2018/2019 Budget FTE</b>	<b>2019/2020 Budget FTE</b>	<b>2017/2018 Actual \$</b>	<b>2018/2019 Budget \$</b>	<b>2019/2020 Budget \$</b>
Clinic Supplies/Materials	-	-	-	3,589	6,700	5,834
Instructional Material/Supply	-	-	-	628,710	766,312	660,334
Instructional Equip-Under \$5K	-	-	-	1,228,216	473,617	306,690
Repair Parts-Instr Equip	-	-	-	2,075	860	400
Textbooks	-	-	-	22,217	7,360	10,000
Copier Usage	-	-	-	245,088	269,884	207,891
Testing Materials	-	-	-	6,454	-	-
Maint Materials/Supplies	-	-	-	3,324	6,050	300
Library Materials	-	-	-	34,593	55,100	41,400
Audio Visual Materials	-	-	-	15,791	-	-
Miscellaneous Expense	-	-	-	5,986	-	-
<b>Materials and Supplies Total</b>	-	-	-	<b>2,427,929</b>	<b>2,773,286</b>	<b>2,340,263</b>
<b>Capital Accounts</b>						
Instructional/Curric Equipmnt	-	-	-	5,506	-	-
Building Improvements.	-	-	-	169,651	91,200	20,000
<b>Materials and Supplies Total</b>	-	-	-	<b>175,157</b>	<b>91,200</b>	<b>20,000</b>
<b>Transfers</b>						
Transfers Out	-	-	-	123,949	173,608	152,507
<b>Capital Total</b>	-	-	-	<b>123,949</b>	<b>173,608</b>	<b>152,507</b>
<b>Total</b>	<b>720.38</b>	<b>861.52</b>	<b>889.25</b>	<b>\$58,640,258</b>	<b>\$74,103,407</b>	<b>\$79,759,360</b>





**Jefferson County School District, No. R-1**  
**2019/2020**  
**Budget Allocations - Senior Level**

<b>Senior</b>	<b>2018/2019 Official Enrollment</b>	<b>2019/2020 Budget</b>
Alameda International Senior	1,135	7,004,019
Arvada Senior	794	5,204,553
Arvada West Senior	1,771	9,548,062
Bear Creek Senior	1,529	8,490,991
Chatfield Senior	1,807	9,651,043
Columbine Senior	1,694	9,111,978
Conifer Senior	854	5,040,038
Connections Learning Center		1,385,343
D Evelyn Jr/Sr	1,021	5,777,157
Dakota Ridge Senior	1,466	7,987,814
Evergreen Senior	1,072	6,017,688
Golden Senior	1,322	7,149,812
Green Mountain Senior	1,104	6,473,131
Jefferson Senior	659	4,532,650
Lakewood Senior	2,076	11,106,217
Mt View Detention		838,809
Pomona Senior	1,329	7,469,350
Ralston Valley Senior	1,819	9,429,902
Senior Contingency		\$3,025,011
Standley Lake Senior	1,345	7,367,993
Wheat Ridge Senior	1,198	6,916,483
	<b>23,995</b>	<b>\$139,528,044</b>

**\*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.

\*Excludes Capital Transfer expenses budgeted at the school level.

\*D Evelyn is an option school, but has been moved to senior reports for SBB reporting purposes.



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Senior Level Detail**

	<b>2017/2018 Budget FTE</b>	<b>2018/2019 Budget FTE</b>	<b>2019/2020 Budget FTE</b>	<b>2017/2018 Actual \$</b>	<b>2018/2019 Budget \$</b>	<b>2019/2020 Budget \$</b>
<b>Dept ID: Senior</b>						
<b>Payroll</b>						
School Business Manager	-	-	1.00	-	-	61,464
Principal.	19.00	19.00	19.00	2,184,142	2,352,496	2,583,033
Director	1.00	1.00	1.00	93,859	97,168	104,343
Assistant Principal	77.50	80.00	77.00	6,663,797	7,087,232	7,403,148
Dean	8.00	9.90	11.50	533,459	674,419	802,942
Coordinator - Administrative	-	-	-	4,825	-	-
Administrator	-	-	-	49,500	-	-
Teacher	1,170.55	1,174.68	1,146.76	71,130,049	72,724,950	76,622,796
Substitute Teacher	-	-	-	1,112,184	1,176,880	1,169,055
Counselor	87.50	89.00	86.00	5,513,087	6,029,905	6,354,755
Teacher Librarian	18.10	18.10	17.10	1,296,180	1,306,693	1,298,232
Resource Teachers	1.00	-	-	(653)	2,580	-
Instructional Coach.	12.90	12.20	13.60	818,870	833,340	1,020,077
Nurse	1.00	-	-	39,203	-	-
Psychologist	1.00	1.00	-	66,148	70,291	-
Social Worker	3.75	4.75	5.25	288,260	312,290	355,293
Certificated - Hourly	-	-	0.83	24,813	-	23,326
Specialist - Classified	3.50	2.00	3.63	144,347	78,713	154,832
Technician - Classified	3.00	1.00	3.20	99,217	43,469	131,398
School Secretary	81.88	84.88	84.38	2,922,023	3,228,847	3,386,410
Substitute Secretary	-	-	-	12,211	-	500
Paraprofessional	57.39	46.91	48.94	1,818,691	1,291,394	1,367,746
Special Interpreter/Tutor	0.11	0.76	0.91	98,604	20,962	25,322
Clinic Aides	15.60	14.67	15.41	363,273	403,675	429,430
Campus Supervisor.	59.50	-	-	1,597,773	-	-
Classified - Hourly	6.61	6.91	6.67	274,727	190,248	186,178
One-Time Add'l Salary Pymts	-	-	-	(375)	2,440,185	-
Additional Pay - Certificated	-	-	-	471,425	326,550	371,873
Additional Pay-Classified	-	-	-	2,603	18,125	10,100
Additional Pay-Administrative	-	-	-	10,326	-	-
Overtime - Classified	-	-	-	69,266	28,920	17,450
<b>Payroll Total</b>	<b>1,628.89</b>	<b>1,566.76</b>	<b>1,542.18</b>	<b>97,701,834</b>	<b>100,739,332</b>	<b>103,879,703</b>
Employee Benefits	-	-	-	29,072,740	28,559,803	31,683,339
<b>Benefits Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>29,072,740</b>	<b>28,559,803</b>	<b>31,683,339</b>
Mileage And Travel	-	-	-	86,072	44,750	39,325
Employee Training & Conf	-	-	-	289,454	195,325	177,935
Awards And Banquets	-	-	-	19,530	9,000	8,950
Employee Background Verificatn	-	-	-	4	-	-
Meals/Refreshments	-	-	-	26,763	13,800	16,334
Student Transportation.	-	-	-	69,327	15,900	17,100
Student Admission/Entry Fees	-	-	-	111,979	31,395	35,825
Legal Fees	-	-	-	53,042	-	-
Printing	-	-	-	45,296	19,351	19,532
Contracted Services	-	-	-	586,594	113,932	190,001
Equipment Rental	-	-	-	9,000	1,360	1,360
Contract Maint/Eq Repair	-	-	-	4,629	5,800	46,500
Software Purch	-	-	-	6,005	-	-



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Senior Level Detail**

	<b>2017/2018 Budget FTE</b>	<b>2018/2019 Budget FTE</b>	<b>2019/2020 Budget FTE</b>	<b>2017/2018 Actual \$</b>	<b>2018/2019 Budget \$</b>	<b>2019/2020 Budget \$</b>
Marketing - Advertising	-	-	-	3,947	1,900	1,900
Telephone/Pagers/Modems	-	-	-	19,354	15,650	10,150
Postage	-	-	-	29,117	26,305	24,275
Permits/Licenses/Fees	-	-	-	56,303	33,640	64,259
Risk Management Charges	-	-	-	1,150	250	200
Community Relations	-	-	-	11,881	6,150	6,150
Tuition Reimb-Other Facilities	-	-	-	-	-	500
<b>Purchased Services Total</b>	-	-	-	<b>1,429,447</b>	<b>534,508</b>	<b>660,296</b>
<b>Materials and Supplies</b>						
Contingency	-	-	-	-	469,822	684,098
Office Material/Supplies	-	-	-	397,712	180,475	188,645
Office Equipment - Under \$5K	-	-	-	130,364	21,400	21,809
Curriculum Dev/Staff Training	-	-	-	14,272	36,431	30,060
Clinic Supplies/Materials	-	-	-	6,359	6,380	6,130
Instructional Material/Supply	-	-	-	1,482,241	1,282,493	976,867
Instructional Equip-Under \$5K	-	-	-	1,856,425	763,943	609,115
Repair Parts-Instr Equip	-	-	-	1,160	300	300
Textbooks	-	-	-	130,504	100,000	54,250
Copier Usage	-	-	-	697,046	503,472	452,349
Testing Materials	-	-	-	56,537	3,600	5,200
Graduation Materials	-	-	-	6,998	14,700	14,200
Athletic Supplies	-	-	-	26,171	2,500	2,500
Maint Materials/Supplies	-	-	-	38,003	12,000	7,450
Vehicle Parts & Supplies	-	-	-	148	-	-
Library Materials	-	-	-	118,463	150,630	122,530
Audio Visual Materials	-	-	-	45,672	-	-
Miscellaneous Expense	-	-	-	21,811	4,000	10,000
<b>Materials and Supplies Total</b>	-	-	-	<b>5,029,886</b>	<b>3,552,146</b>	<b>3,185,503</b>
<b>Capital Accounts</b>						
Office Equipment	-	-	-	71,421	2,888	3,900
Plant/Shop Equipment	-	-	-	5,270	-	-
Vehicles - Utility Fleet	-	-	-	27,276	-	-
Buses	-	-	-	53,990	-	-
Instructional/Curric Equipmnt	-	-	-	5,506	-	-
Building Improvements.	-	-	-	159,236	18,000	18,000
<b>Materials and Supplies Total</b>	-	-	-	<b>322,699</b>	<b>20,888</b>	<b>21,900</b>
<b>Transfers</b>						
Transfers Out	-	-	-	204,529	65,000	97,303
<b>Capital Total</b>	-	-	-	<b>204,529</b>	<b>65,000</b>	<b>97,303</b>
<b>Total</b>	<b>1,628.89</b>	<b>1,566.76</b>	<b>1,542.18</b>	<b>\$133,761,135</b>	<b>\$133,471,677</b>	<b>\$139,528,044</b>



Jefferson County School District, No. R-1  
2019/2020  
Budget Allocations - Option Level

<b>Option</b>	<b>2018/2019 Official Enrollment</b>	<b>2019/2020 Budget</b>
21st Century Virtual Academy	286	\$2,884,179
Brady Exploration	384	2,694,295
Jeffco Open School	532	4,117,244
Longview High School	55	499,362
McLain Community School	407	4,703,550
Warren Tech	33	5,525,575
Warren Tech North.	7	1,793,933
	<b>1,704</b>	<b>\$22,218,138</b>



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Option Level Detail**

	<b>2017/2018 Budget FTE</b>	<b>2018/2019 Budget FTE</b>	<b>2019/2020 Budget FTE</b>	<b>2017/2018 Actual \$</b>	<b>2018/2019 Budget \$</b>	<b>2019/2020 Budget \$</b>
<b>Dept ID: Option</b>						
<b>Payroll</b>						
School Business Manager	-	-	1.00	-	-	61,464
Principal.	5.00	5.00	5.00	550,918	564,965	619,460
Assistant Principal	10.65	10.65	10.15	935,779	929,247	957,745
Technical Specialist	1.00	1.00	1.00	66,234	61,200	66,068
Dean	-	1.00	0.50	-	67,860	35,765
Coordinator - Administrative	-	-	-	14,474	-	-
Teacher	140.90	143.90	141.10	8,483,096	9,231,604	9,583,018
Substitute Teacher	-	-	-	116,159	132,900	105,500
Counselor	17.00	17.00	18.40	1,182,372	1,155,405	1,331,902
Teacher Librarian	4.00	4.00	4.00	262,715	288,772	303,680
Resource Teachers	-	0.50	0.50	-	-	-
Instructional Coach.	8.60	9.80	9.80	706,546	686,775	725,124
Psychologist	0.50	0.50	0.50	29,780	35,145	36,568
Certificated - Hourly	3.92	3.64	3.62	103,603	99,887	101,078
Specialist - Classified	-	1.00	1.00	-	38,994	48,159
Technician - Classified	14.00	15.00	14.00	555,129	612,002	569,025
School Secretary	21.63	24.13	22.38	782,042	915,645	895,769
Substitute Secretary	-	-	-	7,257	1,000	1,356
Secretary	-	-	-	12,690	-	-
Paraprofessional	5.25	9.88	9.67	200,996	272,178	269,721
Para-Educator	-	-	-	1,588	-	-
Clinic Aides	3.10	2.79	2.97	69,517	76,997	82,789
Campus Supervisor.	3.10	-	-	71,856	-	-
Classified - Hourly	3.45	4.49	0.58	50,542	94,135	16,053
One-Time Add'l Salary Pymts	-	-	-	-	370,572	-
Additional Pay - Certificated	-	-	-	205,432	289,300	107,300
Additional Pay-Classified	-	-	-	1,130	-	1,000
Overtime - Classified	-	-	-	9,809	1,000	4,500
<b>Payroll Total</b>	<b>242.10</b>	<b>254.28</b>	<b>246.17</b>	<b>14,419,664</b>	<b>15,925,583</b>	<b>15,923,044</b>
Employee Benefits	-	-	-	4,294,847	4,501,577	4,856,531
<b>Benefits Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,294,847</b>	<b>4,501,577</b>	<b>4,856,531</b>
Mileage And Travel	-	-	-	24,944	15,800	12,850
Employee Training & Conf	-	-	-	61,929	52,000	43,000
Awards And Banquets	-	-	-	2,362	1,000	400
Meals/Refreshments	-	-	-	35,010	13,500	14,000
Student Transportation.	-	-	-	51,161	23,500	34,500
Student Admission/Entry Fees	-	-	-	12,033	1,600	1,600
Printing	-	-	-	2,528	2,250	12,050
Contracted Services	-	-	-	116,845	76,500	64,500
Fleet Maintenance.	-	-	-	24,026	27,500	27,500
Equipment Rental	-	-	-	2,134	-	-
Contract Maint/Eq Repair	-	-	-	6,080	32,000	8,000
Const Maint/Repair - Building	-	-	-	1,275	-	5,000
Software Purch	-	-	-	3,825	-	-
Marketing - Advertising	-	-	-	8,238	11,000	16,000
Equipment/Copier Repair	-	-	-	180	-	-
Telephone/Pagers/Modems	-	-	-	3,479	6,050	3,300



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Option Level Detail**

	<b>2017/2018 Budget FTE</b>	<b>2018/2019 Budget FTE</b>	<b>2019/2020 Budget FTE</b>	<b>2017/2018 Actual \$</b>	<b>2018/2019 Budget \$</b>	<b>2019/2020 Budget \$</b>
Postage	-	-	-	10,026	7,000	4,000
Permits/Licenses/Fees	-	-	-	6,984	39,500	24,200
Risk Management Charges	-	-	-	28,600	27,000	7,000
Fees For Dist Membership	-	-	-	300	-	-
Community Relations	-	-	-	796	-	-
<b>Purchased Services Total</b>	-	-	-	<b>402,755</b>	<b>336,200</b>	<b>277,900</b>
<b>Materials and Supplies</b>						
Contingency	-	-	-	-	54,044	154,574
Office Material/Supplies	-	-	-	91,940	18,000	65,700
Office Equipment - Under \$5K	-	-	-	42,893	7,087	12,000
Curriculum Dev/Staff Training	-	-	-	4,823	500	1,500
Clinic Supplies/Materials	-	-	-	2,154	1,550	1,150
Instructional Material/Supply	-	-	-	502,701	420,060	450,942
Instructional Equip-Under \$5K	-	-	-	180,795	199,588	204,742
Repair Parts-Instr Equip	-	-	-	4,952	-	-
Textbooks	-	-	-	4,463	-	-
Copier Usage	-	-	-	56,382	50,600	50,100
Testing Materials	-	-	-	894	1,000	1,000
Graduation Materials	-	-	-	6,879	11,500	9,274
Maint Materials/Supplies	-	-	-	3,292	4,150	4,194
Small Hand Tools	-	-	-	9	-	-
Vehicle Parts & Supplies	-	-	-	-	20,000	2,000
Library Materials	-	-	-	21,964	27,000	33,500
Audio Visual Materials	-	-	-	430	-	-
Miscellaneous Expense	-	-	-	2,425	-	-
<b>Materials and Supplies Total</b>	-	-	-	<b>926,996</b>	<b>815,079</b>	<b>990,676</b>
<b>Capital</b>						
Plant/Shop Equipment	-	-	-	27,965	-	-
Buses	-	-	-	202,642	-	-
Instructional/Curric Equipmnt	-	-	-	74,106	90,000	169,987
Building Improvements.	-	-	-	(34,052)	-	-
<b>Capital Total</b>	-	-	-	<b>270,661</b>	<b>90,000</b>	<b>169,987</b>
<b>Transfers Out</b>						
	-	-	-	28,509	16,000	18,000
<b>Transfers Out Total</b>	-	-	-	<b>28,509</b>	<b>16,000</b>	<b>18,000</b>
<b>Total</b>	<b>242.10</b>	<b>254.28</b>	<b>246.17</b>	<b>\$20,314,923</b>	<b>\$21,668,439</b>	<b>\$22,218,138</b>



Jefferson County School District, No. R-1  
2019/2020  
Budget Allocations - Innovation Level

<u>Innovation</u>	<u>2018/2019 Official Enrollment</u>	<u>2019/2020 Budget</u>
Free Horizons Montessori	359	\$3,345,850
	<b>359</b>	<b>\$3,345,850</b>





**Jefferson County School District, No. R-1**  
**2019/2020**  
**Budget Allocations by Division**

<u><b>Division Name</b></u>	<u><b>2019/2020 Budget</b></u>
Athletics and Activities	\$10,167,119
Board of Education	556,937
Custodial Services	28,427,186
District Leadership and Communications	4,130,046
Districtwide	5,220,753
Educational Research & Design	30,253,322
Field Services	18,757,594
Financial Services	22,420,219
Human Resources	5,391,474
Innovation and Effectiveness	3,312,185
Security and Emergency Management	8,068,314
Student Success	97,937,244
Telecom, Network & Utilities	22,631,976
Transportation	<u>70,000</u>
	<u><u><b>\$257,344,369</b></u></u>



## 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

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
General Instruction						
Payroll	8.09	8.11	8.26	6,321,758	6,296,099	6,350,279
Non-Payroll	-	-	-	3,059,700	3,319,700	3,416,700
Instructional Support						
Payroll	4.00	4.00	4.00	309,999	337,671	389,040
Non-Payroll	-	-	-	8,848	11,100	11,100
<b>Total</b>	<b>12.09</b>	<b>12.11</b>	<b>12.26</b>	<b>\$9,700,305</b>	<b>\$9,964,570</b>	<b>\$10,167,119</b>



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1  
2019/2020  
General Fund Department Detail**

**Athletics and Activities**

	<b>2017/2018 Budget FTE</b>	<b>2018/2019 Budget FTE</b>	<b>2019/2020 Budget FTE</b>	<b>2017/2018 Actual</b>	<b>2018/2019 Budget</b>	<b>2019/2020 Budget</b>
<b>Payroll</b>						
Executive Director	1.00	1.00	1.00	\$108,809	\$114,754	\$119,588
Manager	1.00	1.00	1.00	78,338	82,446	88,116
Technical Specialist	0.50	0.50	0.50	23,607	24,953	53,842
Substitute Teacher	-	-	-	41,957	12,000	12,000
Nurse	-	-	-	894	-	-
Coach	-	-	-	4,314,680	-	4,227,131
Technician - Classified	1.50	1.50	1.50	58,934	57,671	61,661
Secretary	1.00	1.00	1.00	43,221	43,608	46,624
Trades Technician	5.00	5.00	5.00	266,649	282,421	301,960
Athletic Game Workers	-	-	-	184,494	140,000	140,000
Classified - Hourly	2.09	2.11	2.26	56,095	55,043	58,907
One-Time Add'l Salary Pymts	-	-	-	-	11,700	-
Additional Pay - Certificated	-	-	-	3,730	4,227,131	-
Overtime - Classified	-	-	-	86,126	54,400	54,400
<b>Payroll Total</b>	<b>12.09</b>	<b>12.11</b>	<b>12.26</b>	<b>5,267,534</b>	<b>5,106,127</b>	<b>5,164,229</b>
<b>Benefits</b>						
Employee Benefits	-	-	-	1,364,223	1,527,643	1,575,090
<b>Benefits Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,364,223</b>	<b>1,527,643</b>	<b>1,575,090</b>
<b>Purchased Services</b>						
Mileage And Travel	-	-	-	32,089	3,100	3,100
Employee Training & Conf	-	-	-	17,656	3,800	3,800
Awards And Banquets	-	-	-	44,579	18,000	18,000
Employee Background Verificatn	-	-	-	348	-	-
Meals/Refreshments	-	-	-	2,206	200	200
Athletic Game Costs	-	-	-	111,897	150,000	139,000
Student Transportation.	-	-	-	584,013	666,000	666,000
Excess Athletic Transportation	-	-	-	20,126	30,000	30,000
Student Admission/Entry Fees	-	-	-	112,212	-	-
Athletic Trainers	-	-	-	833,657	860,200	886,200
Game Officials	-	-	-	427,514	447,000	518,000
Athletics - Security	-	-	-	33,518	32,000	32,000
Printing	-	-	-	870	1,000	1,000
Contract Labor	-	-	-	2,550	-	-
Contracted Services	-	-	-	134,142	12,500	12,500
Fleet Maintenance.	-	-	-	11,903	19,000	19,000
Building Rental	-	-	-	3,791	7,000	7,000
Equipment Rental	-	-	-	10,320	-	-
Contract Maint/Eq Repair	-	-	-	65,232	60,000	60,000
Telephone/Pagers/Modems	-	-	-	4,358	3,200	3,200
Postage	-	-	-	453	300	300
Permits/Licenses/Fees	-	-	-	4,701	-	-
Fees For Dist Membership	-	-	-	4,043	67,000	78,000
Community Relations	-	-	-	985	-	-
<b>Purchased Services Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,463,163</b>	<b>2,380,300</b>	<b>2,477,300</b>
<b>Materials and Supplies</b>						
Office Material/Supplies	-	-	-	2,854	3,000	3,000
Office Equipment - Under \$5K	-	-	-	2,677	-	-
Curriculum Dev/Staff Training	-	-	-	1,024	-	-
Instructional Material/Supply	-	-	-	1,625	-	-
Instructional Equip-Under \$5K	-	-	-	1,625	-	-
Repair Parts-Instr Equip	-	-	-	2,771	-	-
Copier Usage	-	-	-	3,690	400	400
Athletic Supplies	-	-	-	493,384	868,000	868,000
Maint Materials/Supplies	-	-	-	93,891	79,100	79,100
Audio Visual Materials	-	-	-	1,826	-	-
Miscellaneous Expense	-	-	-	18	-	-
<b>Materials and Supplies Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>605,385</b>	<b>950,500</b>	<b>950,500</b>



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**

**2019/2020**

**General Fund Department Detail**

**Athletics and Activities**

	<b>2017/2018 Budget FTE</b>	<b>2018/2019 Budget FTE</b>	<b>2019/2020 Budget FTE</b>	<b>2017/2018 Actual</b>	<b>2018/2019 Budget</b>	<b>2019/2020 Budget</b>
<b>Athletics and Activities Total</b>	<b>12.09</b>	<b>12.11</b>	<b>12.26</b>	<b>\$9,700,305</b>	<b>\$9,964,570</b>	<b>\$10,167,119</b>

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Athletics & Activities				
DEPT ID-Name	82430	FTE	12.11	Adopted Budget	\$9,950,062

### RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)

The Central office of Athletics & Activities manages high school sports and activities for nearly 21,500 student participants in 18 high schools, over 1,200 coaches, 18 Athletic Directors, 18 Activity Directors, and a staff of 9.5 full-time and part-time employees. There are approximately 12,600 athletic participants in 26 sports and nearly 9,000 student participants in 9 activities (students may participate in more than one sport and/or activity). In terms of numbers of participants, and number of programs offered, Jeffco is the largest in the state.

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.

Annual increases in Additional Performance Pay\*, Trainers contract, Officials costs, Transportation sources, and overall Equipment & Supply needs continue to put pressure on the department's budget.

\*For the past five 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 to schools by approximately \$380,000, resulting in increased need from parents and community members to fund programs.

### ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)

- School based (gymnasium) sports: Gymnastics, Volleyball, Girls and Boys Basketball, and 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.
- Additional Performance Pay (Stipends) for Coaches and Sponsors continue to be paid from non-personnel funds out of the Athletic Budget.
- Athletics trainers: 18 (one per school) certified trainers plus one facilitating trainer provide coverage for varsity events. Contract through Panorama Orthopedic & Spine Center.
- Event Safety & Security: Local police and sheriff's departments provide coverage at most stadium events and specified school base contests.
- Equipment safety and reconditioning: Recertification of football helmets and shoulder pads is done annually to meet national specs for safety of equipment.
- 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 oversight 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- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

- Increase student participation by 1% annually. '17-'18 realized an increase of only .001%.
- Revenue goal of approximately \$2.4 million annually. In '17-'18 revenues grew over 11% due to increase in participation fee from \$150 to \$175.
- Paralleling national trends, students who participate in athletics and activities have higher gpa's, better attendance, and fewer discipline issues. '17-'18 results affirm this.

### **IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

- Safety & Security: Additional Pay to add coaching stipends would assist to provide a safe and better learning environment for our student participants.
- Additional funds for Trainers would increase attention to student injuries and help to ensure a quality, medical supported training staff at each of our high schools.
- Equipment & Supply (82900) funds have a direct monetary impact on parents.
- Additional funds, \$10,000 per school, were distributed to our Title I schools; Alameda, Arvada, Jefferson.
- Measurable Goals: Increase in student participation; Increase revenue through gate receipts and participation; Higher academic results, overall, for student participants.

### **SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

- Education-based athletics and activities are referred to by many as some of our best classrooms in the district. The fundamentals of cooperation and competitiveness within our capitalistic society are taught every day to hundreds of our students on our fields and courts. Often referred to as a microcosm of life, athletics and activities teach Lifelong skills, i.e., working through adversity, handling failure and success, working with others, time management, and leadership, to name a few. Encompassed within the Readiness and Conditions for Learning of Jeffco Generations, the socialization of high school athletics and activities are helping our students to meet the mission of our district, 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- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

- Annual, and mandated, increases in Additional Performance Pay, Trainer Contract, Officials Fees, Membership Dues & Fees, and increased Game Worker Pay were all met. The incorporation of Adaptive Transportation into the Central Athletics' budget was also achieved.
- Professional Development for nearly 350 plus head coaches within our district was planned and implemented in the fall of 2018.

### **ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

- 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.

A Communications Specialist within the Athletic Department provides up-to-date content on our student-athletes through publishing of stories in the local weekly newspapers, twitter accounts, and the chsaanow.com website, which has become the voice of high school athletics and activities.

### **BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

Underspend for '17-'18 was a result of membership dues and fees being moved from a pay-in-advance philosophy (billing for the next year came at the end of the fiscal year) to payment within the actual year of services. This should bring underspend in line with actual budget. Mandated fee increases, and the goal of providing a safety within our programs will challenge our budget in coming years.







## 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

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
General Administration						
Payroll	-	-	-	\$31,134	\$22,750	\$25,000
Non-Payroll	-	-	-	864,621	534,099	534,099
<b>Total</b>	-	-	-	\$895,755	\$556,849	\$559,099



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2019/2020

General Fund Department Detail

Board of Education

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
<b>Dept ID: Board of Education</b>						
<b>Payroll</b>						
Executive Director	-	-	-	\$21,346	-	-
Administrator	-	-	-	2,980	-	-
Secretary	-	-	-	406	-	-
Additional Pay-Administrative	-	-	-	-	17,500	17,500
<b>Payroll Total</b>	-	-	-	<b>24,732</b>	<b>17,500</b>	<b>17,500</b>
<b>Benefits</b>						
Employee Benefits	-	-	-	6,402	5,250	7,500
<b>Benefits Total</b>	-	-	-	<b>6,402</b>	<b>5,250</b>	<b>7,500</b>
<b>Purchased Services</b>						
Employee Training & Conf	-	-	-	14,240	16,000	16,000
Meals/Refreshments	-	-	-	-	-	3,000
Audit Fees	-	-	-	156,598	136,299	136,299
Legal Fees	-	-	-	16,945	132,000	132,000
Election Expenses	-	-	-	452,714	150,000	150,000
Printing	-	-	-	-	9,000	-
Consultants	-	-	-	-	5,500	5,500
Bank Fees & Other Expense	-	-	-	189,357	-	-
Telephone/Pagers/Modems	-	-	-	-	1,000	1,000
Postage	-	-	-	-	1,000	1,000
Fees For Dist Membership	-	-	-	32,285	70,500	70,500
Community Relations	-	-	-	2,345	1,000	7,000
<b>Purchased Services Total</b>	-	-	-	<b>864,484</b>	<b>522,299</b>	<b>522,299</b>
<b>Materials and Supplies</b>						
Contingency	-	-	-	-	10,000	10,000
Office Material/Supplies	-	-	-	137	1,800	1,800
<b>Materials and Supplies Total</b>	-	-	-	<b>137</b>	<b>11,800</b>	<b>11,800</b>
<b>Capital</b>						
<b>Total</b>	-	-	-	<b>\$895,755</b>	<b>\$556,849</b>	<b>\$559,099</b>

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Board of Education				
DEPT ID-Name	91000 – Board of Education	FTE	0.00	Adopted Budget	\$559,099

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

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 (Ends policies).

**ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

- 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
- Elections
- Board Leadership Development

**PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

None listed in 2018-19; however, in August 2018 the Board of Education placed two funding measures on the November 2018 ballot after having similar questions defeated in November 2016. Both measures (\$33 million in operating funds; \$567 million in bond funds) were approved by voters, indicating approval of the direction taken by and leadership of the members of the Board of Education.

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

Funds generated through approval of ballot questions 5A (mill levy override) and 5B (capital construction) will be monitored by the Board’s independent citizen advisory committees to ensure funds are used as promised to voters in the ballot language.

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

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- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

None

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

Board of Education page on Jeffco Public Schools website <http://www.jeffcopublicschools.org/about/board>

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**





## 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

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
Operations and Maintenance						
Payroll	482.40	484.41	485.93	\$24,195,667	\$26,942,359	\$27,558,141
Non-Payroll	-	-	-	2,006,586	869,045	869,045
<b>Total</b>	<b>482.40</b>	<b>484.41</b>	<b>485.93</b>	<b>\$26,202,253</b>	<b>\$27,811,404</b>	<b>\$28,427,186</b>



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**General Fund Department Detail**

**Custodial**

	<b>2017/2018 Budget FTE</b>	<b>2018/2019 Budget FTE</b>	<b>2019/2020 Budget FTE</b>	<b>2017/2018 Actual</b>	<b>2018/2019 Budget</b>	<b>2019/2020 Budget</b>
<b>Payroll</b>						
Director	1.00	1.00	1.00	\$88,528	\$94,903	\$107,006
Supervisor	2.00	2.00	2.00	143,536	152,049	163,278
Technician - Classified	1.00	1.00	1.00	41,118	44,966	48,077
Group Leader	1.00	1.00	1.00	66,257	71,872	76,845
Secretary	2.00	2.00	2.00	83,075	88,145	94,244
Trades Technician	9.00	9.00	9.00	495,969	522,047	592,890
Custodian	466.00	468.00	469.50	16,460,291	18,988,187	19,533,504
Substitute Custodian	-	-	-	348,069	253,100	253,100
Classified - Hourly	0.40	0.41	0.43	-	10,563	11,305
One-Time Add'l Salary Pymts	-	-	-	-	377,739	-
Additional Pay - Certificated	-	-	-	598	-	-
Additional Pay-Classified	-	-	-	56,560	70,000	70,000
Overtime - Classified	-	-	-	331,422	167,100	167,100
<b>Payroll Total</b>	<b>482.40</b>	<b>484.41</b>	<b>485.93</b>	<b>18,115,423</b>	<b>20,840,671</b>	<b>21,117,349</b>
<b>Benefits</b>						
Employee Benefits	-	-	-	6,080,244	6,101,688	6,440,792
<b>Benefits Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,080,244</b>	<b>6,101,688</b>	<b>6,440,792</b>
<b>Purchased Services</b>						
Mileage And Travel	-	-	-	5,571	9,200	9,200
Employee Training & Conf	-	-	-	664	3,500	3,500
Awards And Banquets	-	-	-	274	800	800
Recruiting Costs	-	-	-	2,998	475	475
Contracted Services	-	-	-	160,961	-	-
Contract Maint/Eq Repair	-	-	-	892	3,000	3,000
Const Maint/Repair - Building	-	-	-	434	-	-
Telephone/Pagers/Modems	-	-	-	11,897	14,000	14,000
Postage	-	-	-	6	25	25
<b>Purchased Services Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>183,697</b>	<b>31,000</b>	<b>31,000</b>
<b>Materials and Supplies</b>						
Office Material/Supplies	-	-	-	6,992	8,000	8,000
Curriculum Dev/Staff Training	-	-	-	50	-	-
Custodial Supplies	-	-	-	666,968	633,045	633,045
Copier Usage	-	-	-	2,262	3,000	3,000
Maint Materials/Supplies	-	-	-	143,173	150,000	150,000
Small Hand Tools	-	-	-	576,825	2,000	2,000
Uniforms	-	-	-	35,634	38,500	38,500
Physical Invty Gain/Loss	-	-	-	19,243	-	-
<b>Materials and Supplies Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,451,147</b>	<b>834,545</b>	<b>834,545</b>
<b>Capital</b>						
Plant/Shop Equipment	-	-	-	371,742	3,500	3,500
<b>Capital Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>371,742</b>	<b>3,500</b>	<b>3,500</b>
<b>Custodial Total</b>	<b>482.40</b>	<b>484.41</b>	<b>485.93</b>	<b>\$26,202,253</b>	<b>\$27,811,404</b>	<b>\$28,427,186</b>

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>		Field Services – Custodial Services			
DEPT ID-Name	93602	FTE	482.41	Adopted Budget	\$27,213,784

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

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- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

- 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- (REPORT ON RESULTS/SUCCESS OF EXISTING 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 for 2016-2017 was to increase the number of buildings passing the initial assessment from 86% to 88%. That goal of 88% was met precisely, with only 17 buildings that failed to pass the initial assessment and required follow-up work to correct deficiencies.

Our goal for 2017-2018 was to maintain the 88% of all buildings passing the initial assessment. That goal was met and slightly exceeded with 89% of all buildings passing the initial assessment. Only 16 buildings failed to pass the initial assessment and required follow-up work to correct deficiencies.

Our goal moving forward will be to maintain the 88% or more of all buildings passing the initial assessment.  
(Please see the attached Building Assessment)

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

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- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

Conditions for Learning:

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

Readiness for Learning:

- 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.

The above will directly support the Board of Education's Ends Policy 1 by providing an environment that will accommodate and support an Engaging Climate and Culture and will also support Ends policies 2 and 3.

## **BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

The budget was adjusted for the district wide employee salary increase.

There was 1 FTE added for cleaning of the building additions at Drake and Dunstan Middle Schools.

There was also 1 FTE added for partial staffing at Three Creeks K-8 along with a small increase added to the custodial supply line for the addition of custodial supplies for Three Creeks K-8.

## **ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

Internal Facilities website:

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

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

## **BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

- 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' and health 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 \$1,180,000. This will reduce DAC from 21% to 13%.
- Due to the Security departments increased use of the Martensen building/Frank DeAngelis training center it is necessary to add custodial supplies budget and minimal custodial staffing for that building. The annual supplies budget will be \$2,400. The custodial staffing will consist of one custodian working under the supervision of the area high school facility manager to provide the necessary cleaning and other custodial related duties to support the training activities. Total funding needed for Supplies and Staffing is \$51,489.
- Historically the Custodial Services department has not provided personnel to preform duties at the north transportation terminal and has not been funded to provide these services. Transportation has had bus drivers take care of the needs. Recently, Transportation has not been able to find any employee interested in filling this need and has grown concerned about the cleanliness and health of the facility and has therefore requested for Custodial Services to provide the services necessary to ensure a clean, healthy and safe environment for the employees. In order to provide these services a .5 employee must be added to the work force. Total for this .5 FTE is \$24,545.
- Three Creeks K-8 opened as a new Jeffco facility during the fall of 2017. In order to provide custodial staffing to Three Creeks K-8 it was necessary to adjust staffing at other district sites. 2 FTE were temporarily reassigned to staff the building. 1 FTE position was moved from the 809 Quail Complex and 1 FTE position was moved from the Education Center in order to meet the unfunded staffing needs at Three Creeks. This left these two sites understaffed. Last year, a request was submitted for the 2 remaining FTE to be funded. 1 FTE was approved for funding, still leaving these 2 sites understaffed by the 1 final FTE. It is essential to return this 1 FTE position, to properly maintain the facilities and staff all district facilities consistently. For that to be possible 1 additional FTE position must be funded at Three Creeks K-8. Total cost for the 1 FTE is \$49,089.

- Due to building additions being added to Drake, Dunstan, Creighton, Ken Caryl, and Summit Ridge Middle Schools to accommodate the additional students and staff transitioning to the middle school level, it is necessary to add custodial supplies budget and custodial staffing for these buildings. Last year, a request was submitted for an additional .5 custodial FTE at Drake and .5 custodial FTE at Dunstan and additional supplies budget for both sites to provide staffing and cleaning supplies to clean the additional square footage of the buildings. The two .5 FTE were approved but the supplies budgets were not. There are now building additions being added to Creighton, Ken Caryl, and Summit Ridge Middle Schools that will open this fall which will require additional FTE and additional supplies budget for each site to provide the necessary cleaning and other custodial related duties to support these buildings and ensure that the custodial needs are met for the additional square footage. The combined total for the additional supplies and staffing is \$77,465.
- The Custodial Supplies budget line was funded at \$758,700 in fiscal year 2011. The budget line underwent reductions over a two year period that reduced the budget to \$640,900 which is where it remains today. This totaled a reduction of \$117,800 which equates to over 15% of the budget line. Over the past 7 years, inflation has further impacted the budget and resulted in a significant loss of buying power. From 2011 thru 2018(projected), the Consumer Price Index (CPI) has increased by over 21%. Increasing the custodial supply budget line by the same 21% will equate to an increase of \$134,589 and that will increase the total budget line amount to \$775,489. This will increase the budget line to just slightly above the pre-reduction budget amount. This will not fully restore the funds and buying power that have been lost since 2011 but it will restore the buying power that has been lost, due to inflation, of the currently budgeted amount. The budget increase requested above will allow an appropriate and effective quality of cleaning products to be purchased to ensure that the custodial cleaning and supply needs of the students and staff are met and allow for a more efficient use of district funds. The total increase to the Custodial Supplies budget line is \$134,589.





## 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

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
General Administration						
Payroll	17.85	20.85	22.10	\$2,316,831	\$2,662,294	\$3,031,321
Non-Payroll	-	-	-	647,597	647,480	618,857
Instructional Support						
Payroll	-	1.00	-	-	51,276	653
Non-Payroll	-	-	-	-	65,074	64,334
Operations and Maintenance						
Payroll	2.00	2.00	2.00	289,692	334,247	336,245
Non-Payroll	-	-	-	86,420	80,300	80,300
School Administration						
Non-Payroll	-	-	-	(9,215)	-	-
<b>Total</b>	<b>19.85</b>	<b>23.85</b>	<b>24.10</b>	<b>\$3,331,325</b>	<b>\$3,840,671</b>	<b>\$4,131,710</b>



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2019/2020

General Fund Department Detail

District Leadership and Communications

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
<b>Dept ID: District Leadership and Communications</b>						
<b>Payroll</b>						
Superintendent	1.00	1.00	1.00	\$278,183	\$287,370	\$287,370
Chief Officer	3.00	4.00	4.00	436,882	572,620	595,045
Director	2.00	2.00	2.00	210,704	211,135	220,302
Manager	3.00	4.00	4.00	243,414	353,335	374,587
Technical Specialist	5.00	6.00	6.00	384,801	446,528	508,735
Coordinator - Administrative	-	-	1.00	-	-	66,925
Administrator	-	-	-	66,910	-	-
Technician - Classified	-	1.00	-	-	38,943	-
Administrative Assistant	3.85	3.85	4.00	177,955	231,313	271,661
Substitute Secretary	-	-	-	-	1,900	1,900
Investigator	2.00	2.00	2.00	178,076	165,833	195,010
Classified - Hourly	-	-	0.10	2,438	-	2,676
One-Time Add'l Salary Pymts	-	-	-	-	38,321	-
Additional Pay - Certificated	-	-	-	154	-	-
Additional Pay-Administrative	-	-	-	31,071	6,800	56,800
<b>Payroll Total</b>	<b>19.85</b>	<b>23.85</b>	<b>24.10</b>	<b>2,010,588</b>	<b>2,354,098</b>	<b>2,581,011</b>
<b>Benefits</b>						
Employee Benefits	-	-	-	595,935	693,719	787,208
<b>Benefits Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>595,935</b>	<b>693,719</b>	<b>787,208</b>
<b>Purchased Services</b>						
Mileage And Travel	-	-	-	13,232	10,374	14,374
Employee Training & Conf	-	-	-	36,554	40,500	43,970
Required Physical Exams	-	-	-	628	1,000	1,000
Meals/Refreshments	-	-	-	12,235	22,500	26,500
Legal Fees	-	-	-	231,998	356,000	319,000
Printing	-	-	-	8,756	11,674	12,674
ADA/Legal Settlement	-	-	-	2,738	8,900	8,900
Consultants	-	-	-	45,432	10,800	10,800
Contracted Services	-	-	-	75,197	124,795	150,415
Bank Fees & Other Expense	-	-	-	9,930	-	-
Contract Maint/Eq Repair	-	-	-	214	500	500
Software Purch	-	-	-	-	200	24,200
Marketing - Advertising	-	-	-	-	27,550	25,000
Telephone/Pagers/Modems	-	-	-	2,527	3,500	4,500
Postage	-	-	-	438	850	850
Permits/Licenses/Fees	-	-	-	-	1,000	1,000
Fees For Dist Membership	-	-	-	25,188	17,800	17,800
Community Relations	-	-	-	31,808	14,100	33,800
<b>Purchased Services Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>496,875</b>	<b>652,043</b>	<b>695,283</b>
<b>Materials and Supplies</b>						
Contingency	-	-	-	-	62,000	137
Office Material/Supplies	-	-	-	187,292	59,560	53,060
Office Equipment - Under \$5K	-	-	-	17,508	2,491	3,091
Curriculum Dev/Staff Training	-	-	-	-	140	-
Instructional Equip-Under \$5K	-	-	-	3,938	-	-
Copier Usage	-	-	-	3,176	8,520	8,520
Photographic Supplies	-	-	-	6,798	7,500	3,400
<b>Materials and Supplies Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>218,712</b>	<b>140,211</b>	<b>68,208</b>
<b>Capital</b>						
Office Equipment	-	-	-	-	600	-
Building Improvements.	-	-	-	9,215	-	-
<b>Capital Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,215</b>	<b>600</b>	<b>-</b>
<b>Total</b>	<b>19.85</b>	<b>23.85</b>	<b>24.10</b>	<b>\$3,331,325</b>	<b>\$3,840,671</b>	<b>\$4,131,710</b>

District Leadership and Communications

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>		Superintendent Office			
DEPT ID-Name	91010 – Superintendent Office	FTE	4.10	Adopted Budget	\$924,704
DEPT ID-Name	97800 – Governmental Relations	FTE	0.00	Adopted Budget	\$39,000

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

The Superintendent’s Office consists of four full-time employees (Superintendent, Chief Strategy Officer, Chief of Staff, Executive Assistant), one contracted employee and one part time board recording secretary. These individuals provide oversight, leadership and support 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 intends to keep the same configuration and provide the same level of service in the 2019-2020 school year as in 2018-2019.

**ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

- Community Outreach and Learning Opportunities
- School Relations
- Board of Education Support and Meeting Agenda Responsibilities
- Support for Schools and District Departments
- Support for Students, Parents, Guardians and Families
- Strategic Plan
- Communications Liaison
- Graduation Requirements
- Legislative Relations
- Leadership Meetings and Guidance
- Superintendent Correspondence/Calendar
- Website Maintenance
- Elections
- Administrative Duties per District Guidelines (i.e., p-cards, payroll, budget submission)

**PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

- All current and new projects will be completed according to deadlines.
- All work will be completed within the approved budget
- The Strategic Plan will be organized so that the Board and community understand district performance.
- Board of Education meetings will be organized and communicated so community members are informed and able to participate.
- The 2018/19 measurable goal was met: the recording secretary prepares minutes and supports the Board of Education during board meetings.

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

- Having an appropriately staffed executive supports, as well as supports for the Board of Education, are mission critical endeavors. Not having them would be catastrophic.
- The Chief Strategy Officer has been instrumental in developing a host of measurable outcomes across the organization, and in keeping the Board of Education and Jeffco Public Schools focused on its strategic objectives. If these supports were to be removed, the likelihood of our district achieving our strategic goals is greatly diminished.

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

*The Superintendent brings a relentless focus to short and long term activities, funds and efforts to bring about change to the student experience in Jeffco Public Schools through the network of support being developed through tactic teams of the*

strategic plan. The first three strategies of the strategic plan have been presented to and monitored by the Board of Education as the second year of implementation continues.

**STRATEGY ONE: TRANSFORMING STUDENT TASK**

- Superintendent and Chief Strategy Officer work with district leadership (i.e., Innovation Acceleration Fund) to positively impact changes in student learning.

**STRATEGY TWO: CONDITIONS FOR LEARNING**

- Superintendent Office staff will support educator leadership by holding monthly leadership meetings, school and classroom visits, and through daily support to schools and district departments.

**STRATEGY THREE: READINESS FOR LEARNING**

- Superintendent Office staff will support parent/family, community and business groups to help foster positive relationships with our schools and students.

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

- New chief strategy officer hired.
- Increased hours for executive assistant to full time.
- Both of these changes were enacted for the 2018-19 year. Funding provided by approved BFO Request, and it is not expected or requested that they be changed or expanded for 2019-20.

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

- 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>
- Jeffco Generations vision <http://www.jeffcopublicschools.org/about/generations>
- Strategic Plan [http://www.jeffcopublicschools.org/about/strategic\\_plan](http://www.jeffcopublicschools.org/about/strategic_plan)

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**



# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Communications				
DEPT ID-Name	91300-Communications	FTE	7	Adopted Budget	\$832,118

### RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)

The Communications Department handles all internal and external communications, community relations and outreach, public relations, emergency communications, and family engagement for Jeffco Public Schools. The department is dedicated to focusing its activities to deliver on the promise of the Jeffco vision, and to efficiently use resources to inform and engage our students, parents, staff, and community in support of the success of the Jeffco strategic plan. District branding, crisis communications, media response, public relations, marketing, multimedia (social media, video, web), and outreach are the core functions handled by a staff of eight\*. We coordinate with and directly support the work of internal groups and all 155 schools in order to properly frame and convey critical information and messages to the public, and partner with community groups to share information relevant to our students, staff and community.

### ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)

- Publications and Collateral Material: Annual report, Strategic Plan, Jeffco Generations documentation, school marketing, community reports on district activities, advertising, general purpose communications materials, etc.
- Brand management – promote the Jeffco vision, district logo, and values/skills/goals to students, families, employees, and the community.
- Community relations & outreach – support advocacy and public awareness on education issues, work with community organizations to build relationships in support of Jeffco and its students.
- Community/staff event coordination - plan and support community meetings on behalf of the superintendent and other district departments; plan and execute “Value Awards - an annual employee recognition event”.
- Crisis/emergency communications - assist schools and departments with communications regarding school and community emergency incidents; train schools on messaging and use of SchoolMessenger alert system; manage media inquiries during incidents.
- Employee (internal) website design, creation, and management
- Family, School, Community Partnership – Initiate, plan, coordinate and deliver impactful family engagement at the school level as well as throughout their surrounding communities. Work with Title 1 Team, DAC, Student Engagement and school leadership to implement family programming, training, and resources to support effective family engagement.
- 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, maintain and update district website; content creation and management; manage process to upgrade website functionality as needed, quantify success through analytics.
- Marketing for schools and programs - assist schools with materials and methods for marketing their school to the community. This includes all marketing and communications to support EnrollJeffco activities.
- Media & Public Relations - publicize and promote Jeffco's news, events, activities, awards, etc.
- Newsletters - *Leadership Memo*, *The Messenger* (staff newsletter), *Chalk Talk* (community newsletter), *On the Issues* (urgent community news from the Superintendent).
- Photography & Video Production - produce high quality video and digital video essays to tell the Jeffco story. Video and photography support the work of many departments including employee training videos, program announcements, and programmatic supports. Photography is used in our publications, website, social media or other platforms.
- Social media content & management - manage district Twitter, Facebook, Instagram and YouTube accounts. Develop and curate content through school campaigns, district initiatives, and education news.
- Story development for internal use and external submission - build upon story ideas shared with us, develop new ideas, and produce stories through interviews, research and attendance at events. Create cadence of blogging, newsletters, media stories, etc.

### PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )

- **Media & Public Relations:** Increased media mentions, positive coverage of student achievement and school success, and published feature stories about Jeffco. Includes coverage generated specifically for athletics and activities.
- **2018 Bond/Mill Election:** Successful 2018 election results. Created, produced and distributed best-in-class communications materials including customized website, interactive maps, construction plan documentation, and

other materials to support community outreach & engagement; secured media coverage and publication endorsements; secured municipality and community organizations (Chambers) endorsements to lead to voter approval of ballot measures.

- **Family Engagement:** Strategic plan tactic lead for Family Engagement drives this work forward for Jeffco by working with schools directly to build family engagement skills and increased parent programs. In coordination with Title 1, DAC, and Student Engagement office, increased capacity and success measures of Family, School, Community, Partnership strategies.
- **Public and Internal Websites:** Increased number of visitors, page views, time spent viewing for public website. Lead technical upgrade and relaunch of internal website.
- **Mobile App:** New Jeffco app launched in October 2017. Increase user base.
- **Social media:** Increased content generation from DO and schools, followers, likes, and online engagement across multiple platforms.

#### **IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

Focus for SY19/20 will be on delivery of milestones identified in the communications and family engagement tactics within the strategic plan. Improvements to media outreach and engagement with schools, defining and implementing district expectations and measurements for family engagement, upgrading content and delivery modes for internal communications, social media to support learning, and building the infrastructure to deliver more effective school marketing are some of these milestones.

#### **SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

##### **Learning --**

Communication is key to sharing information that will help students and families learn about the resources available to support learning, school choice, curriculum, educational pathways, and more. The department will communicate and share the ways in which we are changing student task and what responsive teaching looks like. We will share the goals of a professional model of teaching to our stakeholders. Showing how technology is used to deliver educational excellence will also be an emphasis.

The Communication Services department directly supports learning by hosting 3-5 student interns each school year and regularly participates at school functions or engages with students directly around topics related to communications, leadership, and career pathways.

##### **Conditions for Learning--**

Communications develops and supports conditions for learning by developing and launching communications tools to help share a professional model of teaching and transforming student with families and the community. We will also communicate our high expectations of students to our community, and highlight equity issues in support of conditions for learning.

##### **Readiness for Learning--**

An increased focus on family engagement to support student achievement is one department support of readiness for learning. Informing families of programs, enrollment opportunities, and social supports help students get ready to learn. Family, School, and Community partnerships is a major effort of the entire department and the specific focus of the Outreach position.

#### **BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

There was a budget transfer from the Superintendent's Office to Communications for additional supports and activities related to community relations, and a transfer of funding to accommodate a change of managerial staff in the Communications Office at the beginning of SY18/19.\*

#### **ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

[www.jeffcopublicschools.org](http://www.jeffcopublicschools.org)

[https://www.youtube.com/channel/UCIqK0e\\_ON-Xh16X-05Cyn-w/videos](https://www.youtube.com/channel/UCIqK0e_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>

[http://www.jeffcopublicschools.org/community\\_portal/media/communication\\_services/](http://www.jeffcopublicschools.org/community_portal/media/communication_services/)

#### **BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

Requesting additional FTE's (for school/articulation areas) for the purpose of providing direct support to specific programs/geographies for school marketing and communications, increasing classroom and student success storytelling, and engaging families in the work of our schools with the goal of building student enrollment and improving community connections across the district. Requesting allocation directed at Meaningful Family Engagement strategic plan tactic. Requesting continued funding for current staff.

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Business Operations				
DEPT ID-Name	93000	FTE	2	Adopted Budget	\$394,753

### 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 partners with the Chief Operating Officer's and acts as a liaison between the operations' departments and manages the Education Center and Building #1 at the Quail Complex.

### 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 JEFFCO GENERATIONS

**READINESS FOR LEARNING**

Support services provides leadership and growth opportunities improving performance and resources for leadership that supports the education of students.

### BUDGET CHANGES FROM PRIOR YEAR

Requesting an additional \$15k to Office Materials & Supplies to continue to upgrade/replace signage at the Ed Center.

### 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

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Legal Services & Employee Relations				
DEPT ID-Name	97020 – Legal Services & Employee Relations	FTE	9.00	Adopted Budget	\$1,359,628

### RENEWAL REQUEST SUMMARY

Legal Services & Employee Relations - 2018/19 Adopted Budget: \$1,359,628 - FTE: 9.0

### ACTIVITY DESCRIPTION

- The Legal Services and Employee Relations Department handles legal questions and issues that arise within the district for both internal and external stakeholders. The lion share of legal work completed by our team involves preventative practices to avoid potential litigation and other adversarial interactions with staff, students, and community members. Our department also handles all Colorado Open Records Act requests, provides training on topics that may impact the work of our staff, advises and supports the Board of Education, reviews contracts, updates district policies, investigates complaints, participates in student threat assessment and expulsion hearings, handles litigation and delegates to and oversees work of outside counsel. Our current year budget aligns with our district needs and allows us to contribute to the Jeffco Generations in a meaningful way.
- The team has identified two strategies to contribute to student success and support learning. First, we have initiated several programs designed to keep our teachers and students in the classroom. Second, we have developed programs to help administrators with performance management tools designed to promote educator feedback, accountability and documentation of performance and help educators channel their talents toward our organizational goals.

### PERFORMANCE MEASURES

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>Provide Advice and Counsel/General Counsel</li> <li>Engage in Collective Bargaining</li> <li>Conduct Workplace and Title IX Investigations</li> </ul> | <ul style="list-style-type: none"> <li>Ensure Legal Compliance</li> <li>Manage Litigation, Mediation and Outside Counsel</li> <li>Conduct Training to all Staff Levels</li> </ul> |
|--|---|

### IMPROVEMENT & EFFICIENCIES

- Last year, the Legal Office refilled its open Student Discipline Manager position with a Restorative Practices subject matter expert. This person has worked with other partners in the district to study disciplinary trends and developed programs to combat negative trends. For instance, over the last year their work resulted in a 40 plus percent reduction in K-3 student suspensions. Their work, among other things, has included conducting two-day restorative practices training which has been attended by staff from over 100 schools as well as conducting over 50 school visits where they worked directly with school teams to practice troubleshooting student disciplinary issues. They also initiated a regular meeting to review every school request for an expulsion to make sure that the requested action was appropriate. Recently, they have acquired grant money to hire three additional restorative practice team members to help with their endeavors. The development of templates and “how-to-guides” for client use reduces time and improves consistency and efficiency.
- Proactive training of clients reduces time and improves consistency and efficiency.
- Early interventions with civil litigation where staff are interviewed or subpoenaed resulted in reducing staff anxiety and significantly reducing the time educators were out of their classrooms.

### SUPPORT OF JEFFCO GENERATIONS

Conditions for Learning and Readiness for Learning - our programs support the professional model of teaching, high expectations, a commitment to equity, and meaningful parent and community engagement.

### BUDGET CHANGES FROM PRIOR YEAR

This past year, a paralegal that reported to Truancy Department was moved to our Department with the appropriate budget. The part-time paralegal joined the team on July 1, 2018, however, the position was redefined to better support our department and converted from a .80 FTE to 1.0 FTE. Our Department is in the process of hiring for this position with the hopes of filling it by December 1, 2018.

### ADDITIONAL INFORMATION

### BUDGET RESOURCES FOR NEXT BUDGET CYCLE

Our department will be seeking budgeting increases for 2018-19 to cover minimal increases of approximately \$5,000 - \$10,000 to cover mileage, training, and copy costs. Additionally, we will be seeking to right size dollars from other departments to cover Americans with Disability Act and administrative leaves.



## 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.

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
General Administration						
Payroll	-	-	-	\$1,088,558	\$1,171,309	\$1,170,000
Non-Payroll	-	-	-	3,916,624	4,050,753	4,050,753
<b>Total</b>	-	-	-	\$5,005,182	\$5,222,062	\$5,220,753



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2019/2020

General Fund Department Detail

Districtwide

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
<b>Dept ID: Districtwide</b>						
<b>Payroll</b>						
Unused Sick Leave	-	-	-	\$1,020,045	\$1,120,000	\$1,120,000
One-Time Add'l Salary Pymts	-	-	-	64,000	1,051	-
<b>Payroll Total</b>	-	-	-	<b>1,084,045</b>	<b>1,121,051</b>	<b>1,120,000</b>
<b>Benefits</b>						
Employee Benefits	-	-	-	4,515	50,258	50,000
<b>Benefits Total</b>	-	-	-	<b>4,515</b>	<b>50,258</b>	<b>50,000</b>
<b>Purchased Services</b>						
Legal Fees	-	-	-	-	40,000	40,000
Printing	-	-	-	-	2,500	2,500
Contracted Services	-	-	-	-	82,300	82,300
Bank Fees & Other Expense	-	-	-	9,288	85,000	85,000
County Treasurer's Fees	-	-	-	894,342	640,000	640,000
Lease Purch-Other-Principal	-	-	-	2,350,000	1,815,000	1,815,000
Lease Purch-Other-Interest	-	-	-	662,798	1,385,953	1,385,953
<b>Purchased Services Total</b>	-	-	-	<b>3,916,428</b>	<b>4,050,753</b>	<b>4,050,753</b>
<b>Materials and Supplies</b>						
Copier Usage	-	-	-	194	-	-
<b>Materials and Supplies Total</b>	-	-	-	<b>194</b>	-	-
<b>Capital</b>						
<b>Total</b>	-	-	-	<b>\$5,005,182</b>	<b>\$5,222,062</b>	<b>\$5,220,753</b>



## 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

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
General Instruction						
Payroll	127.37	130.03	137.69	\$9,013,294	\$9,675,763	\$10,211,009
Non-Payroll	-	-	-	108,954	-	-
Instructional Support						
Payroll	127.27	139.93	150.66	11,109,762	13,764,431	15,637,911
Non-Payroll	-	-	-	2,522,742	3,657,543	4,340,910
Special Ed Instruction						
Non-Payroll	-	-	-	-	-	63,492
<b>Total</b>	<b>254.64</b>	<b>269.96</b>	<b>288.35</b>	<b>\$22,754,752</b>	<b>\$27,097,737</b>	<b>\$30,253,322</b>





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2019/2020

General Fund Department Detail

Educational Research & Design

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
<b>Dept ID: Educational Research &amp; Design</b>						
<b>Payroll</b>						
Chief Officer	1.00	1.00	1.00	\$130,285	\$139,234	\$146,174
Executive Director	3.00	4.00	4.00	365,505	515,226	522,041
Director	8.00	9.00	9.00	789,457	937,080	1,003,797
Assistant Director	5.00	5.00	5.00	416,650	455,673	489,639
Manager	1.00	1.00	1.00	69,413	77,690	83,426
Technical Specialist	13.50	15.50	15.50	949,385	1,217,536	1,459,617
Teacher	86.14	83.40	83.40	5,281,165	5,416,762	5,684,164
Substitute Teacher	-	-	-	100,639	110,794	89,266
Counselor	-	3.00	3.00	-	246,969	213,879
Teacher Librarian	1.50	1.50	1.50	90,945	94,250	112,046
Coordinator - Licensed	4.00	8.00	8.00	363,435	601,530	615,877
Coordinator - Administrative	6.00	6.00	6.00	407,047	606,808	507,945
Resource Specialist	1.00	1.00	1.00	75,800	73,990	158,907
Resource Teachers	55.75	60.91	71.41	3,522,055	4,170,689	5,218,715
Instructional Coach.	9.00	8.00	8.00	534,375	553,920	590,818
Administrator	1.00	2.00	2.00	64,008	154,977	153,688
Specialist - Classified	4.00	5.00	5.00	232,900	295,037	295,277
Technician - Classified	16.50	17.00	17.00	668,682	738,593	855,350
Administrative Assistant	1.00	1.00	1.00	50,030	52,411	60,866
Substitute Secretary	-	-	-	20,251	-	-
Secretary	3.00	3.00	3.00	118,430	128,510	141,424
Clerk	1.00	1.00	1.00	39,395	41,973	44,877
Paraprofessional	-	-	0.23	6,284	5,508	5,895
Special Interpreter/Tutor	27.13	27.46	35.72	798,909	786,989	930,862
Classified - Hourly	6.12	6.19	5.59	139,724	136,239	145,803
Certificated - Hourly	-	-	-	2,015	-	-
One-Time Add'l Salary Pymts	-	-	-	5,000	356,143	-
Additional Pay - Certificated	-	-	-	118,922	98,000	130,035
Additional Pay-Classified	-	-	-	12,122	22,140	22,140
Additional Pay-Administrative	-	-	-	131,252	81,692	108,496
Overtime - Classified	-	-	-	17,129	12,000	16,575
<b>Payroll Total</b>	<b>254.64</b>	<b>269.96</b>	<b>288.35</b>	<b>15,521,209</b>	<b>18,128,363</b>	<b>19,807,599</b>
<b>Benefits</b>						
Employee Benefits	-	-	-	4,601,847	5,311,831	6,041,321
<b>Benefits Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,601,847</b>	<b>5,311,831</b>	<b>6,041,321</b>
<b>Purchased Services</b>						
Mileage And Travel	-	-	-	58,698	75,100	78,338
Employee Training & Conf	-	-	-	290,047	181,274	273,210
Recruiting Costs	-	-	-	-	500	500
Meals/Refreshments	-	-	-	1,381	2,000	7,500
Student Transportation.	-	-	-	6,038	10,000	55,700
Legal Fees	-	-	-	92	-	-
Printing	-	-	-	18,226	14,100	19,750
Consultants	-	-	-	-	11,500	11,500
Contract Labor	-	-	-	1,128	5,000	68,492
Contracted Services	-	-	-	960,927	583,761	603,761
Building Rental	-	-	-	7,350	2,500	2,500
Equipment Rental	-	-	-	581	450	450
Contract Maint/Eq Repair	-	-	-	1,850	10,000	10,000
Technology Services	-	-	-	-	465	-
Software Purch	-	-	-	468,194	760,100	786,730
Marketing - Advertising	-	-	-	1,182	6,600	6,600
Telephone/Pagers/Modems	-	-	-	6,745	10,830	10,830

ERD - Educational Research and Design



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2019/2020

General Fund Department Detail

Educational Research & Design

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
Postage	-	-	-	5,387	8,600	7,900
Permits/Licenses/Fees	-	-	-	10,441	-	-
Fees For Dist Membership	-	-	-	6,469	21,900	31,821
<b>Purchased Services Total</b>	-	-	-	<b>1,844,736</b>	<b>1,704,680</b>	<b>1,975,582</b>
<b>Materials and Supplies</b>						
Office Material/Supplies	-	-	-	66,107	42,160	60,595
Office Equipment - Under \$5K	-	-	-	118,073	56,490	68,339
Curriculum Dev/Staff Training	-	-	-	13,629	426,774	275,694
Data Processing Supplies	-	-	-	50	500	500
Instructional Material/Supply	-	-	-	562,366	469,309	612,842
Instructional Equip-Under \$5K	-	-	-	1,598	636,500	11,650
Textbooks	-	-	-	-	1,430	-
Copier Usage	-	-	-	20,255	27,400	31,400
Testing Materials	-	-	-	4,882	5,800	12,800
<b>Materials and Supplies Total</b>	-	-	-	<b>786,960</b>	<b>1,666,363</b>	<b>1,073,820</b>
<b>Capital</b>						
Office Equipment	-	-	-	-	286,500	5,000
Instructional/Curric Equipmnt	-	-	-	-	-	1,350,000
<b>Capital Total</b>	-	-	-	-	<b>286,500</b>	<b>1,355,000</b>
<b>Total</b>	<b>254.64</b>	<b>269.96</b>	<b>288.35</b>	<b>\$22,754,752</b>	<b>\$27,097,737</b>	<b>\$30,253,322</b>

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Chief Academic Office ( Educational Research and Design)				
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DEPT ID-Name	91020 – Chief Academic Office	FTE	3	Adopted Budget	\$ 399,127
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**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

Jeffco Public Schools offers curriculum and academic programs designed to give students the skills they need. Our mission is to provide a quality education that prepares all children for a successful future.

The focus of the Chief Academic Office is to enhance student experiences. We strive to provide each child the individualized attention and opportunities needed to have a bright future. The Chief Academic Officer oversees and supervises all academic programs from preschool to postsecondary opportunities, educational research and assessments, as well as compliance and policy regulations in;

- |                                 |                           |                                  |
|---------------------------------|---------------------------|----------------------------------|
| - Stem                          | - Music                   | - Work Based Learning            |
| - Internships                   | - Theatre                 | - Apprenticeships                |
| - Health Education              | - Visual Arts             | - Physical Education             |
| - World Languages               | - Social Studies          | - Literacy Intervention          |
| - Science                       | - Math                    | - Social Studies                 |
| - Education Technology          | - Libraries               | - Blended Online Learning        |
| - English Second Language (ESL) | - Dual Language(DL)       | - Translation Services           |
| - Instructional Coaching        | - Home visitation         | - Before & After School Programs |
| - Literacy                      | - READ Act Implementation | - Title I                        |

Our work is focused on ensuring that students have extraordinary opportunities to reach their highest potential in a variety of different comprehensive school settings.

**ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

The Chief Academic Office supports equity, opportunity, and success for all students to achieve our Jeffco vision through a dedicated focus on relevant educator learning and development, dynamic curriculum and instruction, balanced assessment, reliable data and research, multiple student pathways, and innovative continuous improvement.

**PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

- Measurable Goals for 2017-18**
- Updated, revised and enhanced the Jeffco Curriculum:
- We updated, revised or enhanced 1,342 Units of Study and 244 Years at a Glance (scope & sequence) for all grade levels, PK-12 and Reading, Writing and Communication, Math, Science, Social Studies, Core Knowledge, Dual Language, Visual Art, Music, P.E., Spanish Language Arts, ESL, World Languages for German, Spanish, French and Japanese units, ISTE, Comprehensive Health, Drama & Theater Arts, and STEM
- Updated, revised and enhanced the Jeffco Curriculum resource and assessment libraries:
- From August 2017 to September 2018 we increased the number of teacher created and shared assessments and resources in the Bridge to Curriculum Assessment Library from 1172 to 1848, and from 5067 to 5472 in the resource library
  - In partnership with the Gifted & Talented teachers and a Gifted & Talented Resource Teacher, co-created 93 transformed math tasks
- Provided community access to the Jeffco Curriculum:
- Shared units of study from the Jeffco Curriculum to the public website-
    - Shared 630 units of study for English language arts, mathematics, science, social studies and technology in the classroom for all grades kindergarten through 12th
    - Shared Spanish language translations for each of the 630 units of study
    - Created and shared family support “how to” documents

Built capacity through professional learning for teachers and instructional coaches:

- Monthly professional learning and communities of practice for 144 instructional coaches
- Project Based Learning (PBL) professional learning through the Buck Institute for Education for 300 teachers. To date, 884 teachers have been trained
- 281 content specific professional learning course offerings, with 7818 registered participants
- 3 Learning Labs in elementary, middle and high schools supporting best practices in literacy instruction. In addition to supporting Jeffco's Strategic Plan and District Unified Improvement plan measures, CAO Department performance measures include:
  - Valued the diversity of all students, staff and families
  - Supported the social, emotional and physical wellness for students and staff
  - Encourages family and community engagement to support, enhance and maximize learning
  - Provides opportunities 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
  - Supported every student to be a responsible and engaged member of the community
- Every school and the district ensure 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
  - 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.
  - Every student will be able to apply and transfer learning across disciplines and real world contexts.
- Every student has the opportunity and expectation to demonstrate leadership attributes. Every student will communicate effectively in a variety of formats and situations.
- IDS supported 100% of all schools to administer state and district assessments as well as interpret student performance data in 2017-18.
- The district's Student Online Assessment Reporting System (Jeffco SOARS) was available to users 99% of the time during the 2017-18 school year (exceeding the 95% target).
- Baseline system indicators for the Jeffco Generations Strategic Plan were developed and published on the following public website: <https://public.tableau.com/profile/jeffcorad#!/vizhome/SystemIndicators-TableauPublic/LandingPage>

## **IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

In collaboration with other departments, the Chief Academic office will coordinate the district initiatives and efforts under the direction of the Superintendent. One area of focus this year will be the district unified improvement process.

Measuring the effectiveness of PLC implementation in buildings through:

- All schools move at least one performance level on the Jeffco PLC continuum. (PLC Continuum) By May 2019.
- Focus group of selected schools: show increased impact on classroom practice and show growth on PLC continuum in Measure 3 and 4.

### **Learning Labs**

Measure the impact of learning labs:

- Learning labs will train and support 50 facilitators by May 2019.
- Created a Jeffco Learning lab guidance document that defines implementation parameters for Jeffco Learning Labs that transform student and teacher learning, by January 2019.
- Begin Twenty-five cohorts of schools/departments by May 2019.
- Hosted six mentor labs with national experts Cris Tovani, Denise Goldin-Dubois, and Mark Overmeyer by January 2019.
- Collect qualitative teacher Teacher/Leader reflection on what it means to transform the task (at least three times a year to show growth in depth of understanding in the qualitative data of Transforming the Task ) by June 2019.

## **SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

**Learning:** Develop and/or enhance the systems and practices for customized learning pathways (differentiation and choice programming) that support every student on their way to a successful completion of a Jeffco education, and track consistency and use of these systems and practices across the district. We also support transforming the student task by providing resources, training, and partnerships to ensure student learning is authentic and tied to Colorado Academic Standards (CAS). Partnering with other departments and our classroom colleagues, we work to ensure that our teaching practices are responsive to individual student needs. Using technology tools to support teaching and learning is a focus for Educational Research and Design (ER&D). Additionally, we work to ensure that students can access a full range of the human experience including the arts, languages, and specialized programs to enhance their lives.

- Conditions for Learning: Supporting a professional model of teaching comes with training for teachers in the best practices to meet student needs. In ERD, we provide the training that supports this important work. High expectations are linked to our curriculum and instructional resources. Differentiating our resources to support equity across our district is a function of ERD.
- Readiness for Learning: Ensuring readiness in ERD is tied to effectively supporting teaching and learning. We do this through our robust offerings within preschool and meaningful engagement with our schools and community.
- Educational Research Design has also organized support around “spotlight work” to transform the task in Jeffco Public Schools. Specific trainings and other resources to support problem/project based learning, learning labs, high expectations, updates to teaching resources, and customized pathways will be shared and monitored throughout the 2018-2019 school year.

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

N/A

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

Education Research and Design:

<https://sites.google.com/a/jeffcoschools.us/educational-research-and-design/>

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

N/A

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Curriculum & Instruction				
DEPT ID-Name	84035 – Curriculum and Instruction	FTE	51.25	Adopted Budget	\$5,689,257

### RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)

The Curriculum and Instruction department leads/oversees the work of its to provide direct instructional support and services to all schools for teachers, instructional coaches, digital teacher librarians, literacy interventionists, and school leaders. Specific areas of support services include curriculum, instruction, and professional learning in order to help all schools implement the Strategic Plan mission and vision and to meet state and federal laws required of PreK-12 Public Education. The entire Curriculum and Instruction department is comprised of the following departments:

**Strategic Plan Tactics:**

- Transforming Student Task
- Student Directed Learning
- Technology to Transform
- Customized Pathways
- High Expectations
- Embracing the Full Human Experience
- Expanding Early Childhood

**Content Specific Curriculum & Instruction Educator Supports:**

- Jeffco Curriculum Aligned to Colorado Academic Standards & International Society for Technology in Education Standards (ISTE)
  - Computer Science
  - Comprehensive Health
  - Dance
  - Drama and Theatre Arts
  - Mathematics
  - Music
  - Writing
  - Physical Education
  - Oral Expression
  - Reading
  - Science
  - Social Studies
  - Visual Arts
  - World Languages

**Curriculum & Instruction Educator Supports:**

- Instructional Coaching
- Literacy Intervention
- READ Act
- Project/Problem Based Learning (PBL)
- Jeffco Summer of Early Learning (JSEL)

**Choice Pathways:** (see separate Budgeting for Outcomes Renewal Request (BFOR) for Choice Pathways #84002)

- Customized Pathways Tactic
- Postsecondary Workforce Readiness
- STEM
- Career & Technical Education(CTE),
- Work Based Learning
- Graduation Guidelines

**Early Childhood Education:** (see separate BFOR Request for Early Childhood Education #86095)

- Pre-School
- HIPPPY
- Before and After School Aged Care
- Expanded Early Childhood Quality & Quantity Tactic
- Pre-School to Third Grade (P-3) Early Learning

**English as Second Language/Dual Language (ESL):** (see separate BFOR Request for English Second Language # 89112)

- Embracing the Full Human Experience Tactic
- English as a Second Language instruction & support
- Dual Language instruction and support
- Translations & Interpreting Services

**Educational Technology:** (see separate BFOR Request for Educational Technology # 84062)

- Technology to Transform Tactic
- Blended Learning
- Library Automation
- Bridge to Curriculum (teacher resource system)

### ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)

The Curriculum & Instruction department has focused and aligned our work to the Jeffco Schools Strategic Plan with Transforming Student Task Tactic as the primary focus. Transforming Student Task means all students experience high expectations to transfer their thinking, and experience student directed learning and experience authentic learning through the application the Jeffco Generations Skills.

The Curriculum and Instruction budget currently funds a staff of 50.75 FTE. The majority of the staff are teachers on special assignment (23.75 FTE) and 2 are instructional coach coordinators. This staff spend approximately 80% of their time in schools directly working side-by-side with teachers and instructional coaches. We also support elementary schools with

literacy interventionists (20 FTE) who staff spend 100% of their time in schools supporting kindergarten through third grade students with reading interventions. The remainder of the staff includes administrators (3 FTE) and administrative assistants (2 FTE).

Curriculum & Instruction staff is responsible tactics aligned to the Strategic Plan in addition to the following work:

- Transforming Student Task resources, curriculum, supports and professional learning by grade level preschool through twelfth grade, aligned to the new 2020 Colorado Academic Standards and Jeffco Generation Skills.
- High Expectations Tactic focused on Proficiency Scales aligned to the new 2020 Colorado Academic Standards and Jeffco Generation Skills to update grading practices and reporting on student progress
- Student Directed Learning Tactic focused on personalized learning to support students to access a variety of opportunities that are connected to individual interests, passions, and goals.
- Embracing the Full Human Experience tactic supporting arts education
- Professional learning supports for instructional leadership development for school leaders
- Professional learning and resources to support Project/Problem Based Learning (PBL)
- The instructional coach coordinators develop a district instructional coaching program and support the school level implementation through monthly professional learning, communities of practice, side-by-side learning, and hiring of instructional coaches for all schools
- District Unified Improvement Plan development and monitoring in partnership with Chief Academic Officer, Assessment and Research and the District Accountability Committee
- Jeffco Summer Early Learning Summer School Program(JSEL) for READ Act in 7 elementary schools serving 800+ students
- Public Curriculum Project that includes language translations, to provide parents more specifics on Jeffco Curriculum for all content areas preK-12
- Implementation of core reading resource, Lucy Calkins Teaching Reading Through Units of Study in 39 schools
- Facilitating Teacher Advisory groups for all content areas to support curriculum revisions, updates and resources
- Supporting teacher professional learning through learning labs, mentor labs & planning labs
- Side-by-side support of teachers and schools in making sense of student data from the state, district and school level to make instructional decisions
- Problem solving of specific student scheduling support, including course options, placements and interventions.
- State and national partnerships continuously learning current research based educational pedagogy, content and practices
- Coordination of all county, district wide, monthly Board of Education performances for band, orchestra, choir, and marching band festivals and concerts
- In partnership with Jeffco Schools Foundation, coordination of equity, elementary, middle school and high school art shows
- District level resource, textbook and material reviews

## **PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

Curriculum and Instruction is responsible for supporting teachers and instructional coaches with research based, up to date Jeffco Curriculum and best practices in instructional strategies.

### **Measurable Goals for 2017-18**

#### **Update, revise and enhance the Jeffco Curriculum**

- We updated, revised or enhanced 1,342 Units of Study and 244 Years at a Glance (scope & sequence) for all grade levels, PK-12 and Reading, Writing and Communication, Math, Science, Social Studies, Core Knowledge, Dual Language, Visual Art, Music, P.E., Spanish Language Arts, ESL, World Languages for German, Spanish, French and Japanese units, ISTE, Comprehensive Health, Drama & Theater Arts, and STEM

#### **Update, revise and enhance the Jeffco Curriculum resource and assessment libraries**

- From August 2017 to September 2018 we increased the number of teacher created and shared assessments and resources in the Bridge to Curriculum Assessment Library from 1172 to 1848 and the resource library from 5067 to 5472
- In partnership with the Gifted & Talented teachers and a Gifted & Talented Resource Teacher, co-created 93 transformed math tasks

#### **Provide community access to the Jeffco Curriculum**

- Shared units of study from the Jeffco Curriculum to the public website
- Shared 630 units of study for English language arts, mathematics, science, social studies and technology in the classroom for all grades kindergarten through twelfth
- Shared Spanish language translations for each of the 630 units of study
- Created and shared family support "how to" documents

#### **Building capacity through professional learning for teachers and instructional coaches**

- Monthly professional learning and communities of practice for 144 instructional coaches

- Project Based Learning (PBL) professional learning through the Buck Institute for Education for 300 teachers. To date, 884 teachers have been trained
- 281 content specific professional learning course offerings, with 7818 registered participants
- 3 Learning Labs in elementary, middle and high schools supporting best practices in literacy instruction
- Specific instructional strategies for our most struggling learners for 7 principals, 7 instructional coaches, and 80 teachers for the Jeffco Summer Early Learning (JSEL) summer school program

**Support the creation of internal student internships**

- Created 14 student internships for teaching pathways for the JSEL summer school program, with 2 in each of the 7 elementary schools

**Highlight bright spots in teachers Transforming Student Task**

- Created 5 videos of teachers Transforming Student Task in partnership with communications department

**Collect teacher input and feedback on supporting Transforming Student Task**

- 250 teachers responded to the transform the task survey

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

**Update, revise and enhance the Jeffco Curriculum**

- In the 2018-19 school year, we are aligning the current Jeffco Curriculum to the revised 2020 Colorado Academic Standards and over 864 skill specific proficiency scales in each grade level. This will mean updates, revisions and enhancements to 1,342 Units of Study and 244 Years at a Glance (scope & sequence) for PK-12 Reading, Writing and Communication, Math, Science, Social Studies, Core Knowledge, Dual Language, Visual Art, Music, P.E., Spanish Language Arts, ESL, World Languages for German, Spanish, French and Japanese units, ISTE, Comprehensive Health, Drama & Theater Arts, and STEM.
- Develop theatre pathways and curriculum and instructional supports for Stagecraft & Acting

**Update, revise and enhance the Jeffco Curriculum resource and assessment libraries**

- Sharing over 100 transformed tasks for teachers via the Bridge to Curriculum Resource Library
- We will increase the number of teacher created and shared resources and assessments in the Bridge to Curriculum Resource and Assessment Libraries through incentive program

**Building capacity through professional learning for teachers and instructional coaches**

- Building capacity in school leaders, instructional coaches, and other departments to implement the strategic plan at the school level
- Continue to provide Project Based Learning through the Buck Institute for Education for an additional 150 classroom teachers, instructional coaches, digital teacher librarians and principals

**Provide community access to the Jeffco Curriculum**

- Shared units of study from the Jeffco Curriculum to the public website for electives

**Support the creation of internal student internships**

- Continue the 14 student internships for teaching pathways for the JSEL summer school program, with 2 in each of the 7 elementary schools
- Continue to partner with Choice Pathways to increase student internships

**Highlight bright spots in teachers Transforming Student Task**

- Identifying and celebrating teachers Transforming Student Task with 2 videos per quarter in partnership with Communication Services Department
- Develop teacher cohorts through network improvement communities to support and build capacity of teachers in Project Based Learning(PBL)

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

The Curriculum and Instruction budget has been aligned to support the Jeffco Generations Vision- **Learning Strategy**:

**Transform the Task Tactic:**

- The teachers on special assignment (TOSA's) are working directly with teachers to share over 100 transformed tasks examples to be shared via the resource library in the Bridge to Curriculum
- Enhancing the Bridge to Curriculum resource and assessment sharing program to continue to support teachers sharing of resources across the entire district
- Building capacity of math teachers through professional learning with Dan Meyer, creator of the 3 Act Math Task to provide professional learning for 250 secondary math teachers K-12



- Building capacity of 160 instructional coaches, teachers on special assignment and digital librarians by partnering with Jim Knight, author of The Impact Cycle, to provide professional learning
- Building capacity of 150 teachers, instructional coaches, digital teacher librarians and principals in project based learning through a partnership with the Buck Institute for Education to provide professional learning
- Providing professional learning to support Transforming Student Task in all content areas

**Student Directed Learning:**

- Building capacity of students, teachers, instructional coaches, digital teacher librarians and principals in understanding learning preferences through Emergentics profiles

**Embracing the Full Human Experience:**

- Partnering with the Chief Academic Officer on the Strategic Plan for the Arts

**Conditions for Learning**

**High Expectations:**

- Partnering with Marzano Research to align the Jeffco Curriculum with the revised 2020 Colorado Academic Standards and 864 skill specific proficiency scales. This work will enhance and revise the Jeffco Curriculum 1,342 Units of Study and 244 Years at a Glance (scope & sequence) for PK-12 Reading, Writing and Communication, Math, Science, Social Studies, Core Knowledge, Dual Language, Visual Art, Music, P.E., Spanish Language Arts, ESL, World Languages for German, Spanish, French and Japanese units, ISTE, Comprehensive Health, Drama & Theater Arts, and STEM.

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

- Theatre Coordinator \$ 94,221
- Theatre Curriculum \$ 6,500
- Bridge to Curriculum Sharing Incentive Fund \$100,000
- Utilized Non Staff budget allocation to purchase .5 FTE for Transforming Student Task TOSA \$48,156
- Transferred 1 FTE to Assessment & Research Dept. \$59,136 (see Instructional Data Services BFO)
- Transferred .5 FTE to Choice Pathway Dept. \$36,664 (see Choice Pathways BFO)
- Transferred \$305,993 to Teacher Learning Department to support learning labs (see Teacher Learning BFO)

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

- [Public Curriculum By Grade Website](#)
- [Understanding the Jeffco Curriculum](#)
- [Jeffco Generation Skills](#)
- [Grading & Report Cards](#)
- [Strategic Plan: Learning Strategy](#)
- [Strategic Plan: Transforming Student Task](#)
- [Strategic Plan: Student Directed Learning](#)
- [Strategic Plan: Embracing the Full Range of Human Experience](#)
- [Strategic Plan: High Expectations Tactic](#)

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

- Continuing the alignment of the work with the strategic plan and Jeffco Generations, Curriculum and Instruction will increase supports to teachers and instructional coaches to support the implementation of transform the task, high expectations, student directed learning, and expanding the full human experience.
- Supporting the high expectations partnership with Marzano for professional learning with teachers
- Supporting Transforming Student Task through PBL with the Buck Institute for professional learning with teachers and ongoing support of schools
- Increase funding for teacher substitute time and additional pay to support the implementation of the strategic plan to transform the student task, high expectations, and student directed learning
- Increase mathematics supports for teachers with additional interventionist

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Early Learning				
DEPT ID-Name	85086 – Early Learning – HIPPY Program	FTE	1.02	Adopted Budget	\$104,654

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

Birth to preschool has a two pronged focus this year including the ongoing implementation of Home Instruction for Parents of Preschool Youngsters (HIPPY), an evidence-based home visitation program that helps parents prepare their 2, 3, 4, and 5-year-old children for success in school and beyond. The second initiative is a county-wide effort toward a birth to eight road map – Jeffco Cultivating Bright Futures aligned with Launch Together Jeffco, Hope Adelante, Early Milestones Colorado and an Early Childhood Education (ECE) foundations collaborative.

**ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

Birth to preschool – visioning and implementation of community work, implementation - including recruitment of families, enrollment, data tracking, expansion planning, grant funding attainment and accountability, hiring, professional learning, program and staff evaluation

**PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

By 2022 students will increase one progression from the level they are most heavily distributed in each domain (cognitive, math, emotional and social development, health and physical development, language development & literacy) on the Jeffco Kindergarten Early Assessment for readiness compared to 2017/18 baseline data. (This assessment is currently under study/pilot with the Colorado Department of Education in a joint effort to provide a new opportunity for all school districts to effectively screen students for readiness in a best-practices manner. This assessment work is also in partnership with the North Carolina Department of education and a 10 state consortium. While utilizing the Jeffco KEA, teachers observe students throughout the first 60 days of school and progress through the complete formative assessment process. This student snapshot is captured then the critical components applied to the process to a new cycle of learning. Since the KEA is aligned to expectations for students ranging in age from 3 to 6 years old, most students entering Jeffco kindergarten classrooms are placed on the learning continua for each domain of learning and development.

- Beginning in the 2018/19 School year, Jeffco Schools will increase the number of seats offered in Jeffco preschools by 10% each year for the next four years. For this goal, the Early Learning team is partnering with Early Milestones Colorado to ensure that expansion efforts are modeled based on family need, child care opportunities, facility efficiencies, as well as geographic points of access. School leaders continue to advocate for preschool opportunities as well.

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

HIPPY is strictly monitored by student outcomes of families who have participated and reported to the National organization.

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

Theory of Action: If Jeffco Public Schools Early Learning Team increases the quality and quantity of academically and developmentally-focused opportunities for Pre-K students (within Jeffco Public Schools as well as with community partners), THEN those students will enter kindergarten academically and developmentally ready and will sustain that academic proficiency.

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

N/A

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

[Hippy](#)

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

There are no budget changes from the previous year.

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Student Data Privacy and Reporting				
DEPT ID-Name	84021 – Student Data Privacy	FTE	5	Adopted Budget	\$ 348,458
DEPT ID-Name	91180 – Instructional Data Reporting	FTE	6	Adopted Budget	\$ 660,503

### RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)

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- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)

- Reporting Student Data:**
- CDE data reporting which includes student October Count, graduation rates, dropout rates, mobility rates, safety and discipline reports, attendance rates, school directory information, and state student identifiers
  - 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 Colorado Department of Education (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- (REPORT ON RESULTS/SUCCESS OF EXISTING 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:
- Instructional Data Reporting supported 100% of schools in federal and state data reporting
  - Student Records Center supported 100% of schools in student records management
  - Instructional Data Reporting met 100% of federal and state reporting deadlines

### IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)

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

MEASURABLE GOALS: .02% of disallowed student full time equivalent (FTE) resulting from the annual Colorado Department of Education (CDE) enrollment audit

### SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)

- Jeffco Generations Vision:**
- Readiness for Learning: Customized Pathways -
- Support *Customized Pathways* indicators and reporting
  - Support documentation of student pathways in transcript and other student records
  - Provide data and supporting resources for customized pathways
- Technology: Data Management, Integration, and Exchange-
- Support *Data Management, Integration, and Exchange* indicators and reporting
  - Support data governance and data architecture in meeting system compliance requirements
  - Readiness for Learning: Schools as Community Hubs -
  - Support *Schools as Community Hubs* indicators and reporting

- Support school-level autonomy and school flexibility in meeting system data sharing requirements

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

An additional amount of \$ 439,189 including 1 FTE was approved to fund the EnrollJeffco implementation project.

EnrollJeffco will provide a more equitable enrollment process for all Jeffco students:

- The school selection, application, and enrollment processes will be more efficient and consistent across the District
- Families can more easily navigate the enrollment process, including choice enrollment, thus reducing frustration and confusion

An additional .5 FTE was purchased with non-staff budget allocation at a cost of \$30,320 to support the work of State Reporting and Student Data Privacy departments.

- Staffing changes and discretionary spending allocation transfers are determined based on identified program needs

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

Student Data Privacy and Reporting website:

<https://sites.google.com/jeffcoschools.us/studentdataprivacyreporting>

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

There are no budget changes from the previous year.

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



DEPARTMENT		Instructional Data Services			
DEPT ID-Name	84022 - Assessment	FTE	9	Adopted Budget	\$ 1,487,888
DEPT ID-Name	84023 – Research and Evaluation	FTE	5.5	Adopted Budget	\$ 1,418,125
DEPT ID-Name	84024 – Instructional Data Services Development	FTE	5	Adopted Budget	\$ 514,593

### RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)

Instructional Data Services (IDS) consists of three departments funded through the general fund: Instructional Assessment, Research and Assessment Design, and IDS development. Title I is the fourth department in Instructional Data Services, but is not included in this form due to its federal grant funding.

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.

Instructional Data Services is committed to implement Jeffco Public School’s Strategic Plan, with a focus on supporting teachers with resources, learning opportunities, and models to change student tasks, incorporating high standards and Jeffco Generations skills so that students will apply and use content knowledge and essential skills through relevant, engaging, and real world learning experiences.

### ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)

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

District-Wide Assessment:

- Data decision making tools/resources for balanced assessment practices, including formative and performance based assessments
- Standardized test administration including CMAS, CoALT, Colorado SAT, and READ Act assessments
- Screening, benchmark and progress monitoring assessments
- Professional learning for teachers, principals, and other educators
- Performance Based Assessment, Continuous Improvement

Research and Evaluation:

- Analytics and Visualizations
- Continuous improvement processes
- Accountability including educator effectiveness, request to reconsider, and SPF
- Assessment design & development
- District survey research
- External research review

Reporting Student Data:

- Student assessment data online reporting
- Data collection for assessments and student instructional plans (Advanced Learning Plans, READ Plans, English Language Learning Plans)
- State reporting (e.g., Student Biographical Data Check, READ Act reporting, Kindergarten Readiness reporting, etc.)

### PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )

In addition to supporting Jeffco’s Strategic Plan and District Unified Improvement plan measures, results from the IDS 2017-18 performance measures include:

- IDS supported 100% of schools to administer state and district assessments as well as interpret student performance data in 2017-18
- The district’s Student Online Assessment Reporting System (Jeffco SOARS) was available to users 99% of the time during the 2017-18 school year (exceeding the 95% target)
- Baseline system indicators for the Jeffco Generations Strategic Plan were developed and published on the

following public website: <https://public.tableau.com/profile/jeffcorad#!/vizhome/SystemIndicators-TableauPublic/LandingPage>

#### **IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

##### **EXPLANATION:**

We focus departmental resources to measure Jeffco Public School's Strategic Plan implementation, including stages of concern and levels of use as part of the comprehensive Concerns-Based Adoption Model (CBAM).

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. These supports will include deeper learning about assessment/data literacy as well as performance assessments and how to incorporate Jeffco Generations skills into classroom performance measures.

##### **MEASURABLE GOALS:**

1. Research and Assessment Design will partner with schools in a prototyping project to diagnose areas of strength and concern using holistic, multidimensional, and longitudinal data. Inferential statistics will help schools to understand substantive and statistically significant change over time and between subgroups using multiple data points (e.g. enrollment information, climate data, use of deeper learning strategies, academic achievement and student growth). To align with the strategic plan, the holistic data display will include school-level implementation of transforming the task. In this way, assessment data will be deeply connected to transforming the task. The prototype will be brought to scale in the following school year, along with corresponding resources and professional learning designed in this school year.
2. For 2018-19, the IDS Development team will ensure that the district's Student Online Assessment Reporting System (Jeffco SOARS) will be available to users 95% of the time during the school year.

To support implementation of the district's strategic plan for educators to more effectively design engaged student tasks with assessments, the Instructional Assessment team will implement three foundational data literacy professional learnings through multiple sessions to highlight effective and efficient practices in collecting, understanding, analyzing, interpreting, and acting upon student performance information. These professional learnings will complement the existing five assessment literacy trainings that were implemented in 2017-2018. Accompanying resources will be made available via Bridge to Curriculum as well as on the Jeffco intranet.

#### **SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

- Professional learning around data and assessment literacy supports the strategic plan indicators of High Expectations, Responsive Teaching, Student Directed Learning, and Authentic Task (e.g., higher level thinking)
- Three tactic leads will receive continuous improvement assistance from RAD. Tactic leaders will receive quarterly professional learning regarding how to monitor the progress of their tactic work. The Chief Strategy Officer will participate in monthly meetings to support understanding of measurement and continuous improvement. District leaders use of and concerns about the strategic plan will be assessed. Each school's implementation of transforming the task will be assessed. Finally, system indicators will be developed and updated

#### **BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

The Instructional Data Services Department created several changes in budget allocations to support the district's strategic plan and to ensure responsible fiscal practices. Changes include:

- \$ 111,600, including 1.0 FTE, has been added via the Budgeting for Outcomes New Request process to support the evaluation of Jeffco Public School's strategic plan and research support for prioritized strategic plan tactic implementation
- \$ 77,030 for 1.0 FTE was transferred from another Educational Research & Design department to support analysis and reporting of Strategic Plan system indicator outcomes:  
<https://public.tableau.com/profile/jeffcorad#!/vizhome/SystemIndicators-TableauPublic/LandingPage>
- \$ 194,841 for 2.0 FTE was converted from the department's contractor budget line to support the district's Student Online Assessment Reporting System (Jeffco SOARS) that provides accurate and updated data visualizations for school leaders and teachers to interpret data for instructional next steps. The full time staff that replaced the prior use of contractors to support the Jeffco SOARS system provides a cost savings, since the cost of staff is less expensive than the cost of contractors

#### **ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

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

#### **BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

N/A



# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



DEPARTMENT		Curriculum & Instructions - Ed Tech and Library Data Automation			
DEPT ID-Name	84040 – Library Automation	FTE	2	Adopted Budget	\$174,431
DEPT ID-Name	84062 – Educational Technology	FTE	12.83	Adopted Budget	\$1,447,685

### RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)

The Educational Technology Department includes Educational Technology, Library Services, Computer Science, Bridge to Curriculum, Blended & Online Learning, and The Training Center at 809 Quail. In order to continue the level of support this department provides, a renewal of our current adopted budget is being requested. Ed Tech's work is to lead and support schools in achieving the strategic plan's tactic, Technology to Transform Learning. Our theory of action is focused on providing students with integrated technology instruction aligned to the Jeffco Generation skills so that students experience expanded, flexible learning opportunities that prepare them to thrive in a connected digital world.

### ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)

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

- Educational Technology supports instructional technology for teachers and students as we transition to a 1:1 learning environment and utilize technology to transform the student learning experience. This team leads and coordinates (in partnership with schools and central departments) technology visioning, planning, purchasing, classroom integration, student data privacy, and digital citizenship in support of Jeffco's student technology standards
- Library Services supports our digital teacher librarians as identified leaders of media literacy, technology integration, and collection development. In addition, they support and maintain the cataloging system and manage approximately \$9 million in district resources including library, classroom, learning and technology.
- The Library Services budget also funds 1.5 FTE at Conifer High School through our Inter-Governmental Agreement for a shared Jefferson County Public Library located at the school
- Computer Science is an important emerging field and this team leads the work of developing the vision, resources, and support for a K-12 computer science pathway including robotics, maker spaces, coding, and computer science
- Bridge to Curriculum is a dynamic, interactive online tool that supports instructional planning and provides educators access to Jeffco's curriculum, resources, assessments and professional learning supports. Ed Tech partners with stakeholders across the system as they lead the continued development of this tool to support teachers in transforming the student learning experience
- Blended and Online Learning is another emerging instructional pedagogy and the Ed Tech team leads and supports teachers as they implement the various models of this type of learning and develop online content for teachers and students. They also collaborate with stakeholders across the system as they lead the continued development of Schoology as our primary Learning Management System
- The Training Center at 809 Quail is managed by the Ed Tech team and provides central and school based colleagues with a variety of training opportunities including Presence (school and department websites), Infinite Campus, G-Suite (Google For Education), and Microsoft Office 2016
- In partnership with our Chief Strategy Officer, we provide resources and support for the Jeffco Innovation Acceleration Fund (JIAF)

### PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )

During the 2017-2018 school year, based on our new strategic plan, we have reprioritized the work of the Ed Tech team to align to identified goals and milestones, specifically:

- Revised and developed professional learning supports in multiple modalities based on teacher input
- Supported over 40 schools implementing or expanding 1:1 technology learning opportunities for students. (See Information Technology (IT) BFO Request for additional information about the 1:1 Device Tactic)
- Revised and adopted the new ISTE (International Society for Technology in Education) standards and developed professional learning supports for leaders and teachers
- Planned, coordinated, and released the Bridge to Curriculum upgrade based on teacher requests. This is the first substantial upgrade in the last eight years

- Implemented a new library system to better manage the district's resources and provide additional supports to our digital school librarians and school libraries
- Trained and supported all schools in transitioning school and teacher websites to Presence, rolled out new website platform
- In partnership with IT, implemented the Digital Tools website to both comply with the new student data privacy law and also to support teachers in selecting digital resources to support classroom instruction

#### **IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

The following milestones have been identified as part of the Technology to Transform Learning tactic:

- By May 2019, students and educators will have access to a minimum of 75 transformed student tasks that include technology to transform learning
- By May 2019, there will be at least five learning labs with an emphasis on how technology transforms learning
- By May 2019, we will have implemented our first proof of concept in the Pomona area and have partnered with staff to develop a professional learning plan to meet their identified goals
- By May 2020, the number of schools offering and/or expanding computer science, coding, and makerspaces will increase by 20%
- By May 2019, we will have partnered with our community to host at least 10 Digital Wellness/Digital Bootcamps
- In partnership with other tactics (i.e. 1:1 Devices, Transform Student Task, High Expectations, Family Engagement, Customized Pathways, and Student Directed Learning) develop and support all schools in becoming 1:1 learning environments. Current plans are for first, fifth, and ninth grade students to receive devices in the 2019-2020 school year. This includes implementation plans, professional learning for teachers, transformed tasks for students, and community events

#### **SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

Jeffco Generations supported:

- Learning: Technology to Transform Learning, Transforming Student Task, Responsive Teaching, Student-Directed Learning, and Customized Pathways
- Conditions for Learning: A Professional Model of Teaching, High Expectations, Family Engagement and Commitment to Equity
- Readiness for Learning: Schools as Community Hubs and Family & Community Engagement
- Technology: 1:1 Devices

#### **BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

There are no budget changes from the previous year.

#### **ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

In addition to ongoing evidence of progress through our digital communications (i.e. Twitter, Ed Tech Blog, Schoology groups, and Pinterest, you'll find additional information here:

- [Ed Tech Website](#)
- [Digital Tools Website](#)
- [Library Services Website](#)
- [Computer Science Website](#)
- [Bridge to Curriculum Website](#)
- [Blended Learning Website](#)
- [Training Center at 809 Quail Website](#)

#### **BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

The Technology to Transform Learning Tactic has identified a need for equity and consistency in tools to support accomplishing our theory of action. We anticipate submitting a BFO to fund these digital tools at the school-level.







## 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

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
Payroll	-	-	-	\$2,116	-	-
Operations and Maintenance						
Payroll	174.71	174.77	175.18	\$11,727,755	\$13,701,363	\$14,592,254
Non-Payroll	-	-	-	5,667,619	4,165,340	4,165,340
<b>Total</b>	<b>174.71</b>	<b>174.77</b>	<b>175.18</b>	<b>\$17,397,490</b>	<b>\$17,866,703</b>	<b>\$18,757,594</b>



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2019/2020

General Fund Department Detail

Field Services

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
<b>Dept ID: Field Services</b>						
<b>Payroll</b>						
Executive Director	0.50	0.50	0.50	\$60,707	\$64,020	\$66,718
Director	3.50	3.50	3.50	331,281	349,918	439,899
Manager	5.00	5.00	6.00	328,053	406,394	526,380
Technical Specialist	3.00	3.00	3.00	208,016	219,383	236,287
Coordinator - Classified	-	-	-	22,292	-	-
Specialist - Classified	1.00	1.00	1.00	122,613	69,404	74,206
Technician - Classified	5.00	5.00	5.00	203,264	268,285	348,759
Administrative Assistant	1.00	1.00	1.00	60,383	63,420	68,424
Group Leader	14.00	14.00	13.00	918,811	1,078,005	1,057,292
Substitute Secretary	-	-	-	33,507	28,200	28,200
Secretary	2.00	2.00	2.00	83,046	89,040	95,199
Trades Technician	134.00	134.00	134.00	6,907,531	7,905,348	8,383,242
Custodian	-	-	-	35	-	-
Classified - Hourly	5.71	5.77	6.18	84,185	150,531	161,098
One-Time Add'l Salary Pymts	-	-	-	-	204,236	-
Additional Pay-Classified	-	-	-	52,283	51,700	51,700
Overtime - Classified	-	-	-	161,984	155,900	155,900
Payroll Exception	-	-	-	(747,833)	(511,500)	(511,500)
<b>Payroll Total</b>	<b>174.71</b>	<b>174.77</b>	<b>175.18</b>	<b>8,830,158</b>	<b>10,592,284</b>	<b>11,181,804</b>
<b>Benefits</b>						
Employee Benefits	-	-	-	2,899,713	3,109,079	3,410,450
<b>Benefits Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,899,713</b>	<b>3,109,079</b>	<b>3,410,450</b>
<b>Purchased Services</b>						
Mileage And Travel	-	-	-	774	3,200	3,200
Employee Training & Conf	-	-	-	46,840	47,600	47,600
Awards And Banquets	-	-	-	53	800	800
Recruiting Costs	-	-	-	1,084	3,000	3,000
Required Physical Exams	-	-	-	1,198	2,500	2,500
Printing	-	-	-	9,183	6,900	6,900
Consultants	-	-	-	67,543	38,600	38,600
Contracted Services	-	-	-	253,906	341,100	341,100
Fleet Maintenance.	-	-	-	1,942	1,000	1,000
Refuse & Dump Fees	-	-	-	31,299	19,000	19,000
Equipment Rental	-	-	-	33,402	39,900	39,900
Contract Maint/Eq Repair	-	-	-	3,378	7,200	7,200
Const Maint/Repair - Building	-	-	-	1,873,443	1,095,290	1,095,290
Software Purch	-	-	-	53,789	71,900	71,900
Computer Hardware	-	-	-	185	-	-
Marketing - Advertising	-	-	-	256	300	300
Telephone/Pagers/Modems	-	-	-	62,354	52,850	52,850
Natural Gas	-	-	-	-	-	-
Propane	-	-	-	43	-	-
Electricity	-	-	-	-	-	-
Voice Communication Line	-	-	-	160	-	-
Water & Sanitation	-	-	-	-	-	-
Storm Water	-	-	-	-	400	400
Postage	-	-	-	562	1,600	1,600
Permits/Licenses/Fees	-	-	-	26,407	29,500	29,500
Risk Management Charges	-	-	-	289	-	-
Fees For Dist Membership	-	-	-	1,874	200	200
<b>Purchased Services Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,469,964</b>	<b>1,762,840</b>	<b>1,762,840</b>
<b>Materials and Supplies</b>						

Field Services



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2019/2020

General Fund Department Detail

Field Services

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
Office Material/Supplies	-	-	-	24,072	28,600	28,600
Office Equipment - Under \$5K	-	-	-	54,445	52,100	52,100
Copier Usage	-	-	-	9,888	8,800	8,800
Athletic Supplies	-	-	-	95,496	139,700	139,700
Maint Materials/Supplies	-	-	-	2,664,384	1,965,900	1,965,900
Small Hand Tools	-	-	-	89,991	60,800	60,800
Uniforms	-	-	-	19,160	26,600	26,600
Shop Supplies	-	-	-	-	12,000	12,000
Materials - Playgrounds	-	-	-	9,418	45,000	45,000
Physical Invty Gain/Loss	-	-	-	(335)	8,000	8,000
<b>Materials and Supplies Total</b>	-	-	-	<b>2,966,519</b>	<b>2,347,500</b>	<b>2,347,500</b>
<b>Capital</b>						
Plant/Shop Equipment	-	-	-	209,128	50,000	50,000
Building Improvements.	-	-	-	22,008	5,000	5,000
<b>Capital Total</b>	-	-	-	<b>231,136</b>	<b>55,000</b>	<b>55,000</b>
<b>Total</b>	<b>174.71</b>	<b>174.77</b>	<b>175.18</b>	<b>\$17,397,490</b>	<b>\$17,866,703</b>	<b>\$18,757,594</b>

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Facilities Management				
DEPT ID-Name	93401	FTE	13.18	Adopted Budget	\$1,534,706

### RENEWAL REQUEST SUMMARY

Facilities Management oversees the performance of Building Maintenance, Construction Management, Custodial Services, Energy Management, Environmental Services, Planning & Property, Small Engines, Site Maintenance and Work Order Control. The budget is adequate based on the current management methodology and workloads of the individual departments.

### ACTIVITY DESCRIPTION

Management of departments within Facilities listed above.

- Provide guidance, encourage collaboration and cooperation between departments. Oversee the individual departmental budgets, working with them to better utilize and manage available resources.
- Oversight responsibility for capital construction and maintenance projects, utility usage.
- Liaison between Human Resources and the Facilities departments in hiring and other personnel matters.
- Open, track, close, and account for Work Orders including smaller projects, not necessarily capital, designated as “New Work” and funded by the schools, school support organizations, maintenance or the small project capital account. Maintain and stock warehouse.

### PERFORMANCE MEASURES

- Providing guidance, management and resources to assure each department meets their specific performance measures.

### IMPROVEMENT & EFFICIENCIES

- Continue to provide guidance and support of various training programs including the Pryor Training Learning Solutions Program for 200 administrative and maintenance staff. Courses are broad based including management, leadership, personnel, customer service, software, and other business related training.
- Developing programs that result in cost savings using available technology. Capital continues to fund site lighting replacing older fixtures with LEDs. This results in significant maintenance savings due to the long life of LED and energy savings due to efficiency. High school auditorium ‘house’ lighting was replaced in the summer of 2018 resulting in significant energy and maintenance savings.
- Continuing a program that identifies assets across all facilities departments and integrates with Planning & Property’s asset management program (MAPPS).
- Develop new PeopleSoft Preventative Maintenance Inspection electronic forms for all Facilities department that will alert and open work order for repairs as needed. This is a new feature within the product.
- Provide training in Summer 2019 for all users of ALM for the conversion to the new “fluid PeopleSoft pages”
- Continuing to reduce the warehouse inventory and provide greater stock in the technicians’ vehicles and at the shops instead of one location.
- Continue program to provide Site technicians with tablets that allow for electronic entry of work orders as well as access to archived information.
- Continue to provide data reports to other Facilities department to improve the management and processes of those departments.

**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

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Field Services – Facilities Services				
DEPT ID-Name	93501	FTE	96.87	Adopted Budget	\$8,413,245

### 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 2017/18 we achieved 92.58%, an increase of 6.88 percent from 2016/17

### IMPROVEMENT & EFFICIENCIES

- Continue the changes implement in March 2018 in the workflow for the department related to technician adding Notes to the Work Order when completed along with changing the Status code of the Work Order task.
- Reduce technicians' purchasing trips to parts/supply houses by implementing truck stock inventory & creating satellite warehouses at the area shops during 3<sup>rd</sup> quarter of 2018/19. MEASURABLE GOALS for 2019/20 is reduce trips by 10% to parts/supply houses.
- Transition from current paper Preventative Maintenance logs and reports to the new on-line inspection reports within the PeopleSoft Maintenance Management Work Order module the department uses.

### 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 Public Schools

### BUDGET CHANGES FROM PRIOR YEAR

- Reallocation of budget within existing budget lines and amounts.
- See Budget Request information below.

### ADDITIONAL INFORMATION

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

#### **BUDGET RESOURCES FOR NEXT BUDGET CYCLE**

- Inflation budget increases for Services and Material costs. CPI published data indicates there has been a 7.7% increase since 2011. Suggested area of increase is across all Non-Salary expense accounts:
- Non-Salary Expense 2018/2019 = \$2,119,701 x 7.7% = \$163,217 for 20120 Budget = \$2,282,917.
- Additional funding to address federal and 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

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Field Services – Site Maintenance				
DEPT ID-Name	93604	FTE	54.56	Adopted Budget	\$3,913,038

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

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- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

- 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 and district 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- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

- Athletic field performance and safety will improve with higher density turf
- Reported slips, trips, and falls continue to decrease

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

- Increased utilization of District assets
- Increased safety for athletes
- Increased efficiency in the use of water for irrigation

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

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- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

An increase of \$78,894

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

<https://sites.google.com/a/jeffcoschools.us/facilities/>  
[http://jeffcopublicschools.org/about/dept\\_directory?department=31](http://jeffcopublicschools.org/about/dept_directory?department=31)

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

- Additional \$57,268 for inflation in the cost of supplies.
- Additional \$50,000 for increased frequency of fertilizing athletic fields.
- Additional \$1.5 M to replace life-cycled synthetic athletic fields.
- Additional \$95,000 to increase staff to manage field irrigation systems.

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>		Field Services – Environmental Services			
DEPT ID-Name	93700	FTE	11.0	Adopted Budget	\$1,089,451

### RENEWAL REQUEST SUMMARY

Environmental Services manages district-wide programs for asbestos; lead-based paint; radon; integrated pest management; indoor air quality; mold and moisture mitigations; 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 and provides State reporting for six mountain area water plants that serve nine locations and eight wastewater treatment facilities for ten mountain area locations. All with a limited staff.

The Environmental Services team also initiated the lead-in-water sampling program in 2016/17 and has developed an ongoing program to continue periodic sampling at district facilities.

Regulatory requirements have increased for pesticide usage and chemical storage in schools, and hazardous and universal waste storage and disposal for the entire District. Regulatory and sampling requirement changes have also affected our water and wastewater workloads. Additionally, with the installation of more advanced wastewater and water treatment facilities at certain district sites, the cost for preventative maintenance of these systems has increased. With these increases and aging infrastructure within the District's buildings, Environmental Services is in the process of exploring staffing structures that will enable appropriate attention to the increased requirements.

### 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, site assessments, and consultation
- Indoor air quality assessments and coordination
- Moisture and mold assessment and mitigation
- Radon sampling and documentation
- Chemical storage safety assessments and maintain chemical and hazardous material inventories for the District
- 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 nine District facilities; provide wastewater treatment for ten sites; monthly regulatory sampling and reporting
- 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. For FY 2017, Environmental Services strived to keep the average pre-labor, per-work order cost below \$20.

- Continue to keep the average pre-labor, per-work order costs for pests below \$20 for the 2019-2020 school year.

### IMPROVEMENT & EFFICIENCIES

- Continue to provide customer education to custodial and administrative staff 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.
- Waste paint that was previously disposed is now delivered to recycling vendors and we continue to assess our waste for recycling opportunities.
- Environmental Services has teamed with IT and purchasing staff to build a chemical ordering system within PeopleSoft. This module will allow science staff to order approved chemicals, allow the District to comply with increased state regulations, save educational staff time, and more efficiently track chemical inventories.







## 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

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
General Administration						
Payroll	49.50	52.00	52.00	\$4,246,110	\$4,977,375	\$5,256,427
Non-Payroll	-	-	-	8,497,179	11,652,918	10,858,158
Instructional Support						
Non-Payroll	-	-	-	5,553,833	6,781,024	6,305,634
<b>Total</b>	<b>49.50</b>	<b>52.00</b>	<b>52.00</b>	<b>\$18,297,122</b>	<b>\$23,411,317</b>	<b>\$22,420,219</b>



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**General Fund Department Detail**

**Financial Services**

	<b>2017/2018 Budget FTE</b>	<b>2018/2019 Budget FTE</b>	<b>2019/2020 Budget FTE</b>	<b>2017/2018 Actual</b>	<b>2018/2019 Budget</b>	<b>2019/2020 Budget</b>
<b>Dept ID: Financial Services</b>						
<b>Payroll</b>						
Chief Officer	1.00	1.00	1.00	\$138,874	\$145,803	\$151,945
Director	3.00	4.00	4.00	418,938	439,836	468,926
Supervisor	1.00	1.00	1.00	91,902	91,104	80,952
Manager	7.00	4.00	4.00	296,675	372,116	387,515
Technical Specialist	10.00	11.00	11.00	675,737	836,863	908,275
Accountant I	1.00	1.00	1.00	69,908	56,358	60,258
Coordinator - Administrative	1.00	2.00	2.00	146,444	150,394	167,921
Administrator	-	2.00	2.00	89,211	177,682	196,925
Specialist - Classified	8.00	8.00	8.00	478,528	501,420	547,899
Buyer	2.00	2.00	2.00	118,165	123,242	131,768
Technician - Classified	11.50	12.00	12.00	582,083	659,601	692,692
Administrative Assistant	1.00	1.00	1.00	66,874	70,534	75,384
Substitute Secretary	-	-	-	7,553	4,500	4,500
Secretary	1.00	1.00	1.00	28,232	27,096	28,970
Buyer Assistant	2.00	2.00	2.00	81,753	91,507	110,383
Classified - Hourly	-	-	-	2,642	-	-
One-Time Add'l Salary Pymts	-	-	-	-	86,296	-
Additional Pay-Administrative	-	-	-	-	6,800	6,800
Overtime - Classified	-	-	-	9,866	6,800	6,800
<b>Payroll Total</b>	<b>49.50</b>	<b>52.00</b>	<b>52.00</b>	<b>3,303,385</b>	<b>3,847,952</b>	<b>4,027,913</b>
<b>Benefits</b>						
Employee Benefits	-	-	-	942,725	1,129,423	1,228,514
<b>Benefits Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>942,725</b>	<b>1,129,423</b>	<b>1,228,514</b>
<b>Purchased Services</b>						
Mileage And Travel	-	-	-	9,149	10,700	10,700
Employee Training & Conf	-	-	-	29,195	41,840	46,340
Meals/Refreshments	-	-	-	-	1,800	1,300
Printing	-	-	-	7,105	7,700	7,700
Consultants	-	-	-	-	47,500	40,000
Contracted Services	-	-	-	82,062	78,375	91,475
Bank Fees & Other Expense	-	-	-	2,955	36,900	300
Contract Maint/Eq Repair	-	-	-	547	1,800	1,800
Technology Services	-	-	-	13,823,390	18,117,582	16,847,432
Software Purch	-	-	-	-	200	-
Marketing - Advertising	-	-	-	523	-	-
Equipment/Copier Repair	-	-	-	-	1,000	1,000
Telephone/Pagers/Modems	-	-	-	135	2,400	2,500
Postage	-	-	-	12,411	24,165	24,065
Permits/Licenses/Fees	-	-	-	1,979	2,880	2,880
Fees For Dist Membership	-	-	-	27,877	6,200	33,200
Community Relations	-	-	-	5,000	-	-
<b>Purchased Services Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,002,328</b>	<b>18,381,042</b>	<b>17,110,692</b>
<b>Materials and Supplies</b>						
Office Material/Supplies	-	-	-	26,333	43,500	43,700
Office Equipment - Under \$5K	-	-	-	14,631	3,000	3,000
Copier Usage	-	-	-	7,720	6,400	6,400
<b>Materials and Supplies Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>48,684</b>	<b>52,900</b>	<b>53,100</b>
<b>Capital</b>						
<b>Total</b>	<b>49.50</b>	<b>52.00</b>	<b>52.00</b>	<b>\$18,297,122</b>	<b>\$23,411,317</b>	<b>\$22,420,219</b>

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Financial Services-Purchasing				
DEPT ID-Name	94710-Purchasing	FTE	13	Adopted Budget	\$1,223,446.00

### 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 \$3,500.00 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, 2019 through June 30, 2020) have zero upheld vendor protests of competitive solicitations.

To ensure the quality of the p-card program and compliance with policy and procedures, annual purchasing card quality assurance reviews will be completed 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

- Development of Memorandum of Understanding (MOU) process to ensure that agreements are tracked and risk managed.
- Implementation of Automatic Shipment Notifications process to efficiently receive and track computer and chromebook orders in inventory.
- Modernization of chemical ordering process to comply with state legislation.



## **SUPPORT OF STRATEGIC OBJECTIVES**

The Purchasing Department supports all 8 Strategic Objectives by contracting for goods and services needed for Learning, Conditions for Learning, Readiness for Learning, Technology, Operations, Finance, Legal, and Communications. In particular we support Finance Strategic Objective by utilizing purchasing best practices that are transparent and support educational outcomes and stakeholder trust.

## **BUDGET CHANGES FROM PRIOR YEAR**

- Reclassification of Purchasing Manager, Support Services position to Assistant Purchasing Director.
- Addition of a Purchasing Agent dedicated to supporting Curriculum, Instruction and Schools.

## **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:

- \$13,100 ongoing increase for employee training and conferences.
- \$2,230 ongoing increase for membership fees in professional organizations.
- \$3,500 ongoing increase for a District Amazon Business Prime account.
- \$113,000 ongoing increase for Contract Management Specialist to coordinate the Memorandum of Understanding process.
- \$12,000 ongoing increase request for intern.

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Financial Services-Payroll				
DEPT ID-Name	93210 – Payroll	FTE	9	Adopted Budget	\$823,328.00

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

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- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

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

**PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

- Maintain or exceed 99% of payments issued to employees via direct deposit

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

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

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

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- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

- In discussion with Human Resources regarding desk audits/reclassification of positions, as well as potentially 2 new positions, due to increase in number of employees served (+2000) as documented in the CAFR; to maintain current payroll practices, while maintaining compliance with district, Federal and State policies and regulations.

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

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

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

For 2019/2020 budget to allow the production and distribution of mandated tax forms; timely replacement/update of equipment/tools/supplies; compensation increases.

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Financial Services – Grants Accounting				
DEPT ID-Name	93230 – Grants Accounting	FTE	5.0	Adopted Budget	\$464,534

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

The Grants Accounting department FTE consists of the Grants Accounting Manager, Grants Coordinator, and (3) Grant Technicians.

Grants accounting is responsible for district wide support of the grant fund accounting, financial reporting, and support in writing/applying for grants. Our department maintains and supports 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 comply with Federal and State grant regulations. We are responsible for submitting budget, revisions, reporting actual expenditures, and requesting reimbursements for expenditures. We provide documents to auditors and answer questions regarding internal controls and compliance with laws and grant regulations.

**ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

- Grant financial reporting
- Grant writing and application submission
- Submission of funding draws (requests for funds for funders)
- Grant budget development and distribution
- School and department financial support in grant funding.

**PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

- Achieve no Financial audit findings in the annual Single Audit for Federal Grant

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

- Continuous review and improvement on workflow efficiencies and internal controls

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

Conditions for Learning: High Expectations

Within the Jeffco Generations, the direction of High Expectations is laid out before our students and educators. Grants accounting upholds this same expectation and empowers the entire district to focus on the educational tasks, by handling the mandated financial reporting. The grants department strives to be subject matter experts regarding these special revenue sources, allowing district personnel to feel confident in these resources.

Conditions for Learning: Loose/Tight Leadership

In recent years, grantors are more and more in support of innovation. Grants Accounting process engages the leaders of schools and departments by asking to be in partnership with them throughout the life of the grant, from planning, through implementation, and finally with report out. We strive to ensure that all leaders are financially developed and educated on the intricacies of applying for and being awarded any special revenue from private, state and local, and even federal funding sources all while not choking off innovation.

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

Budget increase of \$7,000 to support the move of the Grants Coordinator position into the Grants Accounting office. These funds will be used to support this position in day-to-day office work as well as professional development for the grants accounting team.

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

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

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Financial Services				
DEPT ID-Name	93200-Financial Services	FTE	2	Adopted Budget	\$347,335

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

Financial Services consists of the office of the Chief Financial Officer (CFO) and Executive Assistant. The CFO oversees accounting and the school accounting support team, accounts payable, budget and treasury, building use, finance, grants acquisition and management, internal audit, payroll, purchasing and risk management.

Financial Services is responsible for leading, advising and consulting with district leadership and staff, other governmental entities, citizens and other organizations on financial issues. It is the designee for implementing Board and superintendent direction in support of the district’s mission and vision 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.

**ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

- Oversees and accounts for the receipt and disbursement of all district funds.
- Makes recommendations for new district policies and procedures and policy and procedure updates based on best practices and federal, state and local regulations.
- Ensures compliance with district financial policies and procedures to assure the financial stability of the district.
- 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 and ensures the appropriate budgeting of resources to schools and central departments.
- Oversees and evaluates the district financial plans, policies and reporting, including preparation of the Comprehensive Annual Financial Report (CAFR), quarterly financial reporting and annual independent audit.
- 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.
- Ensures school and departmental audits are conducted to confirm compliance with financial policies and procedures.
- Responds to public record requests and community correspondence.
- Monitors, tracks and analyzes state budget and economic forecasts and legislative activity
- Serves as liaison for two Board advisory committees – Audit Committee and Financial Oversight Committee.
- Partners with other district staff and community on innovations and proposals for financial analysis and impacts.
- Communicates to stakeholders on district financial status and forecast of state impacts.
- Provides support for charter school financial questions and issues.

**PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

- Complete all financial reporting in compliance with state statutes.
- Receive recognition for excellence in financial reporting and budgeting including the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award by the Government Finance Officers Association.
- Achieve a clean annual audit.
- Maintain required reserves balances per district policy and state statute.
- Responsibly manage district cash flow and debt in a manner that maintains or improves ratings reports from major rating agencies.

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

- Collaborated with various departments to refine the financial cost model for innovations and other program additions or improvements.
- Worked with the budget team, district leadership and the Financial Oversight Committee to further develop the departmental Budgeting for Outcomes model to ensure effective and efficient use of limited district resources to align with the Board and district vision and mission.

- Worked in partnership with the Chiefs of School Innovation and Effectiveness, the District Advisory Committee (DAC) and the budget subcommittee of the DAC to support school advisory committees with identifying and communicating budget requests to the Board of Education as part of the budget development process.
- Supported the project for moving 6<sup>th</sup> grade to middle school and adjusting the SBB budget for the financial impact of the change.
- Provided reporting and analysis for mill levy override and bond ballot issues.
- Effectively oversaw cash flow and management in a manner that resulted in affirmation of Aa2 rating by Moody's thus positioning the district for favorable market positioning on any future bond issuance.
- Identified a lag in receipt of property tax collections due to a processing issue at the county that enabled the district to avoid any cash flow issues that could have become a crisis had the issue not been identified.

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

Continued work on student based budgeting (SBB) factor with emphasis on equity.

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

- Adjustments to supplies expenses to follow budgets of those sections that were shifted within other areas of financial services

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

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

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

Financial Services does not anticipate any asks for the upcoming budget cycle beyond the noted budget changes.

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Financial Services – Budget Management				
DEPT ID-Name	92100-Budget	FTE	7	Adopted Budget	\$849,372

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

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 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.

We calculate, analyze and prepare schedules for negotiations including cost of steps, COLA, benefit proposals, and market increases. Act as financial lead in JESPA negotiations.

**ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

- Budgeting for Outcomes Initiation
- Debt Service Management
- Budgeting Development
- Community Engagement
- Adopted Budget Publications
- Student Based Budgeting
- Payroll Processing
- Board of Education Informational Support
- Innovation and Development
- Budget System Maintenance
- Negotiations Support

**PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

- Achieve the GFOA Award for the 2019/20 budget year.

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

- 

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

LEARNING: Support school and department leadership with Student Based Budget (SBB) and Budgeting for Outcomes (BFO) Processes

CONDITIONS FOR LEARNING: Budget Management is committed to providing continue support for school and department budgets to assure tax dollars are spent in accordance to policies and procedures.

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

- 

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

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

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

Budget Management does not anticipate any asks for the upcoming budget cycle.

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Financial Services-Accounts Payable				
DEPT ID-Name	93220-Accounts Payable	FTE	6	Adopted Budget	\$438,668

### 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 PeopleSoft import voucher function has reduced data entry time and increased efficiency in processing volumes of payments to one vendor. We are expanding that functionality to additional vendors and maximizing our time spent preparing payment of multiple invoices to one vendor, i.e. Pizza Hut, Domino's, Paragon, Pepsi, and MeadowGold.

### 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, ACH payment adoption, reloadable cards for student transportation etc.

Continue to utilize voucher load process to stream line data entry input.

Continue towards timely resolution of stale dated checks

### SUPPORT OF STRATEGIC OBJECTIVES

Conditions for Learning:  
 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. Continuing to maximize our time by utilizing functionality in PeopleSoft is increasing our efficiency in ability to support the mission of education.

### BUDGET CHANGES FROM PRIOR YEAR

### ADDITIONAL INFORMATION

### BUDGET RESOURCES FOR NEXT BUDGET CYCLE

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Financial Services-Accounting				
DEPT ID-Name	93250-Accounting	FTE	10	Adopted Budget	\$1,000,761

### RENEWAL REQUEST SUMMARY

The Accounting department FTE consists of the Director of Finance, Controller, Internal Auditor, Financial Analyst/Auditor, Food Services Accounting Tech, Financial Services Accountant and (4) School Accounting Support Team (SAST) members. Accounting is responsible for district wide fund accounting and financial reporting. Our department maintains accounting entries and corrections, quarterly board reports and the Comprehensive Annual Financial Report (CAFR). General Accounting reconciles all of the district's balance sheet accounts including all cash accounts, bank statements, and capital asset management. Our department reviews revenues and expenses for each individual fund monthly. Charter School accounting is performed by the Accounting department as well as support to the business managers and financial secretaries on an individual basis as well as in bi-annual group trainings. Capital asset accounting management is also performed by our department. Our department also oversees the accounting for Food Services and Property Management (Building Use). Other activities performed by this department include internal and external billings, district committee support, mileage requests, payroll corrections, and open records requests. Starting in 2017, the department was reorganized to include an additional 6 FTE for School Accounting Support Team (SAST) and Internal Audit.

### ACTIVITY DESCRIPTION

- Financial Reporting
- Asset Management
- General Accounting for all funds; maintaining the general ledger
- Charter School Accounting
- Balance Sheet Reconciliation
- Bank Statement Reconciliation
- Indirect Cost Allocations
- District Support and Review of Funds
- Billing – Internal and External
- Internal Audits
- Department and School Accounting Support
- Payroll Corrections
- Mileage
- Permanent member of FPP for CDE
- District Staff member of Financial Oversight committee, Audit Committee and Capital Asset Advisory Committee

### PERFORMANCE MEASURES

- Achieve the GFOA Certificate of Achievement for Excellence in Financial Reporting
- Achieve no Financial audit findings in the annual Single Audit for Federal Grants
- Provide an internal audit for as close to 1/3 of the schools as possible to ensure strong internal control framework on financial practices
- Provide ongoing and new training on financial practices to our existing and new financial secretaries at all schools.

### IMPROVEMENT & EFFICIENCIES

- Continuous review and improvement on workflow efficiencies and internal controls

### SUPPORT OF JEFFCO GENERATIONS

Conditions for Learning:  
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

This department went from 3 FTE to 10 FTE by shifting work from the Budget Office to Accounting to align with the work duties in FY2018. Discretionary expenses (mostly mileage) were overspent by \$1,000 that was covered by one-time salary underspend.



**ADDITIONAL INFORMATION**

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

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE**

This department is submitting a BFO Increase Request to cover professional development for the two internal audit roles and controller along with additional mileage for the 6 FTE that travel weekly for their role, and due to having historical overtime expenses of a minimum of \$9,200 without having budget.



## 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

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
General Administration						
Payroll	38.49	41.29	42.57	\$4,528,180	\$3,900,693	\$4,228,549
Non-Payroll	-	-	-	608,529	1,028,925	1,162,925
<b>Total</b>	<b>38.49</b>	<b>41.29</b>	<b>42.57</b>	<b>\$5,136,709</b>	<b>\$4,929,618</b>	<b>\$5,391,474</b>



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1  
2019/2020  
General Fund Department Detail**

**Human Resources**

	<b>2017/2018 Budget FTE</b>	<b>2018/2019 Budget FTE</b>	<b>2019/2020 Budget FTE</b>	<b>2017/2018 Actual</b>	<b>2018/2019 Budget</b>	<b>2019/2020 Budget</b>
<b>Dept ID: Human Resources</b>						
<b>Payroll</b>						
Chief Officer	1.00	1.00	1.00	\$139,349	\$149,116	\$137,821
Director	3.00	3.00	3.00	313,141	334,339	346,332
Principal	-	-	-	7,692	-	-
Assistant Principal	-	-	-	86,707	-	-
Manager	7.00	10.00	10.00	637,450	847,881	943,102
Technical Specialist	2.00	2.00	2.00	159,263	157,630	172,412
Teacher	-	-	-	556,645	-	-
Substitute Teacher	-	-	-	50,345	27,900	27,900
Counselor	1.00	1.00	2.00	71,095	75,147	160,699
Resource Teachers	-	-	-	56,614	-	-
Administrator	-	-	-	87,796	-	-
Nurse	-	-	-	9,479	-	-
Technician - Classified	22.50	22.50	22.50	1,130,357	1,208,546	1,305,790
Administrative Assistant	1.00	1.00	1.00	66,606	70,559	75,411
Substitute Secretary	-	-	-	2,055	4,000	4,000
Secretary	0.50	0.50	0.75	17,767	22,482	32,240
Classified - Hourly	0.49	0.29	0.32	-	7,625	8,161
Unused Sick Leave	-	-	-	164	-	-
One-Time Add'l Salary Pymts	-	-	-	500	74,672	-
Additional Pay - Certificated	-	-	-	1,678	5,000	5,000
Additional Pay-Classified	-	-	-	7,065	-	-
Additional Pay-Administrative	-	-	-	89,678	9,700	9,700
Overtime - Classified	-	-	-	8,885	20,700	11,700
<b>Payroll Total</b>	<b>38.49</b>	<b>41.29</b>	<b>42.57</b>	<b>3,500,331</b>	<b>3,015,297</b>	<b>3,240,268</b>
<b>Benefits</b>						
Employee Benefits	-	-	-	1,027,849	885,396	988,281
<b>Benefits Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,027,849</b>	<b>885,396</b>	<b>988,281</b>
<b>Purchased Services</b>						
Mileage And Travel	-	-	-	4,025	4,500	4,500
Employee Training & Conf	-	-	-	30,501	73,400	77,400
Awards And Banquets	-	-	-	6,961	12,000	12,000
Recruiting Costs	-	-	-	4,244	52,500	187,500
Required Physical Exams	-	-	-	66,461	23,000	23,000
Employee Background Verificatn	-	-	-	68,420	55,000	55,000
Drug And Alcohol Testing	-	-	-	12,352	17,000	17,000
Meals/Refreshments	-	-	-	225	-	-
Legal Fees	-	-	-	27,705	14,125	14,125
Printing	-	-	-	7,243	15,800	15,800
Consultants	-	-	-	28,500	-	-
Contracted Services	-	-	-	85,187	128,500	128,500
Contract Maint/Eq Repair	-	-	-	2,320	24,000	20,000
Software Purch	-	-	-	1,666	600	600
Marketing - Advertising	-	-	-	5,979	16,600	16,600
Telephone/Pagers/Modems	-	-	-	793	1,100	1,100
Postage	-	-	-	5,404	18,800	17,800
Unemployment Comp Insur	-	-	-	210,195	534,300	534,300
Fees For Dist Membership	-	-	-	10,568	6,400	6,400
<b>Purchased Services Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>578,749</b>	<b>997,625</b>	<b>1,131,625</b>
<b>Materials and Supplies</b>						
Office Material/Supplies	-	-	-	8,254	17,100	12,100
Office Equipment - Under \$5K	-	-	-	13,281	5,800	10,800
Copier Usage	-	-	-	8,245	8,400	8,400
<b>Materials and Supplies Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>29,780</b>	<b>31,300</b>	<b>31,300</b>
<b>Capital</b>						



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**

**2019/2020**

**General Fund Department Detail**

**Human Resources**

	<b>2017/2018 Budget FTE</b>	<b>2018/2019 Budget FTE</b>	<b>2019/2020 Budget FTE</b>	<b>2017/2018 Actual</b>	<b>2018/2019 Budget</b>	<b>2019/2020 Budget</b>
<b>Total</b>	<b>38.49</b>	<b>41.29</b>	<b>42.57</b>	<b>\$5,136,709</b>	<b>\$4,929,618</b>	<b>\$5,391,474</b>

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Personnel Management				
DEPT ID-Name	97000 – Personnel Management	FTE	5.68	Adopted Budget	\$676,382

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

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. Employees in this department focused on HR management, HR/district reception, and employee leave management

**ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

- Provides strategic leadership around human capital management.
- Serves on Superintendent’s Cabinet providing HR expertise across departments and strategic projects in support of students and schools.
- Manages employee leaves based on District policy, multiple association agreements and aligned with state and federal laws.
- Manages unemployment program.
- Manages teacher professional development requests
- Partners with all departments and district leadership on final hiring and salary offers for administrative and professional/technical hires.
- Provides District-level direction around compensation for all employee groups.
- Partners with other District leaders around associations’ relationships; leader in district negotiations with associations; partner with non-union associations on problem-solving.
- Coordinate district HR systems, evaluations, recruiting efforts.
- Provides District-wide reception services.

**PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

- 100% of unemployment cases handled timely, accurately, and in compliance with state law.
- 80% win ratio for contested unemployment cases.
- 100% of leave applications handled timely, accurately and in compliance with state and federal laws and association agreements.
- Full coverage of District reception activities during business hours.

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

Implementation of increased employee and candidate communication. Update to focus and presentation of district materials for candidates and employees on internet/web, to transparently share information in most timely manner. Continuous improvement in HR systems and processes, for candidates, onboarding of new employees, and data processing with accuracy.

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

- Human Resources plays a key role in developing strategies to recruit and retain outstanding staff in every position. This requires a focus on data, business outcomes, compensation, benefits, and overall District policies and procedures that contribute to maintaining a strong, engaged, and committed workforce. Delivery of results to students is dependent upon effective staff in every District position.

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

None

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

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

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

No new resources requested.

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Employee Assistance				
DEPT ID-Name	97003	FTE	2.50	Adopted Budget	\$251,888

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

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, 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 demonstrated needs based on the increased services the EAP team is delivering and allows us to continue to contribute to Jeffco's strategic goals.

We are requesting an overall increase of \$37,437 salary and \$11,231 benefits as documented below.

**ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

- Partner with Achievement Directors and other leaders to improve culture/climate issues impacting school performance.
- Partner with professional learning and teacher induction to onboard new teachers and principals and promote employee wellness and mental health.
- 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. We have increased our mindfulness training to schools and collaborated with Healthy Schools to create eight mindfulness lessons embedded in the Bridge to Curriculum.
- Provide conflict mediation services for employees and work teams who are experiencing conflict.
- Serve district-wide to improve staff mental health, wellness and workplace effectiveness.
- EAP staff spends 40 percent of their time on organizational development work throughout the school district and 60 percent on counseling services for employees.

**PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

- 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 presenteeism to a greater degree than matched comparison employees who did not receive services. Counseling cases have grown from 378 in 2001-2002 to 745 in 2017-2018, and the number of staff has remained constant at 2.5. The counselor and the manager/counselor average 60 hour work weeks in order to provide these high quality services to schools and departments.

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

Explanation: EAP continues to adapt to the changing needs of the school district and its staff. Efficiencies include:

- Upgraded software to ensure current version and maintain confidential recordkeeping
- Continued work on migration 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. Also, we are doing crisis response at charter schools.
- Implemented the Emotional Intelligence Coaching Program fully, a new leadership tool, to improve leader's skills and abilities, with excellent outcomes.

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

- Socially and emotionally balanced staffs, and healthy, productive work places, are better prepared to address social and emotional needs of students (Readiness for Learning). The EAP services provided directly impact both staff and organizational health thereby contributing to student success.

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

NA

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

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

[http://www.eapfoundation.org/wp-content/uploads/2013/09/Omni-Study-factsheet\\_Updated-Sept\\_2015.pdf](http://www.eapfoundation.org/wp-content/uploads/2013/09/Omni-Study-factsheet_Updated-Sept_2015.pdf)

In previous years, Jeffco's EAP program and manager received awards for outstanding performance. In December 2017, Deborah Martin, EAP counselor, received the Colorado Employee Assistance Professionals Daetwiler Award. This award is presented to the most exceptional employee assistance professional in the state as chosen by past award recipients and continues to reflect on the high caliber of staff and services provided by Jeffco's EAP team.

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

Human Resources: Employee Assistance Department 97003

Adopted Budget: \$251,888

FTE: 2.5 FTE

Requesting an additional .5 FTE at the rate of \$37,437 salary/\$11,231 benefits.

Requesting one-time \$986 for software licensing for new staff, if approved.

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Human Resources – Employee Records and Systems				
DEPT ID-Name	97004 – Employee Records	FTE	16.00	Adopted Budget	\$ 1,364,841

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

Employee Records provides various district-wide services to ensure our hiring, compensating, transferring, and documenting of positions and staff is accurate and timely. Services include: administration and maintenance of PeopleSoft ERP/HCM module data; position management control; department budget accounting; employee demographics; employee job information; employee certifications, licenses, and education; evaluation administration, educator contract administration, departmental structures; online onboarding; and data analytics and other reports. Employee Records also maintains and updates compensation schedules, calendars, departments, job codes, positions, etc., to allow other systems and processes to utilize this data for various purposes.

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

Beginning September 2018, Employee Records also took over responsibility for the Substitute Teacher program, and also had the associated Lead Tech transfer to this department accordingly. Additionally, resources from this department have been allocated to support and act as an Administrator to the Applicant Tracking System.

We are requesting an increase to the existing budget in the amount of \$7,500 as documented below.

**ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

- 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/forms)
- Maintain collection and communication methods and systems such as online onboarding, web-based communications of job and salary information, job descriptions, various demographic statistic reports and salary ranges, communication center,
- Support schools and departments through position management, evaluation management, employee roles 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, internal equity and processing
- Reporting for CORAs, general demographics, negotiations support, evaluations, District-leadership teams, and CDE Reporting, and tactic support.
- Manage approximately 1200 sub teachers. A more robust recruiting and marketing effort will be implemented this year to ensure a deeper qualified pool of substitute teachers and a better teacher to sub pool ratio.

**PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

- Complete hire/transfer process at “early/on-time” status for District-wide provisioning, currently approaching 93%, target at 97%
- Ensure the hire/transfer employee record processing and salary determination occur in a timely manner and is communicated to employee, currently 93%, target at 98%
- Proactively communicate with licensed employees about upcoming license expiration to minimize time out of the classroom; communicate 100% of the time; target no teachers out of classroom due to expired license.
- Target substitute teacher count should be 1 substitute teacher for every 3.75 teachers, or 1440. The HR-managed substitute educator program has a fill rate of approximately in 95% of all absences in 2017-18, and in 2019-20, is aiming for a 97% fill rate.



- Proactively communicate with Community Superintendents and Department Managers about evaluation completion to ensure each employee receives an evaluation.

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

- Complete a more targeted Online Onboarding process by implementing the upgraded module that will expand the custom templates distributed determined by Job Family from 6 to 14. Targeted templates and clear communication will expedite data/information/required form collection for new employees/transferring employees. Includes efficient department and school dashboards for expedited processing.
- Enhancements to school and department work centers and dashboards.
- Enhancements to instructional guidance on HR Website.
- Expanded use of Communication Center to automatically communicate with employees on routine items, such as reminders to complete forms, license expirations or missing education documents, teacher induction information, timed messages to new hires to maintain the touch throughout their first months pointing them to relevant information about the District.
- Providing additional monthly HR statistical reports such turnover by years of service, exit interview data, new hire experience data, and substitute teacher experience data, and tactic group support data analytics.
- Enhancement of the Position Management Control, new job creation, job description revision, salary grade review process.
- To achieve the 240 substitute shortfall, more robust recruiting campaigns will be executed by partnering with student teacher programs, advertising via Social Media and college campuses, program flyers to various places, and targeted job postings. Rebrand of substitute teachers to Guest Teachers, enhancing the Orientation experience, material and marketing takeaways to create a preference of Jeffco positions over neighboring districts.

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

- The Employee Records team provides critical, timely background work to hire and retain Jeffco staff deployed in direct delivery of instruction to students by ensuring accurate hiring, pay, and licensure documentation; accurate reporting to CDE; and strategic position and compensation changes aligned with new positions or work in Jeffco.
- Support the Condition for Learning Jeffco Generations tactic by providing data analytics to display the progress of the HR tactic goals.

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

- Gained an additional FTE from the Employment Services Department (substitute office technician)
- Gained an additional FTE from the Educator Effectiveness reorganization (manager overseeing evaluation processes)

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

[http://www.jeffcopublicschools.org/human\\_resources/](http://www.jeffcopublicschools.org/human_resources/)

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

- Increase of \$5,000 for expanded recruiting and marketing effort of the substitute teacher program
- Increase of \$2,500 to the training budget to better prepare and enhance skills for added scope of department responsibility

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>		Human Resources – Employee Benefits			
DEPT ID	97005	FTE	5.11	Adopted Budget	\$636,371

### 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.

### 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
- 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, answer questions and resolve problems
- Reconciles eligibility and premiums to ensure proper fiscal responsibility; pays benefit vendors
- Provides resources to on-board new employees and orient them to their benefits
- Creates/manages communicating benefits information to employees via website, 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
- Evaluate ability to offer a choice of medical plan vendor in a sustainable and cost effective way by exploring self-funding and designing a values-based benefit offering.
- Explore whether effective collaborative purchasing opportunities exist with other governmental entities.

### IMPROVEMENT & EFFICIENCIES

- Explore offering a choice of medical plan vendor to employees
- Competitively bid dental and vision to ensure competitive pricing for ASO services
- Implement use of PSHRMS message center for new hire benefit communication

### SUPPORT OF JEFFCO GENERATIONS

- The Benefits team provides strategic direction around benefit offerings which can directly influence our ability to recruit and retain teachers, school administrators, and support staff. Ensuring outstanding educators in every classroom is one of the key activities to drive results for students in learning.

### BUDGET CHANGES FROM PRIOR YEAR

- None

### ADDITIONAL INFORMATION

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

### BUDGET RESOURCES FOR NEXT BUDGET CYCLE

- Projected increase in consulting budget - \*\$2,125  

Lockton consulting contract of \$85,000 includes a pricing inflation of 2.5% annually built in; \$5,000 of which is in the ISO20 budget line (annual benefits enrollment communications portion). This increase is for the inflation factor which, if imposed, would increase the department budget.
- Added item: membership in Colorado Business Group on Health; estimated at \$20K for 2020 calendar year; \$10K to be recognized in the 2019-2010 fiscal year.

- Projected increase in consulting budget – 1 x 52,500.
  - In order to provide a choice of medical plan vendors to employees (with an eye toward recruitment and retention); we would like to conduct a thorough assessment necessary to implement a self-funded medical plan. This requires substantial RFP work in order to identify competitive vendors to provide services, including hospital charges, lab, radiology, pharmacy, ASO, Navigational services, physician networks and related services in support of a thoughtful plan design. This may be offset by implementation credits (not recognized until the following year) or if work can be done collaboratively with other governmental agencies.

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Human Resources - Employment Services				
DEPT ID-Name	97006 – Employment Services	FTE	12.00	Adopted Budget	\$1,244,552

### RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)

The Employment Services team provides support to schools and departments regarding the full staffing process. Primary focus is the support of attraction/recruitment/selection of top quality educators for every position in Jeffco Public Schools. This is completed using various posting/advertising/connection techniques.

We partner with school and departmental administrators to provide guidance and creative solutions related to staffing, best practices and union contract interpretation in relation to staffing; provide expertise related to compliance on state and federal laws and guidelines; and support all functions related to the hiring/onboarding process including selection guidance for hiring managers, applicant assistance, and system expertise. The department coordinate pre-employment physicals, quarterly random drug testing, fingerprint service for candidate/employees and provide first-contact in person service to applicants and employees at the HR Welcome Center

### ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)

- Partners with principals and hiring managers on staffing and employment processes, 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
- Provides incoming teachers guidance on salaries in accordance with employee contracts
- Manages spring transfer season for teachers, principal hiring season/activity in winter/spring
- Oversees student teacher communication
- Hosts and attends job fairs and other recruitment activities, including coordination of all HR-related social media attraction techniques
- Builds relationships with local universities related to quality candidate hiring, student teacher placements, and cultivating long-term candidate pools
- Ensures licensure and qualification requirements are met at time of hire

### PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )

- Candidate per posting measures TBD: 1) average candidates per educator posting; 2) average candidates per hard to fill posting; 3) average candidates in high poverty/title 1 school posting
  - Candidate engagement – job event
  - Candidate engagement – university career fair
  - Candidate engagement, posting, social media
  - Student teacher placements per TBD
  - Conversion rate TBD: student teacher, resident teacher
- 
- Employment Services has provided direct and efficient service to applicants and employees through the HR Welcome Center, focused on a one-call resolution model.
  - Employment Services is adjusting applicant tracking system approach and system, returning to current ERP software to produce job postings and job-specific applications to stream line candidate experience and manager screening process, align applicant system to ERP for improved integration and efficiency in processing, and to support onboarding experience for new employees. This is done by ending external vendor relationship; this change will produce a cost-savings in recruiting systems and allow for refocus of resources into direct recruiting.
  - Employment Services has engaged university programs directly to engage potential candidates early in education preparation career.
  - Employment Services is in second year of efficient background check and fingerprint process in house, improving turnaround time of hiring and reducing future negative outcomes of post-hire background checks.

- Employment Services has and will continue expansion of connection points with candidates using social media, providing information and hiring events to interested candidates and other engaged potential new employees (student teachers, resident educators, paraprofessionals). Also, Employment Services is improving quality of student teacher/resident teacher supports in the hiring process, and creating pre-boarding communications for post-offer/post-hire through start date for employees.

### **SUPPORT OF JEFFCO GENERATIONS**

- Employment Services supports the Jeffco Generations Conditions for Learning facet specifically by providing direct support of recruiting and retaining quality educators and employees, through the use of quality business process and systems. Employment Services provides direct monitoring and tracking of various activities conducted by managers, including hiring, transfer, licensing, displacement, placement, and substitute coordination.

### **BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

- Staff is currently at 13.0 FTE; 1 Director, 5 managers, 1 lead technician, 5.8 technicians (1.0 technician transferred to the Human Resources Employee Records department)
- 1 manager is grant funded, through 2019-20 school year (FY20)
- Additional \$50,000 allocated to this budget for recruitment efforts, being used in advertising, and job fair attendance.

### **ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

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/jobs>

### **BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

Support the Condition for Learning Jeffco Generations tactic by increasing attraction/recruitment/selection efforts via additional HR funding for recruitment:

- Convert expiring system fees/costs to ongoing HR resources - \$215,000
- Utilize these dollars in FY20 for direct recruiting costs (such as job fairs, recruiting events, appropriate direct candidate sourcing), establishment of internal recruiting programs for all job types (advertising, recruitment event attendance fees and compensation), additional systems-need identification (supplemental reference check system), and potential support via consultant/contractor service (process analysis, data analysis)
- Convert some dollars in FY21 to transition grant-funded manager to general fund ongoing manager position; while maintaining other established programs from FY20.

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Human Resources – Association Substitutes				
DEPT ID-Name	97012 – Association Substitutes	FTE	0.00	Adopted Budget	\$30,420

**RENEWAL REQUEST SUMMARY-** (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)

This budget is to provide classroom coverage to certain educators providing input to operations of the district through committee participation.

**ACTIVITY DESCRIPTION-** (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)

- Funds substitutes so that teachers can support district committee work per JCEA Master Agreement Article 13-5.
- Provides funding to pay teachers who participate in district work to support Jeffco Generations and other strategic initiatives.

**PERFORMANCE MEASURES-** (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )

- Usage is monitored at overall level to determine if adjustments are needed.

**IMPROVEMENT & EFFICIENCIES-** (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)

- None identified at this time.

**SUPPORT OF STRATEGIC OBJECTIVES-** (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)

- Teachers represent important voices in district work, and this budget item allows for coverage of classrooms while teacher representatives are present at district business events.

**BUDGET CHANGES FROM PRIOR YEAR-** (DESCRIBE BUDGET CHANGES/REORGANIZATION)

- None

**ADDITIONAL INFORMATION-** (LINKS TO DEPT WEBSITE, ETC)

None

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE-** (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)

None

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Central Employee services				
DEPT ID-Name	97015 – Central Employee Services	FTE	0.00	Adopted Budget	\$635,150

### RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)

Central Employee Services is used for the district’s centralized human resources costs. This department handles the costs of physical exams, background checks, drug and alcohol testing and unemployment. Charges in these areas fluctuate based on factors that are sometimes unpredictable, such as changes in the hiring market, and changes in rules and regulations for pre-employment practices.

In addition, some charges in this account are related to employee salary during performance management issues, such as placement of a displaced teacher in the substitute pool when they have failed to secure a mutual consent position.

The current budget falls short of actual costs and while any given year has fluctuations and uncertainty as to what types of performance management activities are required, we have multiple years of expenditures which would highlight the importance of adequately budgeting and accounting for these costs.

We are requesting an overall increase of \$250,000 to \$885,150.

### ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)

- Physical Exams
- Employee Background and Verifications
- Drug and Alcohol Testing
- Unemployment Insurance
- Jury Duty Costs
- Performance management activities

### PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )

- 100% of unemployment cases handled timely, accurately, and in compliance with state law.
- 80% win ratio for contested unemployment cases.

### IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)

- Implementing a fingerprint machine in the Human Resources Welcome Center allows us to secure and process fingerprints on our non-licensed applicants, ensuring results have a turnaround time of minutes rather than days or weeks as occurred with hard-copy fingerprints submitted to the Colorado Bureau of Investigation. This rapid return has allowed HR to eliminate the separate on-line background checks that had otherwise been necessary while waiting for results from CBI.

### SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)

- Quality work in support of these mandated activities ensures we are making sound hiring and retention decisions.

### BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)

- No budget changes from FY2018 to FY2019.

### ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)

None

### BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)

This particular budget is routinely charged for District-wide performance issues. Charges that accrue to this account, with no associated budget, include:

- Displaced teachers who are unable to secure a mutual consent position and are carried at full salary in the substitute teacher pool for a year.

- Retired administrators who are hired to assist principals in evaluating teachers on multiple year performance or remediation plans.
- School leaders who, for multiple reasons, need to be removed from the building and retained for the balance of the contract year.
- Employees who are placed on administrative leave due to arrest or performance and are receiving full pay while investigations are conducted or dismissal proceedings are begun.

Request an increase of \$250,000 to ensure this business critical work continues and is accounted for in a central account.







## 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

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
General Administration						
Payroll	13.30	16.30	18.50	\$2,029,732	\$2,567,895	\$2,819,901
Non-Payroll	-	-	-	1,148,808	98,900	128,900
General Instruction						
Payroll	-	-	-	35	-	-
Non-Payroll	-	-	-	41,148	-	-
Instructional Support						
Payroll	4.35	3.35	2.00	510,722	333,978	363,384
Non-Payroll	-	-	-	192,968	-	-
<b>Total</b>	<b>17.65</b>	<b>19.65</b>	<b>20.50</b>	<b>\$3,923,413</b>	<b>\$3,000,773</b>	<b>\$3,312,185</b>



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2019/2020

General Fund Department Detail

Innovation and Effectiveness

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
<b>Dept ID: Innovation and Effectiveness</b>						
<b>Payroll</b>						
Chief Officer	1.00	2.00	2.00	\$255,954	\$267,852	\$292,348
Executive Director	1.00	2.00	2.00	122,933	255,163	278,455
Director	11.00	11.00	11.00	1,225,011	1,447,832	1,504,027
Principal	-	-	-	19,074	-	-
Teacher	-	1.00	-	-	-	-
Substitute Teacher	-	-	-	27,186	-	-
Coordinator - Classified	-	-	1.50	-	-	80,265
Resource Teachers	1.00	-	1.00	-	60,587	77,851
Peer Evaluator	-	-	-	7,033	-	-
Administrator	0.30	0.30	-	-	15,618	-
Administrative Assistant	2.00	3.00	3.00	163,140	172,887	196,353
Substitute Secretary	-	-	-	340	2,000	2,000
Secretary	1.00	-	-	38,133	-	-
Paraprofessional	0.19	0.19	-	-	-	-
Classified - Hourly	0.16	0.16	-	-	-	-
One-Time Add'l Salary Pymts	-	-	-	-	8,668	-
Additional Pay - Certificated	-	-	-	16,218	-	-
Additional Pay-Classified	-	-	-	9,923	-	-
Additional Pay-Administrative	-	-	-	108,499	8,000	8,000
Overtime - Classified	-	-	-	3,975	-	-
<b>Payroll Total</b>	<b>17.65</b>	<b>19.65</b>	<b>20.50</b>	<b>1,997,419</b>	<b>2,238,607</b>	<b>2,439,299</b>
<b>Benefits</b>						
Employee Benefits	-	-	-	543,070	663,266	743,986
<b>Benefits Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>543,070</b>	<b>663,266</b>	<b>743,986</b>
<b>Purchased Services</b>						
Mileage And Travel	-	-	-	26,955	30,000	30,000
Employee Training & Conf	-	-	-	100,818	18,800	48,800
Meals/Refreshments	-	-	-	5,969	-	-
Student Transportation	-	-	-	6,064	-	-
Printing	-	-	-	5,711	500	500
Consultants	-	-	-	33,918	-	-
Contracted Services	-	-	-	57,499	-	-
Building Rental	-	-	-	5,045	-	-
Software Purch	-	-	-	8,168	-	-
Marketing - Advertising	-	-	-	175	-	-
Telephone/Pagers/Modems	-	-	-	1,326	900	900
Postage	-	-	-	169	800	800
Permits/Licenses/Fees	-	-	-	11,570	-	-
Fees For Dist Membership	-	-	-	312	-	-
<b>Purchased Services Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>263,699</b>	<b>51,000</b>	<b>81,000</b>
<b>Materials and Supplies</b>						
Contingency	-	-	-	-	28,200	28,200
Office Material/Supplies	-	-	-	78,958	7,000	7,000
Office Equipment - Under \$5K	-	-	-	17,963	7,000	7,000
Curriculum Dev/Staff Training	-	-	-	22,360	-	-
Clinic Supplies/Materials	-	-	-	11,120	-	-
Custodial Supplies	-	-	-	415	-	-
Instructional Material/Supply	-	-	-	569,812	-	-
Instructional Equip-Under \$5K	-	-	-	192,294	-	-
Textbooks	-	-	-	102,575	-	-
Copier Usage	-	-	-	5,829	5,700	5,700
Maint Materials/Supplies	-	-	-	2,680	-	-
Library Materials	-	-	-	7,492	-	-
Audio Visual Materials	-	-	-	107,727	-	-
<b>Materials and Supplies Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,119,225</b>	<b>47,900</b>	<b>47,900</b>
<b>Capital</b>						
<b>Total</b>	<b>17.65</b>	<b>19.65</b>	<b>20.50</b>	<b>\$3,923,413</b>	<b>\$3,000,773</b>	<b>\$3,312,185</b>
Innovation and Effectiveness						

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	SIET School Effectiveness				
DEPT ID-Name	91021	FTE	21.65	Adopted Budget	\$3,237,492

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

Currently the School Innovation and Effectiveness Team (SIET) includes 11 Achievement Directors, 1 Chief of Schools for Secondary and 1 Chief of Schools for Elementary. Achievement Directors oversee schools and leaders with a primary focus on growing leaders to improve schools. Achievement Directors supervise principals. They also partner with other departments and stakeholders to recruit and hire the most effective principals for schools.

Supervision of schools includes oversight on strategic planning and school improvement, data analysis and security, shared leadership and communication structures, performance evaluations, professional development, individual student academic and social needs, security and emergency management, crisis response, culture and climate, school facilities, community and family relationships, and budget. It also includes engaging leaders in work around school effectiveness and innovation. Aligned to Jeffco Generations, Achievement Directors elevate the focus on learning as they support leaders in creating the conditions necessary to change the learning environment.

The essential supervision and oversight of schools has a direct impact on student achievement and family partnerships within our schools communities. Achievement Directors are responsible for discovering and using the appropriate “levers” in supporting their schools. They facilitate partnerships with a wide variety of central leaders, all in alignment with district strategic objectives.

For the 2018-2019 school year, this important work will continue with an elevated focus on clarity around authentic student task and the Jeffco Generations Vision to include 21st century skills. We will also continue to “tier” our schools within Achievement Director assignments so that we can provide time and attention to those schools that need the most support.

Additionally, we are seeking a structure that will allow for differentiated support for our schools based on need. Our most intensive need schools, which in some cases have an SPF rating of Priority Improvement or Turnaround, require more support in the form of focused strategic planning, leadership and accountability, and instructional improvements. We can better provide differentiated supports for not only our Priority Improvement and Turnaround status schools but also our highest Free & Reduced Lunch (FRL) (poverty) and most intensive need schools through a reduced number of schools for some Achievement Directors. This model aligns with parallel and successful practices in neighboring districts and is supported by research. This model will require the reinstatement of two Achievement Director positions that were reduced prior to the 2017-2018 school year.

**ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

- Hire, supervise and coach principals
- Provide oversight and management of all schools including strategic planning and school improvement, data analysis and security, shared leadership and communication structures, professional development, individual student academic and social needs, security and emergency management, crisis response, culture and climate, school facilities, community and family relationships, and budget.
- Assist principals with performance management concerns
- Assist principals with identifying and implementing innovative practices as applicable

- Facilitate professional learning and monthly meetings for principals
- Identify and share effective practices across schools
- Engage in annual school improvement reviews and monthly school visits

**PERFORMANCE MEASURES-** (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )

Achievement Directors are accountable to multiple measures including:

- Principal success rate and subsequent retention rate
- School climate and culture as measured by annual principal surveys, periodic focus groups, TELL (now TLCC) survey, and MYVHS
- School performance data including PARCC, MAP, and Dynamic Indicators of Basic Early Literacy Skills (DIBELS)
- Anecdotal data including PLC effectiveness, classroom walkthroughs, parent and other stakeholder input

**IMPROVEMENT & EFFICIENCIES-** (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)

For the 2018-19 school year, SIET and Educator Effectiveness were combined.

Some schools were reassigned to better meet the needs of leaders and school communities. Additionally, Achievement Directors tiered their schools to better differentiate the supports based on needs. To continue to build skill sets in growing leaders and improving schools, Achievement Directors engaged in professional learning with the Center for Educational Leadership - University of Washington. We began to better understand and use the National Standards for Principal Supervisors in our work. We detailed out what intentional school visits include. We continued to partner with the Colorado Department of Education through the Turnaround Network to significantly improve achievement and growth at our most intensive need schools. This year we added two schools to the Network and expanded the learning to two additional Achievement Directors.

Achievement Directors, led by two Chiefs of Schools, better defined the scope of their work to elevate data analysis, strategic planning, and performance management. There has been an increased focus on ensuring the highest quality teachers and leaders are in our schools through observation, feedback, and evaluation. The SIET Administrative Assistants have also been empowered to manage more problem-solving situations prior to involving Achievement Directors. Efficiencies have also included the ability to lead or partner on central-district efforts with an ultimate goal of improving student achievement.

**SUPPORT OF STRATEGIC OBJECTIVES-** (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)

The work of Achievement Directors connects with and supports all three Jeffco Generations Strategies: Learning, Conditions for Learning and Readiness for Learning. Achievement Directors will serve on Tactic Teams for all three Strategies; the Chiefs of Schools will serve as Strategy Leads on Conditions for Learning.

Through leadership professional learning, strategic planning, sharing of best practices, scaling across schools, side by side coaching, monitoring and evaluating, Achievement Directors will be directly involved in the **Learning** Strategy. As we seek best practices for changing the experience for students, for providing authentic tasks for students in classrooms across the district, Achievement Directors are key leaders in evaluating and shifting practices. The creation of new and additional pathways, the ability to customize learning, seeking innovative strategies, the monitoring of program effectiveness all rely on central and Achievement Director partnership, oversight and support. Significant changes to instructional practice are necessary to truly change the learning experience for all students. Principals will need key leaders to support them in creating the environment for learning, assist with performance management and skill building, identify and leverage resources, and keep the focus on learning, without distraction.

Evaluating and ensuring high expectations across all classrooms, including within our most intensive need schools, is part of the work of Achievement Directors. This aligns with the **Conditions for Learning** Strategy. Achievement

Directors provide essential leadership to schools in their quest to provide high quality instruction from highly qualified professional teachers and staff. Achievement Directors will continue to advocate for equity across schools by partnering with central departments, community and state organizations to provide resources, remove barriers, and embrace innovative hiring practices and instructional practices to give highest poverty students the best possible educational experience.

The **Readiness for Learning** strategy supports by Achievement Directors are provided primarily in the area of family and community partnerships. Achievement Directors support schools with both types of partnerships and often are the liaison between community groups and district/central staff. Achievement Directors ensure schools have a variety of opportunities for families including important shared leadership structures such as the School Accountability Committee and volunteer options.

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

No changes from prior year.

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Curriculum & Instruction				
DEPT ID-Name	84027- Teacher Learning	FTE	2	Adopted Budget	\$ 203,732

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

Teacher Learning 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. Teacher Learning for the 2018-19 school year includes; Professional Learning Communities (PLCs), Teacher Induction and Learning Labs. To accomplish our work, we work with budgeted funds from both General Fund and Federal Grant dollars.

**ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

- New Teacher Induction**
- Planning/implementing kick-off, ongoing training
  - Recruiting/training of 'mentor' teachers
  - Planning for ongoing entry points of new hires
  - Co-planning/leading, new teacher retreat
  - Tracking course completion. Issuing certificates of induction completion
- Professional Learning Communities**
- Planning weekly optional learning sessions
  - Co-planning sessions with outside facilitator
  - Visiting schools to help monitor implementation, answer questions and act as resource
  - Build capacity in leaders to lead the process of School Improvement Reviews
- Learning Labs**
- Educators are empowered to form cohorts to improve practice by self-selecting learning targets that guide their cohort learning. These learning targets are based on student and teacher data
  - Teachers, leaders, and coaches observe each other in their work place and label practice with research. This BFO funds sub and additional pay for these observation and planning days
  - Cohorts experience at least one day of strategic long-term planning each semester to meet the expectations of the strategic plan
  - Educators in labs experience professional learning connected to their cohort learning targets
  - All educators in cohorts take risks to change practice to improve student outcomes
  - All educators in cohorts get follow up coaching between lab sessions
  - Lab facilitators experience ongoing training to provide professional learning that meets the learning forward standards

**PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

- In addition to supporting the Jeffco Generations vision, the Teacher Learning department will support schools and the district in performance measures that include:
- New Teacher Induction**
- Measure the impact of new teacher induction
- Increase to weekly instructional coaching conversations (increase from 6% teachers report to 50%)
  - Hold 9 teacher new teacher communities of practice to build capacity and efficacy in new teachers
  - Create and publish vision for a comprehensive pathways program.
- Professional Learning Communities**
- Measuring the effectiveness of PLC implementation in buildings through:
- All schools move at least one performance level on the Jeffco PLC continuum by May 2019
  - Focus group of selected schools: show increased impact on classroom practice and show growth on PLC continuum in Measure 3 and 4

**Learning Labs**

Measure the impact of learning labs

- Learning labs will train and support 50 facilitators by May 2019
- Create a Jeffco Learning lab guidance document that defines implementation parameters for Jeffco Learning Labs that transform student and teacher learning, by January 2019
- Begin Twenty-five cohorts of schools/departments by May 2019
- Host six mentor labs with national experts Cris Tovani, Denise Goldin-Dubois, and Mark Overmeyer by January 2019
- Collect qualitative teacher Teacher/Leader reflection on what it means to transform the task (at least three times a year to show growth in depth of understanding in the qualitative data of Transforming the Task ) by June 2019

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

- Create a parallel professional learning tactic between Administrator and Teacher Learning departments to increase coherence, common language, and systemness
- Create Educator Pathway systems for leaders and teachers that builds capacity and promotes ongoing growth and leadership

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

- Learning Labs, PLCs and New Teacher Induction intentionally connect to all three of the strategic objectives:
  - Transforming Student Task
  - Responsive Teaching
  - Professional Model of Teaching

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

- It was determined in FY18 to better support professional development for principals, teachers and administrators, two departments were created from the Educator Effectiveness department Teacher Learning Department and Administrator Learning department
- A transfer of \$ 305,993 was processed from the Curriculum and Instruction (C and I) department to Teacher Learning to support the work of Learning Labs under the BFO request Transforming the Task, that was approved in FY18

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

Teacher Learning is working closely with Administrator Learning and C and I to maximize support for schools. This collaboration includes, budget, vision and ongoing collaboration.

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

Create a Pathways for teacher and leader learning as a strategy to recruit and retain educators

Increase Additional funding resources for teacher learning equipment, resources.







## 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

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
General Instruction						
Payroll	-	-	-	828	-	-
Instructional Support						
Non-Payroll	-	-	-	-	65,623	65,623
Operations and Maintenance						
Payroll	49.00	115.00	129.00	\$3,283,509	\$6,407,372	\$7,691,944
Non-Payroll	-	-	-	382,149	160,921	310,747
<b>Total</b>	<b>49.00</b>	<b>115.00</b>	<b>129.00</b>	<b>\$3,666,486</b>	<b>\$6,633,916</b>	<b>\$8,068,314</b>



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2019/2020

General Fund Department Detail

Security and Emergency Management

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
<b>Dept ID: Security and Emergency Management</b>						
<b>Payroll</b>						
Executive Director	1.00	1.00	1.00	\$131,875	\$139,295	\$143,640
Director	-	-	1.00	31,903	-	133,423
Manager	4.00	4.00	5.00	338,061	337,677	443,704
Coordinator - Classified	2.00	3.00	4.00	102,349	160,312	228,156
Coordinator - Administrative	2.00	4.00	3.00	156,828	310,614	246,424
Technician - Classified	-	1.00	1.00	51,258	54,520	58,293
Administrative Assistant	1.00	-	-	-	-	-
Substitute Secretary	-	-	-	2,724	-	-
Secretary	1.00	1.00	1.00	59,605	62,631	66,965
Campus Supervisor.	8.00	72.00	78.00	306,437	2,332,136	2,691,884
Security Officer	19.00	18.00	23.00	708,585	868,597	1,220,749
Alarm Monitor	11.00	11.00	12.00	419,182	504,293	553,972
Classified - Hourly	-	-	-	7,686	-	-
One-Time Add'l Salary Pymts	-	-	-	-	74,345	-
Additional Pay - Certificated	-	-	-	773	-	-
Additional Pay-Classified	-	-	-	2,237	32,000	32,000
Additional Pay-Administrative	-	-	-	26,760	15,000	15,000
Overtime - Classified	-	-	-	176,531	60,000	60,000
<b>Payroll Total</b>	<b>49.00</b>	<b>115.00</b>	<b>129.00</b>	<b>2,522,794</b>	<b>4,951,420</b>	<b>5,894,210</b>
<b>Benefits</b>						
Employee Benefits	-	-	-	761,543	1,455,952	1,797,734
<b>Benefits Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>761,543</b>	<b>1,455,952</b>	<b>1,797,734</b>
<b>Purchased Services</b>						
Mileage And Travel	-	-	-	3,769	4,000	4,000
Employee Training & Conf	-	-	-	7,274	7,000	49,000
Employee Background Verificatn	-	-	-	431	300	300
Meals/Refreshments	-	-	-	1,580	1,500	1,500
Printing	-	-	-	3,655	3,800	3,800
Consultants	-	-	-	13,690	2,907	2,907
Contracted Services	-	-	-	141,166	125,000	125,000
Fleet Maintenance.	-	-	-	3,554	3,600	3,600
Contract Maint/Eq Repair	-	-	-	450	3,000	3,000
Software Purch	-	-	-	47,000	10,000	10,000
Telephone/Pagers/Modems	-	-	-	39,981	15,000	15,000
Postage	-	-	-	234	100	100
Permits/Licenses/Fees	-	-	-	334	500	500
<b>Purchased Services Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>263,118</b>	<b>176,707</b>	<b>218,707</b>
<b>Materials and Supplies</b>						
Contingency	-	-	-	-	-	107,826
Office Material/Supplies	-	-	-	12,547	11,500	11,500
Office Equipment - Under \$5K	-	-	-	32,894	5,000	5,000
Copier Usage	-	-	-	2,882	3,000	3,000
Maint Materials/Supplies	-	-	-	17,269	9,244	9,244
Uniforms	-	-	-	38,052	16,093	16,093
Vehicle Parts & Supplies	-	-	-	11,284	5,000	5,000
<b>Materials and Supplies Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>114,928</b>	<b>49,837</b>	<b>157,663</b>
<b>Capital</b>						
Capital Accounts	-	-	-	4,103	-	-
<b>Capital Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,103</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>49.00</b>	<b>115.00</b>	<b>129.00</b>	<b>\$3,666,486</b>	<b>\$6,633,916</b>	<b>\$8,068,314</b>

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Department of School Safety				
DEPT ID-Name	94640	FTE	114.0	Adopted Budget	\$6,502,131

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

The Department of School Safety continues to respond to unprecedented number of safety, security and emergency response events within the District. An increase in threats, critical incidents, students in crisis and suspicious activity continues to put great strain on the educational system. During 2018-2019 budget year, the department expanded by 3 FTE over the previous 2017-2018 fiscal year while the threat assessment, suicide assessment and other emergency response incidents increased at critical levels.

**ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

- 24/7/365 Uniformed patrol operations
- 24/7/365 Emergency dispatch operations
- Office of Threat Management
- Campus Security Operations for all high schools and future expansion of middle schools
- Safe Campus Environments Programming
- Emergency Management and Planning Unit
- Safe2Tell Program
- School emergency drills and preparedness
- Emergency Response/Crisis Management and Incident Command

**PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

- Performance measures continue to be defined by responsiveness to school crisis and emergent issues. The length of time between a call and response is trending upwards for law enforcement however our department is able to focus solely on school safety needs and respond with fidelity and purpose in a timely manner.

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

- Continuing to reduce the current response times with an experienced and qualified team of professionals will continue to improve our ability to resolve threats, safety and security concerns and protect students.

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

- Strategy one- Empower to Educate, Inspire to learn
- Strategy three- Develop leadership to all stakeholders

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

- Campus Supervisor budget moved from school control to School Safety

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

<https://sites.google.com/a/jeffcoschools.us/safety-security/?pli=1>

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

Budget resources will be requested for the following areas but are not limited to

Patrol Salary increase

Emergency Dispatch increase

Campus Supervisor Coordinator increase

Emergency Management support

Additional patrol and dispatch FTE's

Two way radio communications



## 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

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
General Instruction						
Payroll	-	-	-	\$257,353	-	-
Non-Payroll	-	-	-	\$222,318	\$139,800	\$139,800
Instructional Support						
Payroll	304.63	310.85	366.94	24,728,652	27,551,255	33,454,742
Non-Payroll	-	-	-	1,553,291	1,381,251	2,668,833
Operations and Maintenance						
Payroll	-	-	1.00	37,053	756	44,924
School Administration						
Payroll	7.75	7.75	7.75	764,780	742,680	765,822
Non-Payroll	-	-	-	14,534	13,200	13,200
Special Ed Instruction						
Payroll	782.30	707.45	887.63	47,631,041	55,131,404	53,617,140
Non-Payroll	-	-	-	8,163,827	6,732,783	7,232,783
<b>Total</b>	<b>1,094.68</b>	<b>1,026.05</b>	<b>1,263.32</b>	<b>\$83,372,849</b>	<b>\$91,693,129</b>	<b>\$97,937,244</b>



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**General Fund Department Detail**

**Student Success**

	<b>2017/2018 Budget FTE</b>	<b>2018/2019 Budget FTE</b>	<b>2019/2020 Budget FTE</b>	<b>2017/2018 Actual</b>	<b>2018/2019 Budget</b>	<b>2019/2020 Budget</b>
<b>Dept ID: Student Success</b>						
<b>Payroll</b>						
Chief Officer	1.00	1.00	1.00	\$138,776	\$145,803	\$151,945
Director	3.50	3.50	3.50	543,860	354,707	380,192
Principal.	2.00	2.00	2.00	203,473	214,992	231,957
Assistant Director	9.00	9.00	11.00	951,898	825,554	1,068,083
Assistant Principal	2.00	2.00	2.00	247,293	192,314	192,469
Manager	2.00	2.00	2.00	150,648	156,536	167,702
Technical Specialist	1.00	1.00	1.00	-	74,878	80,179
Teacher	444.62	351.15	353.15	26,591,863	21,659,171	21,577,408
Substitute Teacher	-	-	-	328,547	56,600	85,336
Counselor	12.50	18.50	58.50	505,806	1,319,378	4,113,858
Coordinator - Licensed	10.75	5.00	5.00	335,517	554,754	409,348
Coordinator - Administrative	1.00	3.00	4.00	217,350	229,739	331,991
Resource Teachers	8.50	8.50	8.50	777,559	591,408	669,110
Instructional Coach.	-	-	-	131,146	-	-
Administrator	3.00	4.00	5.00	252,495	292,894	371,062
Physical Therapist	12.50	11.50	11.50	864,624	806,127	822,923
Occupational Therapist	28.50	29.50	29.50	1,923,277	2,035,052	2,220,980
Nurse	33.00	37.00	46.00	2,140,486	2,545,292	3,080,748
Psychologist	55.50	55.50	55.50	3,286,321	3,958,280	4,261,975
Social Worker	71.70	79.45	79.45	4,690,514	5,147,322	5,318,447
Audiologist	4.50	4.50	4.50	339,963	326,379	348,599
Speech Therapist	120.90	120.90	120.90	7,435,678	8,284,269	8,711,556
Specialist - Classified	3.88	4.63	4.00	124,442	200,803	222,496
Technician - Classified	13.00	14.20	13.00	492,113	585,109	586,690
Administrative Assistant	1.00	1.00	1.00	65,015	68,484	75,149
School Secretary	3.75	3.75	3.75	142,436	151,901	162,411
Substitute Secretary	-	-	-	683	500	-
Secretary	8.00	8.00	8.00	320,904	356,217	381,173
Paraprofessional	124.67	126.17	135.03	34,258	3,288,522	3,519,376
Special Interpreter/Tutor	39.30	39.78	42.57	817,393	1,036,554	1,109,320
Para-Educator	37.59	43.82	210.55	1,312,225	6,472,902	5,487,861
Clinic Aides	0.61	0.62	0.66	15,951	16,078	17,207
Sub Para-Educator	-	-	-	185	1,400	1,400
Custodian	-	-	-	-	-	-
Campus Supervisor.	-	-	1.00	30,460	-	34,424
Classified - Hourly	28.00	27.58	31.73	514,885	719,203	827,097
Certificated - Hourly	7.41	7.50	8.03	176,213	195,410	209,245
One-Time Add'l Salary Pymts	-	-	-	-	1,579,922	-
Additional Pay - Certificated	-	-	-	202,717	76,394	76,394
Additional Pay-Classified	-	-	-	100	900	24,900
Additional Pay-Administrative	-	-	-	33,524	-	-
Overtime - Classified	-	-	-	18,374	12,000	12,000
<b>Payroll Total</b>	<b>1,094.68</b>	<b>1,026.05</b>	<b>1,263.32</b>	<b>56,358,972</b>	<b>64,533,748</b>	<b>67,343,011</b>
<b>Benefits</b>						
Employee Benefits	-	-	-	17,059,907	18,895,947	20,539,617
<b>Benefits Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,059,907</b>	<b>18,895,947</b>	<b>20,539,617</b>
<b>Purchased Services</b>						
ERD - Student Success						



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2019/2020

General Fund Department Detail

Student Success

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
Mileage And Travel	-	-	-	263,564	138,487	136,061
Employee Training & Conf	-	-	-	34,537	174,413	389,089
Awards And Banquets	-	-	-	655	1,300	1,300
Employee Background Verificatn	-	-	-	153	200	200
Meals/Refreshments	-	-	-	1,742	1,200	1,200
Student Transportation.	-	-	-	3,295	43,400	43,400
Student Admission/Entry Fees	-	-	-	24	-	-
Legal Fees	-	-	-	579,322	75,000	75,000
Printing	-	-	-	6,636	5,300	5,300
ADA/Legal Settlement	-	-	-	52,536	-	-
Consultants	-	-	-	-	1,000	1,000
SWAP Match	-	-	-	328,394	290,400	290,400
Contracted Services	-	-	-	1,956,035	817,500	1,833,300
Building Rental	-	-	-	1,388	-	-
Contract Maint/Eq Repair	-	-	-	5,877	2,500	2,500
Software Purch	-	-	-	37,500	6,700	6,700
Marketing - Advertising	-	-	-	1,776	1,400	1,400
Telephone/Pagers/Modems	-	-	-	34,210	19,700	18,100
Natural Gas	-	-	-	-	-	-
Electricity	-	-	-	-	-	-
Voice Communication Line	-	-	-	-	-	-
Water & Sanitation	-	-	-	-	-	-
Storm Water	-	-	-	-	-	-
Postage	-	-	-	3,338	5,800	5,700
Permits/Licenses/Fees	-	-	-	2,558	500	500
Community Relations	-	-	-	-	500	500
Tuition Reimb-Other Facilities	-	-	-	184,062	140,500	140,000
POODS Tuition/Excess Spec Ed	-	-	-	4,722,281	4,531,083	4,531,083
Tuition to SPED Preschool	-	-	-	900,000	900,000	900,000
<b>Purchased Services Total</b>	-	-	-	<b>9,119,883</b>	<b>7,156,883</b>	<b>8,382,733</b>
<b>Materials and Supplies</b>						
Contingency	-	-	-	-	4,300	4,300
Office Material/Supplies	-	-	-	50,569	83,825	557,300
Office Equipment - Under \$5K	-	-	-	106,365	25,609	24,700
Curriculum Dev/Staff Training	-	-	-	24,705	474,822	40,500
Clinic Supplies/Materials	-	-	-	4,769	3,800	3,800
Custodial Supplies	-	-	-	-	-	-
Instructional Material/Supply	-	-	-	373,360	438,915	965,383
Instructional Equip-Under \$5K	-	-	-	196,560	37,600	37,600
Repair Parts-Instr Equip	-	-	-	544	-	-
Textbooks	-	-	-	-	2,000	2,000
Copier Usage	-	-	-	42,693	28,880	26,800
Testing Materials	-	-	-	14,908	-	-
Graduation Materials	-	-	-	214	-	-
Maint Materials/Supplies	-	-	-	10,077	-	-
Library Materials	-	-	-	49	-	-
Miscellaneous Expense	-	-	-	745	-	-
<b>Materials and Supplies Total</b>	-	-	-	<b>825,558</b>	<b>1,099,751</b>	<b>1,662,383</b>
<b>Capital</b>						
Office Equipment	-	-	-	-	900	-

ERD - Student Success





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2019/2020

General Fund Department Detail

Student Success

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
Instructional/Curric Equipmnt	-	-	-	8,529	9,500	9,500
<b>Capital Total</b>	-	-	-	<b>8,529</b>	<b>10,400</b>	<b>9,500</b>
<b>Total</b>	<b>1,094.68</b>	<b>1,026.05</b>	<b>1,263.32</b>	<b>\$83,372,849</b>	<b>\$91,696,729</b>	<b>\$97,937,244</b>

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Chief Student Success Office				
DEPT ID-Name	84006	FTE	3.0	Adopted Budget	\$384,422

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

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- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

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 Leadership Team 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. The Chief Student Success Officer also serves as the District Incident Commander.

**PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING 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- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

- Employ the services of a full time budget analyst to oversee Division budget in excess of \$100M.
- Realigned substance abuse services leveraging cross-departmental resources.
- Reduction of 2 Special Education Assistant Directors.
- Continue to acquire additional outside resources in the form of Grants, including but not limited to, School Health Professionals Grant, Fostering Opportunities, Restorative Practices and School Based Health Clinics.

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

The work of the Student Success Division is directly aligned to key elements of the Jeffco Generations Vision.

The Chief Student Success Officer serves as the strategy lead for Readiness for Learning. Various employees within the Division serve on tactic teams defined by the Strategic Plan. 6 Division employees serve as tactic leads for the following teams:

- Equity in Learning
- Schools as Community Hubs - 2
- Responsive Teaching - 2
- Social Emotional Learning

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

Addition of full time Budget Analyst. In prior years, Budget Analyst was split between Educational Research and Design (ERD) and Student Success. Funds were equally divided between the Divisions and supplemented by existing funds to create the full time Student Success Budget Analyst position.

Please see individual department reports for year to year change details.

**ADDITIONAL INFORMATION-** (LINKS TO DEPT WEBSITE, ETC)

[http://www.jeffcopublicschools.org/departments/profiles/?department\\_id=180](http://www.jeffcopublicschools.org/departments/profiles/?department_id=180)

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE-** (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>		Fletcher Miller School			
DEPT ID-Name	54000	FTE	74.57	Adopted Budget	\$4,454,651

### RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)

Mission: We believe all students deserve access to a high quality education provided by a community of service providers that encompasses the whole child and empowers him/her for a lifetime of learning.

The Vision for Fletcher Miller School is to provide our unique and special learners with:

- Interactive and interdisciplinary approaches to academics.
- Support of individual needs in the areas of medical, physical, social/emotional and communication.
- Compassionate instruction that meets each student at his/her unique level.
- Instruction that supports the development of the whole child.
- A focus on making sure all students are moving to, or are in their Least Restrictive Environment.
- Opportunities to build strong relationships and collaboration with stakeholders who will support the development of skills and assets that allow all students to be successful.

### ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)

Fletcher Miller School is on the district’s continuum of special education services and delivers instruction to meet the needs of students on Individual Education Programs (IEPs). Some examples of such activities at Fletcher 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 throughout multiple district preschool sites in an integrated service delivery model. For children requiring 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 and intensive therapeutic services, may receive services in preschool classrooms at Miller Special School. Non-disabled students also attend the preschool program at Miller.

**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. Fletcher 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.

**Transition Services** – Transition Services, located at Fletcher Miller School, is designed for students between the ages of 18-21 who have complex physical, medical, and communication needs in addition to an intellectual impairment.

### PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )

Fletcher Miller School supports the Jeffco Generations vision by focusing on *Learning, Conditions for Learning, and Readiness for Learning*. Through the development of its Unified Improvement Plan (UIP), Fletcher Miller has created systemic practices to increase student literacy skills, functional communication, self-regulation and growth on IEP targets.

**A Focus on Learning**—At the heart of Fletcher Miller’s work is giving students the foundational skills necessary to be successful in the academic setting. Areas of foundational focus include functional communication, student engagement, self-regulation, access to the school environment and classroom curriculum, health stability, student independence and academic growth. Students deserve and require the equipment and materials necessary to be actively engaged in the school environment.

**Conditions for Learning**—With the complexity of student strengths and needs at Fletcher Miller School, educational professionals are required to have specialized professional development, structures to support systemic practices and systems for building a collaborative culture. First, students deserve a safe and welcoming environment that provides stability

and routine. Highly trained staff, specialized equipment, meaningful materials, and relevant professional development are necessary to create this type of environment.

Secondly, staff members deserve the resources necessary to meet the complex and diverse needs of students. Strategies utilized to address these needs include:

- Provided discipline-specific professional development;
- Maintained structures to support para educator training and learning;
- Dedicated time and structures for educators to work with one another in order to identify student needs and align instructional practices (data talks and PLC meetings);
- Identified and provided the equipment and materials necessary for students to thrive in the school setting. Collaborative structures and multidisciplinary teaming are critical for problem solving to meet student needs.

**Readiness for Learning**—Many foundational elements influence a student's readiness to learn. Students require special activities, materials and equipment to achieve self-regulation. Additionally, students require specific equipment to support their classroom positioning, building access, and to support their health and safety throughout the building.

Fletcher Miller School has identified two major improvement strategies that align directly with **Readiness for Learning** and **Conditions for Learning**.

1. Fletcher Miller has worked to create systemic school practices that focus on student learning, a collaborative school culture, and positive results for students. This included using Professional Learning Communities (PLC) as a framework to identify essential learning targets, measure student learning and develop a pyramid of interventions to meet student needs.
2. Multidisciplinary Teaming (MDT) structures have been developed as a way to create systemic and consistent practices for developing student IEPs, program implementation, progress monitoring, and decision making about a student's educational LRE (least restrictive environment).

## **IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

**Professional development** activities to meet the specific needs of staff serving students at Fletcher Miller School have been targeted in the budget. Needs addressed include:

- Discipline specific professional development opportunities for staff members. Areas addressed speech-language, physical therapy, occupational therapy, nursing, literacy instruction, and adaptive physical education.
- Leadership coaching to address school climate and culture needs. Additionally, a Community of Practice principal group for professional learning.
- Crisis Prevention Intervention (CPI) training, certification and materials fees. This allows in-house trainers to provide initial and ongoing training for staff members serving students in the Lighthouse Program. To date for this school year, 16 staff members have been trained and certified in CPI. It is anticipated another 4-6 staff members will be trained before the end of the school year.
- Eight hours of professional development in the area of functional communication has occurred so far this school year. The focus of the training was a functional communication framework called Pragmatically Organized Dynamic Display (PODD). In addition to professional development activities, consultation services have been provided to classroom teachers and speech language pathologists. The PODD consultant has worked directly with the speech language and occupational therapy teams to identify access points and communication systems for students. Training directly influences student communication and literacy skills development. Currently, 83 out of the 84 students on IEPs (98.80%) are nonverbal and require an augmentative and alternative communication system.
- Ongoing training in the area of relevant and meaningful literacy instruction for students with significant support needs who have complex physical and communication needs.
- Periodic team building activities will occur throughout the school year.
- Software designed to support the Lighthouse program. This will provide training materials, data collection systems, programming materials and other resources for team members.

**Substitute teachers** are provided for teachers to participate in a variety of professional development opportunities including:

- 60 minutes of classroom coverage for each teacher on a rotating basis in order for teachers to participate in multidisciplinary teaming. This structure allows teams to write IEPs collaboratively, develop and monitor programming, problem solve student specific issues. A member of the school's Instructional Support Team facilitates each meeting.

- Substitute coverage is provided three times a year so a teacher on the Professional Learning Community's Guiding Coalition can attend periodic district training.
- Substitute coverage is provided for teachers to visit SSN programs throughout the district. This allows educators time to prepare students transitioning to other schools.
- Substitutes are provided so classroom teachers can attend professional development. For example, teachers are required to be trained in state assessment administration.

**Specialized Materials** are required to meet student learning and physical needs. Needs addressed include:

- \$3,500-\$4,000 budgeted for vinyl gloves used to meet student personal needs. To date, \$2,400 has already been spent on vinyl gloves. It is anticipated another \$2,500 will be spent before the end of the school. Gloves are worn when performing medical and personal needs supports (bathrooming, feeding students, performing delegated medical tasks) and as a measure to follow Universal Precautions guidelines.
- Purchase of waterproof paper for creation of durable, individualized AAC communication systems.
- Printing for student communication materials including PODD books.
- Batteries and Velcro purchased to support student communication systems.
- Purchase of individualized and student specific materials and equipment to meet self-regulation needs of students.

**Additional Pay** was provided for staff working outside of their contracted calendar for the following purposes:

- Prior to the start of school, nursing staff were paid up to three 8-hour days so they could prepare for students, complete necessary documentation, and work with outside agencies. This aligns with compensation provided to district nurses.
- New para educators are paid an additional .5 hours a week to attend para educator training. This has been used to review medical, physical and instructional protocols. Additionally, it has provided a space for questions and relationship building.

**Membership Fees** for certification and licensing fees include:

- \$150 CPI certification fee.
- Computer software and website licenses.
- CPR trainer recertification.
- Fingerprinting and certification fees for newly hired or assigned preschool staff. This allows Fletcher Miller to meet state licensure requirements.
- Professional development materials and subscriptions.

**Resource Materials and equipment purchases** are made to support the specific and complex needs of students. These purchases support both the academic access in the classroom and physical access/safety within the building.

- Adaptive seating equipment in order to alleviate chronic pain of students. Many students in wheelchairs require repositioning due to their physical and medical needs. The adaptive seating and equipment provides a way for students to continue accessing academics and their communication systems when out of their wheelchairs.
- Secondary Science resources to support Biology and Physical Science (\$800). This resource aligns with state standards and provides high interest and age respectful learning activities for secondary age students with significant support needs.
- First Author Writing Curriculum (\$700). This resource is designed to provide a structure for teaching students with significant support needs the purpose of writing. This resource will be used across multiple departments and grade levels.

**Technology purchases** include desktop computers, laptop computers and chrome books. This allows for staff to access digital educational materials and allows them to complete professional documentation including IEPs, Medicaid, and Random Moment in Time Studies (RMTS).

**Staffing** includes special education teachers, physical therapists, occupational therapists, registered nurses, speech language pathologists, mental health provider and para educators.

- Three para-educators have unique roles at Fletcher Miller School. Two para-educators are used to complete delegated feeding and medical tasks throughout the day for school age students (kindergarten -12<sup>th</sup> grade). This

has resulted in an increased amount of instructional time for students, as they are able to continue participating in classroom instruction while these medical and delegated tasks are being carried out. Another para educator supports meeting student personal bathrooming needs. Many students require two person transfers and support while meeting personal bathrooming needs.

- 6.5 hour/day and 7.0 hour/day para educators support classroom instruction. Classrooms are staffed with one special education teacher and 2-para educators in order to keep the classroom ratio as close to two students per one adult as possible.
- Occupational, Physical and Speech Therapists deliver services enabling students to meet IEP goals and objectives.
- Additional pay used for para educator training for new hired para educators. The goal is to increase effectiveness of para educators for classroom instruction and as a way to meet student health/personal needs. Additional pay has also been utilized for any school para educators to participate in required building training (i.e., CPI and/or CPR).

**Activities for community involvement and developing partnerships** with other schools include:

- Classrooms take community based fieldtrips to practice skills learned in the classroom and to have hands-on experiences.
- Developing partnerships with neighboring schools, community resources and district programs.
- Each month, secondary aged students participate in the school district's adapted athletics activities.
- Upper elementary, secondary and transition-aged students (including the Lighthouse Program) will participate in Young AmeriTowne, a hands-on educational experience that teaches students about community, business and economics. Additionally, opportunities to collaborate with general education peers are being explored.

Purchases for **building improvements** and for **materials/equipment** to maintain **safety and access**.

- Adaptive bathroom equipment is purchased so that student personal needs can be met safely and in a dignified manner. Additionally, adaptive bathroom equipment will allow for increased independence.
- Anticipated purchase of monitoring equipment for safety and security including cameras for front door monitoring.
- Classroom emergency supplies to meet staff and student needs in case of an evacuation, or prolonged shelter in place.

**Impact of budgetary decisions will be measured** through observable instructional practices and student outcomes.

1. Professional development targets will be incorporated into daily instruction. Targets include use of communication materials throughout the school day, providing a variety of opportunities to use communication systems throughout instruction, and consistency of language and process used when modeling communication for students.
2. Classrooms and students will have access to the materials, equipment and activities needed to support student engagement, self-regulation, positioning for safety and access, and independence.
3. Staffing structures will decrease interruptions to classroom instruction, allow para educators to be used instructionally, and will decrease the time students are away from the classroom in order to meet medical needs.
4. Increased partnerships with other special education SSN classrooms and staff. This may include transition activities for students and collaboration activities with staff members.

## **SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

### ***Strategy One: Learning***

Fletcher Miller creates opportunities for student **learning** and creates programming to ensure students build foundational skills necessary to be fully engaged in their education. To do this, each student will have:

- A functional communication system that allows them to communicate wants/needs, to share ideas, to build relationships with others, and to demonstrate their learning.
- Identified strategies that support self-regulation so students are ready to learn.
- Appropriate positioning and equipment so students can access classroom activities and materials.
- The health supports necessary for students to access classroom activities and remain in an educational environment.
- Meaningful educational experiences that are highly engaging and relate to long term goals beyond school.
- Highly trained staff who are empathetic while holding high expectations for students.

### **Strategy Two: Conditions for Learning**

Fletcher Miller creates **Conditions for Learning** so that all students have access to highly trained educators who maintain high expectations, collaborate with one another, and ensure educational equity. Additionally, students deserve a learning environment that is safe and engaging. To accomplish this, Fletcher Miller staff:

- Creates systemic school practices that focus on student learning. Essential learning targets will be aligned across both classrooms and departments. Essential learning targets will also be aligned from preschool through transition services.
- Maintains Professional Learning Communities (PLC) structures and practices in order to create a collaborative culture focused on student learning and results.
- Department teams meet weekly to work on aligning practices and identifying essential learning for students.
- Targeted professional development occurs so that staff is highly trained and can meet the varying learning needs of students.
- Weekly para educator training for all new para educators.

### **Strategy Three: Readiness for Learning**

Fletcher Miller embraces **Readiness for Learning** strategies so that students have the instruction, equipment and materials necessary to meet their learning potential. Fletcher Miller is creating Multidisciplinary Teaming (MDT) structures that are systemic and lead to consistent practices for IEP development, program implementation, and progress monitoring. This occurs while providing staff the necessary data to make decisions about the educational LRE (least restrictive environment). To do this, the following will occur:

- Structures allow Multidisciplinary Teams (teams consisting of para educators, special education teachers, therapists, and nurses) to meet regularly in order to prioritize learning needs for students, create relevant programming, and identify necessary equipment and materials for program implementation.
- Multidisciplinary Teams (MDTs) collaborate to develop student IEP goals and objectives.
- MDTs create engaging learning environments focusing on student learning.
- MDTs identify benchmarks to measure student progress, monitor those benchmarks and adjust instruction as necessary.
- MDTs provide equipment and materials designed to support student engagement and access to curriculum.

### **BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

The following practices were implemented in 2017-18 and maintained in order to streamline the budget:

- Copy count and copy materials were separated for the speech-language therapy department. This occurred to track the amount of copies made and money spent to create communication materials for students.
- Budget line items earmarked for augmentative communication, batteries, feeding materials were combined with other department budgets.
- Increased P-card usage resulted in fewer vouchers and petty cash reimbursements.
- Implementation of compensation practices for additional pay and compensatory time for para educators and other classified staff working beyond their weekly scheduled hours. In accordance with the district's *Additional Pay* procedures, additional pay requires pre-approval by the school principal.
- Timelines for purchases established so that materials and equipment were in place earlier in the school year for students.

Realignment in budget allocation occurred to support more targeted professional development opportunities. These include the following activities:

- All staff training on functional communication strategies, specifically how to implement the PODD communication system.
- Consultation services for PODD development in early childhood and primary grades.
- CPI training and recertification. This training increased from 8 hours to 12 hours for initial certification. A 4-hour recertification and refresher is offered each year by an in-house trainer.
- Substitute teachers were provided for teachers to attend professional development, participate in MDT meetings, and to participate in Professional Learning Communities (PLC) district training.
- Clear protocols were established to delineate which departments purchased which type of equipment and materials.



- Speech language department purchases assistive technology equipment and materials for creating communication systems (binding, lamination, Velcro).
- Occupational therapy department purchases materials and equipment to meet student sensory regulation needs.
- Physical therapy department purchases assistive equipment to support student positioning and access in the classroom.
- Nursing department purchases clinic supplies and vinyl gloves for meeting student personal needs.
- Classroom instructional materials aligned with state standards and district curriculum.

Allocation of resources to increase Para-educator involvement and training:

- Para educators were incentivized for trainings that occurred outside their workday through additional pay.

Shift in budget allocation to purchase classroom technology to aid student academic access and professional documentation. This included:

- Purchase of laptops, desktop computers, and chrome books.
- Departmental laptops purchased to provide access for professional documentation and completion of paperwork.

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

- <http://fletchermillier.jeffcopublicschools.org/>
- <https://yacenter.org/young-ameritowne/>
- <https://www.crisisprevention.com/>
- <http://www.lburkhart.com/podd.htm> (PODD resource)
- [touchittechnologies.com](http://touchittechnologies.com)
- [www.swaaac.com/](http://www.swaaac.com/)
- <https://www.attainmentcompany.com/>
- <https://www.rifton.com/>

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Gifted and Talented				
DEPT ID-Name	84008	FTE	16.0	Adopted Budget	\$1,450,693

### RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)

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 (GT) department facilitates the identification, programming and progress monitoring of the academic and social /emotional needs of gifted learners. Once identified, students are served either at their local school on an Advanced Learning Plan (ALP) 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.

The Central GT Department has 16 GT Resource Teachers (RTs), each of whom serves approximately 10-11 district schools, and each are housed at one of our 17 GT Center Schools (9 Elementary, 6 Middle and 2 High Schools). We also have 6 GT Social-emotional Learning Counselors (SELCS), each of whom serves 3 of our GT Centers (1.5 day per week at each school.) Additionally, we have a GT Director, a Director's Secretary, and a Program Technician as support staff.

### ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)

- 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).
  - Increasing identification categories to include Creativity, Leadership, Arts and Psychomotor, as stated in CDE guidelines.
- 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 17 GT Center Schools (increased from 16 last year).
  - Working with all school staff (via our Resource Teachers and Counselors) to provide intervention strategies for student success.
  - Providing social-emotional support for GT Learners directly via 6 GT SELCS, who each serve 3 GT Center schools, and through professional learning resources and GT Resource Teacher support at all schools district-wide.
- Professional Development via a variety of means, including:
  - Center Teacher and Building Liaison PD.
  - Site-based and Central PD for all staff, including administrators.
  - Online coursework, which may be used toward CDE GT Endorsement.
  - Various Parent Seminars and Information Nights.

### PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )

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

- Implemented 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, and Psychomotor).
- Improved our ALP process with greater compliance to CDE guidelines. Developed 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 17 GT Center Schools (increased from 16 last year). Worked with all school staff (via our Resource Teachers and Counselors) to provide intervention strategies for student

success. Provided social-emotional support for GT Learners directly via 6 GT SELCs, who each serve 3 GT Center schools, and through professional learning resources and GT Resource Teacher support at all schools district-wide.

- Developed a Talent Pool structure for better identifying and serving underrepresented populations. Reviewed current identification practices considering alternate identification methodologies to identify and serve underrepresented populations. Monitoring progress is occurring through the District Unified Improvement Plan.
- Established consistent programming expectations for Center and Neighborhood schools for meeting the needs of and achieving meaningful growth for GT learners. GT sub-group scores used to identify progress both at the local school and district level to set and monitor meaningful progress.

#### **IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

##### **EXPLANATION:**

- This year we expanded our online universal screener from 56 schools to all district elementary schools (with the exception of 2 charter schools who wished to remain with paper/pencil testing). We estimate significant savings in personnel and scanning costs of the paper/pencil version. This has also led to increased efficiency and faster results processing.
- With the new SOARS platform, we have nearly completed the transition of 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 while adhering to portability requirements, both in compliance with CDE guidelines.
- We are developing short-cycle improvement tests on our Advanced Learning Plans, seeking feedback via surveys and focus groups with all relevant stakeholders (administrators, teachers, parents and students) and creating trials at various schools to make for a more meaningful and manageable ALP, which should improve planning, delivery and monitoring of services for gifted learners throughout the district.

##### **MEASURABLE GOALS:**

- We are in the process of updating all CDE Identification guidelines, as was noted in our Colorado Gifted Education Review (CGER) report from CDE released in March 2017. This will include review of 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. Our goal is to fully update all guidelines by August 2019.
- We are in the process of updating our ALPs in several areas this year (as noted above), including the addition of Affective Goals, increased collaboration among stakeholders and implementation of standards-aligned measurable goals in all strength areas. Our goal is to be fully updated with all CDE ALP guidelines by August 2019.
- Our CGER report (noted above) feedback indicated that we need to improve the identification and services of our underrepresented populations of Free-Reduced Lunch, English Language Learners, Minority and Special Needs students. We are piloting a Talent Pool model with 7 schools this year to develop protocols and service models, and have been partnering with our Title, ELL and Special Education departments on this effort. Details of this work can be found in our District Unified Improvement Plan.

#### **SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

##### **Jeffco Generations Vision Alignment:**

- Student Learning: We will clarify GT best practices and expectations at our GT Center Schools to ensure quality instruction, particularly focusing on the Generational Skills of Content Mastery, Critical Thinking & Creativity, and Self-Direction & Personal Responsibility. We will also use a range of balanced measures to better identify and monitor the academic progress and social emotional development of GT learners, and revise our Advanced Learning Plans to better inform educators about students' abilities and interests, leading to more responsive teaching. In addition, we will broaden our areas of identification to encompass the full range of human experience by identifying in 'Talent areas' of Creativity, Leadership, Visual & Performing Arts (Drama, Dance, Music) and Psychomotor. All of these efforts will support Customized Pathways for gifted learners. The 2.0 increased Social Emotional Learning Counselors (SELC) FTEs foster awareness of generational skills like Self-Direction & Personal Responsibility, taking a proactive role in teaching a variety of skills in their classroom lessons, so that all students can learn these competencies. Additionally, SELCs work in small group and individual sessions, so that students have access to extra support in these critical areas.
- Conditions for Learning: 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 students in our 'underrepresented populations' of Free-

Reduced Lunch, English Language Learners and Minority sub-groups by developing a Talent Pool model, which should lead to greater equity of educational opportunities.

- Readiness for Learning: 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. Our GT SELCs not only support the social-emotional development and learning of our GT Center Schools, but also help develop professional learning opportunities for the affective needs of our gifted students district-wide. The 2.0 increased SELC FTEs primarily support Readiness for Learning via social-emotional learning.

#### **BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

- Our state GT allocation from CDE last year increased slightly from \$801,792 to \$808,656 (\$6,864 increase), however our *available funds* in this account with carryforward *decreased* from \$827,055 to \$825,656 (\$1,399 decrease). The primary reason for this decrease is due to the licensed staff salary increases outlined below, as well as the additional pay for online GT Professional Learning classes outlined below.
- The GT Universal Screener/Qualified Personnel (USQP) grant from CDE decreased by \$10,000 (from \$101,222 to \$91,898) due to lack of sufficient state funding for the grant. This grant covers required universal 2nd grade GT screening and 0.5 GT Director salary. Increased costs of CogAT exams and increased director salary had to be covered from general fund.
- Licensed staff salary increases for those 8.5 GT Resource Teachers funded by the state GT allocation impacted available funds by almost \$50K: salaries increased from \$744,397 in 2017-18 to \$792,775 this fiscal year.
- The GT endorsement requirements were made much more stringent in November 2016. We have required GT Center Teachers to either have or be willing to obtain the endorsement. There are very few teachers in the hiring pool who already have the GT endorsement, and we will have to ask teachers to obtain the endorsement within two years of hire for a GT Center teaching position. In order to reimburse teachers for the costs of this, we are estimating \$1,320 per teacher over the course of 2 years to take our Jeffco GT online graduate level classes. We anticipate 5 - 7 new teachers to hire at our Centers each year due to normal attrition, but the 6th grade move-up will have significant impact on the credentialing of our GT Center Middle Schools next year.
- Our General Fund increased by \$179,603 to hire 2 additional GT Social-Emotional Learning Counselors (SELCs), increasing this total from 4 to 6 FTEs.
- Last year we incurred \$22,451 for additional pay for online GT Professional Learning classes. These classes are needed so our GT Center teachers can obtain a required GT Endorsement through CDE. The teacher fees collected for these courses (\$50 for Jeffco teachers) are deposited directly into Jeffco's General Fund, and not accessible by the GT Department to offset this expense of additional instructor pay, yet the expense of the instructor pay is coming directly out of the GT budget.
- As a result of the above budget changes (with over \$80,000 less discretionary funds), we were not able to provide allocations to GT Center Schools as we did in past years (\$32,220 in 2016-17 and \$24,760 in 2017-18). These funds went for student activities, GT instructional resources and Center school staff professional development. We also had fewer professional development offerings for our GT Department staff and for district educators, and fewer guest speaker opportunities for our parent community.

#### **ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

Jeffco GT Website (Public): [http://www.jeffcopublicschools.org/programs/gifted\\_talented](http://www.jeffcopublicschools.org/programs/gifted_talented)

Jeffco GT Website (Internal): <https://sites.google.com/a/jeffcoschools.us/gifted-talented>

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>

#### **BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	SPED Preschool				
DEPT ID-Name	85015 – SPED Preschool	FTE	34.76	Adopted Budget	\$3,321,210

### 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. This budget renewal request is related to those Special Education services for Preschool students.

### 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.

#### Separate Class - 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

- 47 Integrated Full Service Preschool Sites.
- Pilot Inclusive Programming – Fitzmorris, Parr, Irwin, Stevens, Vivian, Wilmore Davis.
  - Early Childhood Special Education teacher (ECSE) as a Lead Teacher with an Early Childhood Teacher (ECT) or Para Educator as support
  - Full Inclusion model
- Approximately 700 preschool aged children identified for special education services.
- Work with all 4 Child Find teams.
- Provide Special Education Services at Jeffco Head Start (Arvada & Wheat Ridge Campuses) and Lakewood Head Start (Daniels, Lasley, Patterson HS & CC, and 11<sup>th</sup> Campuses).
- Continuum of services.

#### Mental Health (SPED PK)

- Provide mental health assessments 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.
- 3 FTE for PK Mental Health + 1 FTE from the Medicaid grant (2018-19 school year).

#### **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 (PK-12)**

- 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 program development, reinforcement systems, identification of 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 IEP meetings as well as 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, 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 students 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, 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, as well as parents and students to assist with connections to comprehensive educational services.

### **PERFORMANCE MEASURES**

#### **Integrated, Pilot, & Separate Class Programming**

- Goal - CDE Indicator 7 Data – Maintain Points Earned at 1.0 or Increased to 1.5 for A/B/C Growth & C Achievement Points. Data related to this goal will not be available until the conclusion of the 18/19 school year.
- CDE Indicator 7 Data – Increase A/B Achievement Points from .5 to 1.0. Data related to this goal will not be available until the conclusion of the 18/19 school year.
- Utilized My Teaching Strategies (TS Gold) and progress monitoring data.

#### **Mental Health (SPED)**

- Reduce suspensions for students with disabilities.
- Increase percentage of transitional behavior planning (FBAs/BIPs) for students identified with a Social Emotional Disability transitioning to a SED Center program for kindergarten.

#### **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 April.
- 90% of ESY staff are hired and placed by June 1.

### Assistive Technology Team

- Decrease the response time from initial referral for ATAT support to assessment service.

### PROGRAMMING DATA

#### State Performance Plan Results Indicators (Colorado Department of Education / CDE)

**Indicator 7:** Preschool skills include the percent of preschool children who showed substantial growth and those who reached age expectations by the time they exited the program in positive socio-emotional skills, acquisition and use of knowledge and skills, and use of appropriate behaviors.

2017-18 My Teaching Strategies (TS Gold) Data:

Preschool Achievement and Growth (Indicator 7)**		N	% Succeeded	AU's Percentile	Rubric	Points Eligible	Points Earned
					0 .5 1 1.5		
A. Positive social-emotional skills	Growth	308	84.4%	73	73.9%.....82%.....91.5%	1.5	1.0
	Achievement		63.0%	31	59.6%.....67.5%.....82.8%	1.5	0.5
B. Acquisition & Use of Knowledge and Skills	Growth		81.9%	49	72.1%.....80.4%.....91.5%	1.5	1.0
	Achievement		66.6%	46	55.9%.....69.3%.....81.8%	1.5	0.5
C. Use of appropriate behaviors to meet their needs	Growth		84.1%	67	66.7%.....76.2%.....86.6%	1.5	1.0
	Achievement		82.8%	29	61.8%.....71.4%.....86%	1.5	1.0

2016-17 My Teaching Strategies (TS Gold) Data

Preschool Achievement and Growth (Ind7)*		N	% Succeeded	AU's Percentile	Rubric	Points Eligible	Points Earned
					0 .5 1 1.5		
A. Positive social-emotional skills	Growth	207	73.9%	16	73.9%.....82%.....91.5%	1.5	0.5
	Achievement		60.4%	18	59.6%.....67.5%.....82.8%	1.5	0.5
B. Acquisition & Use of Knowledge and Skills	Growth		71.1%	12	72.1%.....80.4%.....91.5%	1.5	0
	Achievement		60.4%	26	55.9%.....69.3%.....81.8%	1.5	0.5
C. Use of appropriate behaviors to meet their needs	Growth		65.4%	14	66.7%.....76.2%.....86.6%	1.5	0
	Achievement		61.4%	14	61.8%.....71.4%.....86%	1.5	0

### MENTAL HEALTH DATA

2017-18

- # of Preschool Suspensions - 2
- # of FBAs/BIPs (SED) - 4 out of 4 / 100%

2016-17

- # of Preschool Suspensions - 2
- # of FBAs/BIPs (SED) – 4 out of 5 / 80%

### STANDARDS ALIGNED IEPs DATA

- 2017-18 CDE Record Review – 10 IEPs selected by CDE / 100% compliance on standards aligned
- 2016-17 CDE Record Review – 4 IEPs selected by CDE & reviewed/ 100% compliance on standards aligned

### ESY DATA (2017-18)

- Preschool students identified and placed by April – 100%
- Early Learning staff hired and placed by June 1 – 100%

### IMPROVEMENT & EFFICIENCIES

The Special Education Department has provided 2 Special Education Assistant Directors to partner with Community Superintendents, 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 Jeffco Generations, 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.

#### **Separate Class Programming (ASD / SSN combined) - Columbine Hills, Fitzmorris, Irwin, and Parr**

- Fully implement the 3 non-negotiables for center programs including needed professional learning.
- Develop a Director and Early Childhood Special Education training on best practices for ASD and SSN centers.
- Host ASD and 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 is 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 preschool special education staff on how to write a standards-aligned and compliant IEP that connects specific student needs with rigorous goals and appropriate services (the "Golden Thread").

#### **Inclusion UDL**

- Participate in the Inclusion Cohort to partner with elementary schools with preschools to increase inclusive practices for all students.

#### **Early Learning Tactic Team**

- Theory of Action: If Jeffco Public Schools Early Learning Team increases the quality and quantity of academically and developmentally focused opportunities for Pre-K students (within Jeffco Public Schools as well as with community partners) then those students will enter kindergarten academically and developmentally ready and will sustain that academic proficiency.
- Utilize a P-3 Logic Model for SPED PK to identify how to support the expansion of the quality and access to Early Childhood Education

#### **Induction & Professional Learning**

- Provide on-going professional learning to new staff and veteran staff through SPED in the 21<sup>st</sup> Century and the SPED Professional Learning Calendar of courses offered.
- Provide professional learning opportunities monthly to PK SPED and Child Find to increase collaboration and understanding.
- 

#### **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**

- Reduce response time by adding .5 FTE support staff to reduce technical, purchasing and deployment activities previously completed by ATAT consultants.

#### **My Teaching Strategies**

- Administer My Teaching Strategies Assessment to all students.
- Utilize My Teaching Strategies 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**

#### ***Learning***

##### **Actions for Transforming Student Task**

- Expand District Curriculum to enhance integration/emphasis on Jeffco Generations skills.
- Develop and implement learning progressions from PreK to 12th for Jeffco Generations skills.
- 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 Responsive Teaching**

- 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 Generations skills
- Utilize high quality standards-based teaching and learning strategies/tools that result in evidence-based impact on student learning.

##### **Actions for Responsive Teaching**

- Utilize data to track student growth and achievement and plan instruction.
- 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 Generations skills.

##### **Actions for Customized Pathways**

- Provide multiple, customized pathways of learning to ensure that all students have equity in access to, opportunity for and expectation of the Jeffco Generations skills.
- Provide 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.

#### ***Readiness for Learning***

##### **Actions for Social-Emotional and Physical Wellness Supports**

- 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 Meaningful Parent & 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.

**Actions for Expanding Early Childhood Education**

- Continue to partner with the Early Learning Department.
- Examine ways to expand preschool programming and funding sources so that preschool is recognized as a grade and available at every elementary school.
- Continue to examine program models in other districts.
- Pilot an integrated program model where an ECSE is the lead teacher.

**Conditions for Learning**

**Actions for a Professional Model of Teaching**

- Provide high quality professional learning aligned to students' needs in achieving Jeffco Generations skills.
- 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 a Commitment to Equity**

- Provide clear meaningful expectations for students, educators, leaders, schools and district staff for the Jeffco Generations skills.
- 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 for all students..
- Implement evidence-based impact models that identify successful practices for all students that can be shared throughout the district.

**BUDGET CHANGES FROM PRIOR YEAR**

**ADDITIONAL INFORMATION**

[http://www.jeffcopublicschools.org/programs/special\\_education](http://www.jeffcopublicschools.org/programs/special_education)

<http://www.jeffcopublicschools.org/programs/preschool>

[https://docs.google.com/document/d/1xmflwUAwmEDduu\\_Mh5rVHk6zQrP7FP4hImI3Q8hRbVc/edit](https://docs.google.com/document/d/1xmflwUAwmEDduu_Mh5rVHk6zQrP7FP4hImI3Q8hRbVc/edit)

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE**

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Student Services				
DEPT ID-Name	86000- Student Services	FTE	11.00	Adopted Budget	\$1,054,630

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

The Student Services Department consists of employees who are funded out of our office and work in and for schools. To achieve Jeffco Generations, Student Services will serve, grow and unite our community to remove barriers in student’s lives and change the world.

The Student Services Department works towards this mission in the following areas by leading efforts regarding:

- School Counselors Leadership
- Social Emotional Learning
- Section 504 implementation and compliance
- Individual Career and Academic Plans (ICAP)
- Suicide Prevention
- Child Protection Services
- Crisis Response with prevention, intervention and postvention initiatives
- Mental Health Grant implementation and management
- Service Ambassadors for Youth

The mental health needs of our students and community continue to be pervasive throughout our system. The Board of Education has invested resources into each middle school through the Social Emotional Learning Specialists model. There remains a need for early intervention, especially in those areas where students experience increased incidents of trauma. Continued funds are necessary to maintain our level of service in these important arenas.

**ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

**School Counselor Leadership**

- Support counselors by leading professional development and implementing comprehensive counseling models to affect students positively.
- Provide support to counselors to help students develop in academic, career and social emotional pursuits.
- Helping administrators evaluate and drive performance of their counselors to support students.

**Social Emotional Learning Specialists**

- Establish outcome based practices around Social Emotional Learning aligned to the Strategic Plan.
- Assist school personnel in understanding and embracing the awareness and importance that social emotional learning has on student success in academics as well as life.
- Development of school wide behavioral supports for students.

**Section 504 Implementation and compliance**

- Consultation and training for all schools related to 504.
- Compliance monitoring and correction.
- OCR violation mediation and remedies.
- Manual development.
- Enrich onboarding.

**Individual Career and Academic Plans (ICAP)**

- Engage students in a multi-year process that intentionally guides students and families in the exploration of career, academic and postsecondary opportunities to develop the awareness, knowledge, attitudes and skills to create their own pathway to be career and college ready.
- Develop methodologies and support structures to assist with Graduation Guidelines set to go into effect in the year 2020.

**Suicide Prevention**

- Monitor, implement and advise on best practices to help mental health staff and administration keep students who are at risk of harming themselves or others safe.
- Form community relationships to enhance supports to students and staff developing safe school environments.
- Promote and develop prevention efforts around suicide in schools.

**Child Protections Services**

- Serve as a liaison between the school district and the Department of Human Services in the area of child abuse reporting and neglect.
- Provide staff development around best practices and protocols regarding reporting child abuse.

**Crisis Response**

- Provide mental health support for students and staff in the aftermath of a crisis event.
- Work with community partners to build capacity and relationships to enhance support in the event of a crisis.

**School Counselor Corps Grant (SCCG)**

- Provide support for students around the 8th and 9th grade transitions from middle school to high school.
- Increase graduation rates.
- Decrease dropout rates.
- Increase Post-Secondary Workforce Readiness (PWR).

**School Health Professionals Grant (SHPG)**

- Implement social emotional learning at the elementary schools, focusing on climate/culture, tier 1 interventions/prevention and direct/indirect social emotional learning instruction.
- Provide support and interventions at the middle school level for students who need help with substance use and abuse.
- Have a school nurse at the high school level to provide health education/prevention, medical, substance abuse, and social emotional support.
- Management of the grant which includes: one on one and group consultation, trainings, community collaborations with Department of Health and RMC Health.

**PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

In addition to supporting Jeffco’s Generations vision and District Unified Improvement Plan measures, the Student Services Department performance measures include:

**School Counselors**

- Increased academic, career and social emotional outcomes in students.
- Assisted in improving the District Dropout Rates. Four year graduation rate increased from 2016/2017 to 2017/2018 from 83.5% to 85.3%. Dropout rate reduced from 1.7% to 1.6% year over year.
- Increased post-secondary workforce readiness amongst students.
- Monitored the development of comprehensive counseling programs within the district that utilize measured approaches to foundational practices based on American School Counselor Association standards.

**Social Emotional Learning Specialists**

- Increased student and staff competencies in social awareness, self-awareness, responsible decision making, self-management and relationship skills. Increased Social Emotional Learning Specialist FTE by 6 serving 12 elementary schools.

- Assessed buildings on an individual basis to determine processes/programs utilized to develop school climate and culture, Tier one interventions and direct and indirect social emotional learning instruction.

**Individual Career and Academic Plans (ICAP)**

- Developed ICAP plans for all 7-12 students.

**Suicide Prevention**

- Expanded the number of schools using Sources of Strength from 8 schools in 2016/2017 to 18 schools for the 2018/2019 school year.
- Managed support for 2,289 risk assessments in 2017/2018. 2018/2019 data indicates this number will be exceeded by the end of the year.
- Supported schools in connecting suicidal students with community resources. 24% of the suicide risk assessments were determined to be level 4 or 5.

**Crisis Response**

- Evaluated and improved support during the crisis response process through empowering local schools.
- Responded to crisis events ranging from staff and student suicide ideation, to reunification, and staff and student deaths. Early data suggests that this year will exceed the number of responses from 2017/2018.

**School Counselor Corps Grant (SCCG)**

- In 2017/2018, 7 schools were being supported. That increased to 9 schools for the 2018/2019 school year, and we are planning for 12 schools in the 2019/2020 school year.
- Assisted in improving the District Dropout Rates. Four year graduation rate increased from 2016/2017 to 2017/2018 from 83.5% to 85.3%. Dropout rate reduced from 1.7% to 1.6% year over year.

**School Health Professionals Grant (SHPG)**

- Provided social emotional learning skills to all elementary students in the Jefferson/Wheat Ridge articulation area schools. This included hiring 6 new Social Emotional Learning Specialists.
- Created a system to provide support for students who have issues with drug use and abuse. Three Registered Nurses served as case managers.
- Provided a school nurse to the high schools to help provide more comprehensive support for secondary students at Lakewood, Jefferson and Wheat Ridge High Schools.

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

EXPLANATION: The Student Services Department analyzes District and school level data to include graduation rates, dropout rates, grade reports, Make Your Voice Heard Data, Individual Career and Academic Plan (ICAP) results, postsecondary workforce readiness (PWR) and student outcome reports to progress monitor effectiveness and make changes in programs.

**MEASURABLE GOALS:**

- Provide a baseline for data collected to demonstrate the effectiveness of social emotional learning efforts in Jeffco. Align structures to Readiness for Learning Strategy and Social Emotional Tactic Team initiatives.
- Provide support and transition district work around Section 504 to create baselines of data and supporting practices to better implement and follow the process.
- Transition all 504 accommodation plans to Enrich allowing for District-wide data collection, as well as annual review reminders.

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

**Strategy 1: Learning**

Support students through career and academic planning (ICAP) efforts to help students develop pathways that are aligned to their interests regarding post-secondary workforce readiness. The Student Services team members are utilized in this strategy through consultation, tactic partnership, and training to providers.

**Strategy 2: Conditions for Learning**

Student Services will continue its commitment to equity by using data to lift up and explore any educational gaps within Jeffco. Student Services will continue to develop, remove barriers, and advocate for students through our work with Section 504. Through continuous improvement cycles, Student Services will evaluate and reevaluate data along with our own evidence based practices to ensure continual growth.

**Strategy 3: Readiness for Learning**

Student Services will continue its work with social emotional learning while serving the needs of students, parents and staff in regards to social emotional strategies, climate and culture, prevention and direct/indirect instruction. By serving and engaging our communities as a whole we can increase readiness for learning by providing social emotional supports and developing meaningful family engagement.

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

For the 2019-2020 school year, Student Services anticipates the following:

- Adaptation of a general fund budget.
- The loss of 5 positions and funding due to the end of cycle in the School Counselor Corps Grant.
- The addition of 3 positions and funding due to the additional cycle in the School Counselor Corps Grant.
- The continuation of 9 positions and funding due to the addition of the School Health Professionals Grant.
- The addition of 6 Social Emotional Learning Specialists serving 12 elementary schools. The distribution of these SELS was based upon equity factors such as free and reduced lunch rates, in addition to data around suicide risk assessments, thread assessments and truancy rates.

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

Division of Student Success Student Services [website](#)

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	SPED – Child Find				
DEPT ID-Name	85080	FTE	15.0	Adopted Budget	\$1,416,071

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

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 to be eligible for Special Education services, then an Individual Education Program (IEP) is developed which addresses the student’s educational needs. The Individuals with Disabilities Education Act (IDEA) requires that students with disabilities be education alongside their non-disabled peers to the maximum extent possible (least restrictive environment). The following budget renewal request pertains to Child Find services.

**ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

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 evaluate approximately 1,700 children per year. Across the state, referral rates have increased significantly in the last two years.

Children 0 – 2yrs, 10 months: teams have 45 days from the date of consent to complete an evaluation, determine eligibility and develop a plan for services 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. Children ages 3-5 years undergo a screening measure to determine whether further evaluation is warranted. Approximately 75% of children screened are referred for further assessment.

The Private and Homeschool Partnership Team evaluates students that are parentally placed in private schools within Jeffco boundaries. The district consults with private schools to determine how to use the federal dollars that are set aside to serve parentally placed private school students. The team also evaluates students that are homeschooled when a parent suspects a disability. If the child is determined to have a disability, the team informs the parents of the services that will be provided by the district, should the parents choose to enroll the child in a public school setting.

**PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

**EARLY INTERVENTION/CHILDHOOD:**

- The Early Intervention/Childhood Child Find team completed a total of 1,244 evaluations along with 416 eligibility/IEP meetings for a total of 1,660 completed appointments with 4 teams during the 2017/18 school year. School based teams completed 68 evaluations and the same number of eligibility/IEP meetings. With this support from the school based teams, the time between screening and evaluation was under 60 days meeting prescribed timelines. Over the course of the year, the average number of days needed to complete early intervention evaluations dropped from an average of over 45 days to less than 45 days. The team did not need to add additional work days in the summer as DDRC conducted 60 overflow early intervention evaluations during the summer.
- The staffing was increased by a full time position divided into a half time OT and half time SLP to create an additional evaluation team. This team has the capacity to complete 16 evaluations and corresponding eligibility meetings per month.

**SCHOOL AGE:**

- The Private Homeschool Partnership Team has seen an expansion in their role over time. This team of highly specialized evaluators is routinely called upon to complete complex assessments for legal cases. This sometimes requires travel when Jeffco students are placed in residential treatment facilities in other states. During the 2017-2018 school year, this team accepted approximately 60 evaluation referrals for private school and homeschool students. In addition, they completed twelve evaluations for legal cases. The legal cases can be quite time-

consuming, requiring multiple testing sessions, multiple meetings with attorneys, and testimony in court. This can negatively impact the team's ability to address their caseload in a timely manner.

## **IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

### **EARLY INTERVENTION/CHILDHOOD:**

- All evaluations will be completed by the Early Intervention/Childhood Child Find team.
- Evaluations will be completed within the required timeframes.
- Parent feedback on their experience and the Child Find process will be collected for screening and evaluations.

### **SCHOOL AGE:**

- All evaluations will be completed by the Private Homeschool Partnership Team within the required timelines.
- The team will remain available for consultation and evaluation on complex legal cases.
- The team will continue to foster and enhance collaborative partnerships with private schools.
- One full time position was added this year in order to enhance the team's ability to manage multiple demands associated with the time-consuming nature of the complex cases to which they are assigned. This has allowed them to continue to conduct timely evaluations, remain available for legal cases, and complete consultation activities with private schools in the district.

## **SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

### **Learning**

#### **Actions for Transforming Student Task**

- Expand District Curriculum to enhance integration/emphasis on Jeffco Generations skills.
- Develop and implement learning progressions from PreK to 12th for Jeffco Generations skills.
- 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 Responsive Teaching**

- 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 Generations skills.
- Utilize high quality standards-based teaching and learning strategies/tools that result in evidence-based impact on student learning.

#### **Actions for Responsive Teaching**

- Utilize data to track student growth and achievement and plan instruction.
- 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 Generations skills.

### **Readiness for Learning**

#### **Actions for Social-Emotional and Physical Wellness Supports**

- 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 Meaningful Parent & 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.

#### **Actions for Expanding Early Childhood Education**

- Continue to partner with the Early Learning Department.



- Examine ways to expand preschool programming and funding sources so that preschool is recognized as a grade and available at every elementary school.
- Continue to examine program models in other districts.
- Pilot an integrated program model where an ECSE is the lead teacher.

**Conditions for Learning**

**Actions for a Professional Model of Teaching**

- Provide high quality professional learning aligned to students' needs in achieving Jeffco Generations skills.
- 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 a Commitment to Equity**

- Provide clear meaningful expectations for students, educators, leaders, schools and district staff for the Jeffco Generations skills.
- 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 for all students..
- Implement evidence-based impact models that identify successful practices for all students that can be shared throughout the district.

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

- Addition of 1 FTE, utilized for .5 Speech Language pathologist and .5 teacher in order to create an additional early intervention team. This facilitated an increase in the number of evaluations conducted, which decreased parent wait time and increased our ability to implement services in a timelier manner.

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

[http://www.jeffcopublicschools.org/programs/special\\_education](http://www.jeffcopublicschools.org/programs/special_education)  
[http://www.jeffcopublicschools.org/programs/special\\_education/child\\_find](http://www.jeffcopublicschools.org/programs/special_education/child_find)

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Sobesky Academy K-12 School				
DEPT ID-Name	85100	FTE	22.87	Adopted Budget	\$1,831,714

### 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 highly structured, predictable, consistent and supportive therapeutic and educational environment. 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, a behavioral management system, collaborative problem solving and use of restorative practices. The academic program is tailored to each student's capabilities with appropriate challenges to encourage academic growth and provide the opportunity for students to practice new responses. Major emphasis is placed on developing executive function and growth mindset skills. 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 a less restrictive academic environment.

### ACTIVITY DESCRIPTION

Programming -- A student's enrollment at Sobesky Academy is meant to be a short-term effort to develop a set of skills that will allow the student to be successful in their return to a less restrictive academic environment. While it is understood that students and their families may be struggling with a number of significant issues, services provided at Sobesky will focus mainly on skill development around barriers to academic achievement and growth. Many students and their families will require ongoing support from within, as well as outside the school system. To assist in a 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 supports students in performance measures that include:

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

- Ensured a safe, caring and engaging environment for students, staff and families.
- Valued the diversity of all students, staff and families.
- Supported the social, emotional and physical wellness for students and staff.
- Encouraged family and community engagement to support, enhance and maximize learning.
- Provided opportunities to develop Civic and Global Engagement within and outside of the school setting.

With the expectation that:

- Every student developed life skills and a continuous learning mindset to succeed in post-secondary aspirations (Self-Direction & Personal Responsibility competency).
- Every student was provided the opportunity to demonstrate how to be a responsible and engaged member of the community (Civic & Global Engagement competency).

Evidence:

1. Title 1 Family Engagement, Information Sessions and Evening Events.
2. Addition of Family Fun Night, Spaghetti Night, Celebration of Learning evening event, Avid 4 Adventure Engagement Events, Ongoing Offsite Activities for Post Secondary Awareness, Onsite Community support of PBLs.
3. Improved Parent Participation in Make Your Voice Heard. Improved Positive Parent and Student Report through Make Your Voice Heard and Family/School Assessments.
4. 7 of 13 Special Education teachers participated in a 3 day Buck Institute Training for Problem Based Learning.
5. All staff participated in Collaborative Problem Solving, Restorative Practices, Crisis Intervention Training and CPI.

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:

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

Evidence:

1. Overall SPF 11-12 was IMPROVEMENT; Overall SPF 12-13 was IMPROVEMENT; Overall SPF 13-14 was IMPROVEMENT; Overall SPF 15-16 was PERFORMANCE; Overall SPF 16-17 and Overall 17-18 also PERFORMANCE.
2. SPF Student Achievement—moved from approaches to MEETS; SPF Student Engagement moved from approaches to MEETS; SPF Post-secondary Workforce Readiness moved from MEETS to EXCEEDS.
3. Transition time for students returning to a least restrictive environment was 23 months—transition time improved to 15-17 months during the 17-18 school year. The average transition for 18-19 school year is 11 months.
4. Student enrollment has increased from averaging 80 students to averaging 112 students. Additional staff has only been 1 FTE SLP and .5 FTE MHP.

## **SUPPORT OF STRATEGIC OBJECTIVES**

### **STUDENT LEARNING**

- Expand curriculum to enhance integration/emphasis of Jeffco Generations.
- Develop and implement learning progressions from Pre-K to 21 for Jeffco Generations competencies.
- Implement prioritized learning targets and authentic tasks that make learning relevant and transferable.
- Provide success criteria for student ownership of learning.
- Continue to emphasize writing and growth mindset as a building initiative in order to help students build skills to return to a less restrictive environment.
- Use of technology to transform learning.

### **CONDITIONS FOR LEARNING**

- Hire and retain high quality educators with knowledge of both their content area and expertise in supporting students with emotional disabilities.
- Providing timely and relevant professional development that focuses both on content mastery delivery skills and social emotional skill building for our students.
- Embracing shared leadership as a building and as a model for our students.
- Making a commitment to equity.

### **READINESS FOR LEARNING**

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

## **IMPROVEMENT & EFFICIENCIES**

- By moving Sobesky Academy from a facility in Lakewood to a larger facility in Wheat Ridge, Sobesky increased its enrollment by over 30%.

- It became evident that students with significant emotional disabilities who were “under credit and overage”—i.e. juniors and seniors in jeopardy of not graduating or dropping out—were not able to access credit recovery/acceleration in their neighborhood schools or even in our alternative and option schools. For that reason, Sobesky Academy, with support from a student re-engagement grant, started a credit recovery program. For a lot of the students who access this program, they remain with their neighborhood school as primary enrollment and Sobesky becomes secondary enrollment. For disenfranchised students, Sobesky Academy has become the primary school and takes responsibility for mental health, special education and other service obligations as addressed in each student’s IEP.
- By moving to a larger facility, Sobesky Academy has been able to provide access to a sensory room, life skills room, therapeutic playroom, and multiple sites for mindfulness practices.
- Sobesky Academy welcomes and provides onsite administrative support for Reconnect, Jeffco Transition Services, and offers a home to our district Truancy staff.
- With help from a Counselor Corp Grant, Sobesky Academy has exponentially increased it’s support post-secondary college and career skill building through alliances with local community business organizations, local business, SWAP, and our neighboring schools. Through these alliances our students can now access job shadows, job internships, eco-club opportunities and more.

**ADDITIONAL INFORMATION**

[http://www.jeffcopublicschools.org/schools/profiles/?school\\_id=157](http://www.jeffcopublicschools.org/schools/profiles/?school_id=157).

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE**

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



DEPARTMENT		SPED School Support			
DEPT ID-Name	85000 – Central Support	FTE	128.37	Adopted Budget	\$4,761,005
DEPT ID-Name	85011 – SPED Area 1	FTE	245.42	Adopted Budget	\$20,277,408
DEPT ID-Name	85012 – SPED Area 2	FTE	198.71	Adopted Budget	\$16,079,051
DEPT ID-Name	85013 – SPED Area 3	FTE	216.59	Adopted Budget	\$16,922,054
DEPT ID-Name	85014 – SPED Area 4	FTE	96.55	Adopted Budget	\$6,882,775
DEPT ID-Name	85087 – School to Work Alliance Program	FTE	0.00	Adopted Budget	\$290,400
DEPT ID-Name	85091 – Placed Out of District	FTE	0.00	Adopted Budget	\$4,921,200

### RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)

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 appropriate in the least restrictive environment.

The goal of the special education department is to ***improve achievement and postsecondary workforce readiness for all students with disabilities in Jeffco.***

### ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)

- Autism Spectrum Disorder (ASD) Centers**
- 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.
- Inclusive Practices**
- Ensure that all students will receive a high-quality, inclusive, and equitable education. Students will experience conditions that are right for their learning. The majority of learning for students identified with disabilities will be with their typical peers. As stated in Jeffco Generations, our goal is to “lead them to fulfilling and meaningful lives that give each student the opportunity to do what they love and make a difference.”
- 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.
- Hire and supervise school psychology interns to support recruitment and retention strategies, and to provide low cost services to students and supports to current mental health providers, and their schools.

### **Deaf and Hard of Hearing (DHH)**

- 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.

### **ReConnect**

- Provide interim alternative educational services for students with disabilities who are unable to attend school for a variety of reasons, including health, behavioral and safety concerns.
- Collaborate with home schools, community agencies, parents and students to support connections to comprehensive educational services.
- Served 144 students in 2017-18. The majority of students were in grades 9-12.
- Concentrated services in two sites with a full array of available support services.

### **Standards-Aligned IEPs**

- Provide professional learning for special education teachers and staff on writing high quality and compliant standards aligned IEPs for all students with disabilities.
- Provide IEP file reviews across all schools to meet CDE annual reporting requirements. Data submitted annually.
- Beginning 2018-19, a 6 year cycle of formal IEP audits began across the state. Jeffco will not have a formal audit until the 2020-21 school year.

### **Serious Emotional Disability (SED) center-based programs**

- Provide evidence-based interventions for students with SED.
- Conduct regular observations for review and consultation with teams and yearly walk-throughs for implementation/evaluation.
- Provide high quality professional learning opportunities for all staff in SED centers and for general educators.
- Provide a continuum of supportive services for students with SED PreK-21.

### **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, 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.
- Collaborate with transportation to ensure all students requiring transportation have routes determined prior to start of ESY.

### **Behavior Analysts**

- Provide direct assessment and services to students with disabilities.
- Provide consultation, training, data monitoring and accountability to staff related to behavior interventions.
- Develop and deliver professional learning opportunities for staff on high quality functional behavior assessment and behavior intervention planning.

### **Special Education Instructional Coaches**

- Provide consultation and support for special educators in the district in designing and implementing research-based interventions for students with disabilities.

- Develop and deliver professional learning opportunities for staff on high quality assessment, interventions and data collection, and inclusive practices to best meet student needs within the least restrictive environment.
- Collaborate with other district instructional coaches to align special education and general education best practices for instructional supports and strategies.

#### **School to Work Alliance Program - SWAP**

- Provide young adults (ages 15-24) with mild to moderate disabilities with assistance in obtaining competitive employment.
- Provide outreach for youth through collaboration with special education teams at all high schools and in the community in Jefferson County.
- Create and maintain employer collaboration to provide supervised, unpaid and paid opportunities for young people with disabilities.
- Provide pre-employment services while students are still in high school such as work readiness skills training, career exploration, work experiences, interviewing skills, internet skills, etc. for students prior to job placement.
- Provide supports to staff and students connected with the Career/Explore programs in high schools.
- SWAP served 180 youth in school and 23 youth out school which is 83 more students than the contract required.
- 59 students are engaged in work-based learning experiences. (96% over the goal!)

#### **Significant Support Needs (SSN) Centers**

- 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.
- Provide a continuum of services for students with SSN PreK-21 years of age.

#### **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.

#### **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, audio books, and speech generating apps.

#### **Alternate State Assessment Support**

- Provide training on administration of alternate state assessments including DLM and CoALT - Science and Social Studies.
- Provide support for interpretation of results and use for instructional improvements in teaching practices.

#### **Jeffco Transition Services (18-21) [JTS]**

- Offers a continuum of services for students 18-21 to be able to access post-secondary education, employment and independent living options after completing requirements for graduation.
- Students receive individualized services in work readiness skills, community engagement, independent living, travel training, personal care, and any other identified needs to prepare for adult life after high school.
- Teachers engage in professional learning for implementation of the state quality indicators for Transition Services, instructional practices and disability related programming.
- Developed new work-based learning site (STEP Up-USGS) located on the Federal Center campus.

## Postsecondary Workforce Readiness (PWR)

- Preparing students with disabilities for meaningful and successful post school outcomes. This includes implementing high quality IEPs which focus on preparing students for further education and training and/or employment.

## PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )

In addition to supporting Jeffco Generations and District Unified Improvement plan measures, the school based special education departments will support schools and the district with performance measures that include:

### Autism Spectrum Disorder (ASD) Centers

- To achieve the Jeffco District goal for all centers that serve students with autism be recognized as a CDE Quality Autism Programs by 2020, all programs will reflect best practices for students on the Autism Spectrum.

### Inclusive Practices

- Provided Universal Design for Learning (UDL) Framework to focus on a proactive approach to designing the classroom environment as well as the instruction.
- 11 pilot schools have been involved in a cohort expanding their understanding of meaningful inclusion practices. Lessons from pilot schools will be leveraged as we scale up the initiative. By creating a more inclusive environment, students will demonstrate successful postsecondary outcomes.

### Mental Health (SPED)

- Reduce suspensions for students with disabilities. This is a yearlong goal and data will be reviewed at the conclusion of the year.
- Increase percentage of behavior support plans (FBAs/BIPs) for students with SED to 80%. This is a yearlong goal and data will be reviewed at the conclusion of the year.

### Deaf and Hard of Hearing (DHH)

- Increase the academic achievement of students who are DHH. *\*Students who are Deaf and Hard of Hearing in Jeffco last year showed the highest median growth percentile on the CMAS: ELA of any other disability category at 63. They also outpaced the state, which was 49. \*21% of DHH students met or exceeded the proficiency rate in ELA. \* In CMAS: Math, DHH students demonstrated a median growth percentile of 42 (compared to state average of 45). \*17.6% of DHH students met or exceeded proficiency rate in CMAS:Math.*

### ReConnect

- Increase percentage of students who transition into full-time educational services. This is a yearlong goal and data will be reviewed at the conclusion of the year.

### Standards-Aligned IEPs

- Increase percentage of standards-aligned IEPs through the auditing process. This is a yearlong goal and data will be reviewed at the conclusion of the year.

### Serious Emotional Disability (SED) center-based programs

- Reduce suspensions for students served in SED center-based programs. This is a yearlong goal and data will be reviewed at the conclusion of the year.
- Increase academic achievement of students served in SED center-based programs. *\*The District does not collect data on the academic achievement of students in specific programs, though for all students with SED, their CMAS:ELA proficiency rate was 17%. and their median growth percentile was 36, compared to a state average of 38 for students with SED. On CMAS:Math, Students with SED score 12% proficient, and earned a median growth percentile of 39, which matched the state average for students with SED.*

### Extended School Year (ESY)

- 95% of transportation routes were determined by June 1.
- All Special Education staff was retrained in the appropriate identification of students eligible for ESY.

### School to Work Alliance Program - SWAP

- Contracted to serve 180 youth and have served 130 YTD.
- Contracted to obtain 25 closures and have 13 closures YTD.
- Served at least 90 participants in Pre-ETS services.



### **Significant Support Needs (SSN)Centers**

- Increase the achievement of students in SSN center programs. This is a yearlong goal and data will be reviewed at the conclusion of the year.

### **Placed Out of District (POOD)**

- Increased the number of students returning from out of district placement by 10% through close collaboration with facility schools.
- New processes and forms developed to increase the efficiency and clarity of process for students being placed in out of district programming and transitioning back to Jeffco schools.

### **Assistive Technology Team**

- Reduced response times from referral to assessment and support.
- Secured licensing allowing 100% of students with Special needs to access Read/Write Google.

### **JTS**

- Increase the number of students exiting JTS with adult agency linkages in place. This is a yearlong goal and data will be reviewed at the conclusion of the year.
- Increase the number of students exiting with paid employment. This is a yearlong goal and data will be reviewed at the conclusion of the year.

### **Postsecondary Workforce Readiness**

- Created Math Pathways, in collaboration with the math department, for high school math courses to ensure that students with disabilities receive rigorous, standards-based instruction.

## **IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

### **EXPLANATION:**

The Special Education Department has provided 14 Special Education Assistant Directors to partner with Community Superintendents to align the work of special education with general education. These collaborative partnerships are strengthened with regular principal contact and communication. After aligning the goals from the Jeffco Generations, the West Ed report, and the strategic planning work of the special education department, we have identified two prioritized improvement targets to include: Inclusionary Instruction and Postsecondary Workforce Readiness. Within these target areas the following improvements and efficiencies have been implemented:

### **Autism Spectrum Disorder (ASD)**

#### **Efficiencies enacted during 2017-18 and 2018-19:**

- ASD Principal Cohort is designed to support Principals of center based programs with collegial conversations around Autism issues.
- Collaborate with building staff to deliver comprehensive ASD programming to improve outcomes for students.
- 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.
- ASD Principal Cohort is designed to support principals who have center based programs with collegial conversations around Autism issues.
- Collaborate with building staff to deliver comprehensive ASD programming to improve outcomes for students.
- ASD parents, teachers, administrators, and community will a part of the Inclusive Practices Strategic Planning Committee.

### **Inclusive Practices:**

- Increase opportunities and access to the core curriculum for all students with disabilities.
- Provide intense training to 11 Inclusive Practices Cohort schools.
- Collaborate with schools on implementation of strategies involving Inclusive practices.

### **Mental Health (SPED – School Psychologists and School Social Workers)**

- A mental health advisory team provided focus group information to develop improved approaches to meet mental health needs in Jeffco.
- The Assessment/Floater team did provide support to schools with vacancies for uninterrupted mental health services.
- Professional learning was provided in best practice assessments and services.

- The Special Education department collaborated with the Student Services department to ensure comprehensive mental health services were provided to improve social emotional learning and outcomes.
- Develop recruiting strategies to increase the number of mental health providers hired in Jeffco, especially school psychologists. Hire interns to build school psychologist interest in Jeffco.
- Provide intensive training for new school social workers in standardized assessment and special education law to build their skills to meet the demands of special education evaluation and services.
- Collaborate within Student Success to identify priorities for increasing mental health supports in the schools.
- Collaborate with preschool leaders to determine a more efficient and equitable way to provide mental health assessments and services to students in preschool.
- Propose changes to the School Psychologist and School Social Worker evaluation rubric based on modifications to CDE's model forms.

#### **Deaf and Hard of Hearing (DHH)**

- Provided professional learning opportunities for interpreters, audiologists, DHH teachers and sped partners on best practices for serving students who are DHH.
- Collaborated with CDE and outside agencies in a special project for student-led IEPs for transition-aged (15+) students who are DHH. Students with DHH are beginning to develop their own student-led IEPs.
- Opened a DHH+ program at WRHS to meet the needs of students who have significant support needs including deafness in the articulation from Vivian Elementary to Everitt MS and now to HS.
- Hire a .2 DHH Coordinator to inform the administrative team on best practices in recruitment and hiring, professional learning, assessments and services for students who are Deaf and/or Hard of Hearing.
- Collaborate with CDE and outside agencies in a special project for student-led IEPs for transition-aged (15+) students who are DHH.
- Conduct program evaluation.

#### **ReConnect**

- Increase hours of services for students placed in this interim alternative educational setting.
- Continue to develop high quality curriculum for students to receive standards based instruction.
- Continue to refine the purpose of ReConnect and the processes involved for students to receive interim special education services.

#### **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").

#### **Serious Emotional Disability (SED) center-based programs**

- Paraprofessionals in all center programs have been provided 4 full days of professional learning opportunities in the last year.
- Students in SED centers received explicit social skills instruction, reinforcement systems and opportunities for meaningful inclusion. 88% of students who matriculated from elementary center programs to middle schools without center programs are successful at this time. Prior years, approximately 80% of students made this transition successfully.
- Evidence-based interventions for students with SED were identified through mental health focus groups and training and materials were provided to all center-based mental health providers.
- Walk-throughs were conducted to monitor the implementation of the 3 non-negotiables established for SED centers: Rigorous Instruction, Social Skills instruction, and reinforcement systems.
- A Strategic Planning Committee for SED met all year and developed the protocols for walk-throughs.
- Develop effective transition strategies for students moving from SED centers at the elementary level to middle school.
- Coordinate and align service delivery with other center-based programs through the Aligning Centers group, to include parents, staff, administrators and community stakeholders.
- Develop a principal training on best practices for SED centers.

#### **Extended School Year (ESY)**

- 90% of ESY students were identified and placed for ESY by May 15.
- 90% of ESY staff were hired and placed by June 1.
- Developed handbook for high quality ESY planning and implementation.
- Shared the administrative role for ESY planning with all Sped Partners.
- Continue training all Sped Partners and special education service providers with the ESY eligibility process, procedures and documentation.
- Identify eligible students early to allow for essential planning of services.

### **School to Work Alliance Program - SWAP**

- Target for employment closures is met at 100%.
- Target for youth services is exceeded.
- Refine how Pre-ETS services are implemented for in school youth.
- Further develop a close collaboration with DVR partners to ensure there is a continuum of employment supports for any student with a disability.
- Build partnerships with high schools as they add Career/Explore Programs for at-risk youth.

### **Significant Support Needs (SSN) Centers**

- Three non-negotiables were identified for SSN programs and training provided to all SSN center-based teams. Non-negotiables are rigorous standards-based instruction, social skills instruction, and functional communication.
- A Strategic Planning Committee for SSN, including teachers, paras, parents, community representatives and administrators was developed and met quarterly. They guided the work on implementation of the non-negotiables through the use of Quality Indicators.
- Walk-throughs with data collection were completed using CDE's Quality Indicators in 10 pilot sites. These sites have all signed up for Project IDEAL (Individuals Dedicated to the Education of All Learners) for the 2018-19 school year.
- A Principal cohort was developed for principals who have SSN centers in their schools to provide collaboration, training and networking opportunities.
- Provided intensive training and supports for 10 schools that signed up for Project IDEAL (Individuals Dedicated to the Education of All Learners).
- Collaborated with other center program strategic planning groups in aligning standards and reducing redundancies in the delivery of services to students on a continuum.
- Developed greater clarity in the delineation between SSN2 and SSN3 centers in purpose.
- Collaborated with the staff at Fletcher Miller School who have been trained in the Four Blocks of Literacy model by having them provide some support and training to Project IDEAL teachers, thereby increasing literacy standards for students with significant needs.

### **Placed Out of District (POOD)**

- Maintained a streamlined process for students being placed in out of district programming and transitioning back to Jeffco schools.
- Increased the number of students returning from out of district placement through close collaboration with facility schools.

### **Assistive Technology Team**

- The Assistive Technology team has implemented a new "soft start" program. When students are identified as possibly needing assistive technology support, the team contacts the provider requesting the support to give ideas for accommodations prior to the team's deployment. This assures that students are immediately getting support to meet student needs prior to the team's initial physical contact.
- All special education students have access to Read/Write Google. This access allows students to utilize technology to support their reading and writing needs.
- Provided training to teachers on how to implement Read/Write Google.
- Utilized the new "soft start" system to create opportunities for students in a more efficient, timely manner.

### **Alternate State Assessment Support**

- Provided training to all special education teams in the CDE requirements to identify students who qualify for alternate assessment.
- Ensure that only students who meet participation guidelines are taking the alternate assessments.
- Identify alternate assessment tools to use for district assessments, such as MAP.

### **Special Education Instructional Coaches**

- Focused support for staff with students who receive special education instruction in 80% or more general education setting, specifically to address an inclusive model.

### **Behavior Analysts**

- The team redesigned the request process and included much more accountability for teams and Sped Partners to conduct their own assessments and interventions prior to requesting BA support.
- Built skill capacity in the partners to support behavior analysts on school cases.

### **Special Education Instructional Coaches**

- Created and implemented professional learning for teachers throughout the district on Foundations of Literacy.

## JTS

- Relocating services previously provided at Warren Tech and include more community based instruction and employment internships.
- Focus on implementation of State quality indicators implementation at each of the 10 sites.
- Repurposed existing dollars to hire an assistant director to oversee all aspects of transition programming.

### 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.

### Child Find

- Focus on timely evaluations under our Child Find obligation.

### Postsecondary Workforce Readiness

- Increase professional learning opportunities for high school staff in order to develop and implement strong transition IEPS.
- Develop a Transition task force to identify needs and concerns of high school staff regarding Transition.
- Strategic planning committee will work to develop and prepare teachers who will be serving students coming from center programs (preschool-elementary and elementary-middle).
- Collaborate with Choice Programming office in order to develop graduation pathways for students with disabilities.
- Continue participation with Customized Pathways Tactic Team.

## SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)

### Jeffco Generations

#### Learning :

The special education department is committed to responsive teaching and transforming student task by providing structures and professional learning opportunities for special education providers, coaches and partners.

Special education are skilled at customizing pathways for students with a broad variety of needs to achieve successful outcomes. SWAP and special education teams are working with students at several high schools with the Career Explore program so that students can engage in hands on learning and work experiences. SWAP continues to provide work-based learning experiences for in-school youth so that students have real world experiences before leaving our system. In addition, special education is working on customized pathways to meet graduation guidelines competencies expectations. JTS offers students real world work experiences and community based experiences so that youth are prepared for adult life after high school.

Through the use of technology provided by the ATAT team, our students are supported to enhance their learning and expand their capabilities of responding and interacting with others to meet the needs of an ever-changing world.

#### Conditions for Learning:

The special education department is committed to equity. We are developing system-wide program improvements to make sure that all students with disabilities are held accountable to high expectations and included in core instruction to benefit from the expertise of highly qualified professionals. In partnership with our Strategic Planning Committees, Special Education has used the quality indicators from CDE and identified “non-negotiable” priorities for each of our center based programs. By building capacity among the service providers, they are empowered at the school level to provide tiered services and instructional strategies that address student learning needs.

Through our model of special education partners, we offer training and focused discussions with building administrators to empower them to make site-level decisions within the system’s shared vision for all students.

#### Readiness for Learning:

Students come to the district with different levels of readiness for learning. This is especially true for students with disabilities. In *Jeffco Generations* it states that, “...*Students have different abilities and needs, and we have decades of education research which confirms that the biggest indicators of student success are related to out-of-school factors and the student’s environments.*” In special education, we are committed to providing social emotional supports for students who experience mental health and social emotional challenges. Our school teams understand and value parents as our partners. Engagement at school and peer relationship are salient. We provide support services with behavior analysts, mental health providers, special education instructional coaches, interim services, and specialized programming to address needs across the continuum to include center-based programs and out of school placements.

We are dedicated to enhancing and developing meaningful parent and community engagement through our Special Education Advisory Committee (SEAC), and our center-focused Strategic Planning Committees which all include

parents/guardians, staff, students, administrators, and community members from across the district. These committees provide Jeffco Public Schools with input and recommendations on an advisory basis regarding the needs of students with disabilities.

Finally, the Special Education department is working to expand the quantity and quality of early childhood education for children with disabilities. Our early childhood education environment is academically and developmentally focused on experiences that provide students with early literacy, numeracy skills, social emotional skills, as well as other academic experiences, so they come to school ready to learn.

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

Budget reductions were established through:

- Closure of (2) SED center programs at Stott Elementary
- Closure of (1) SED center program at Hutch Elementary
- Closure of (3) SSN center programs at Stober Elementary, Secret Elementary, and Ryan Elementary
- Reduced one SSN classroom at Campbell Elementary

New programs were developed as a result of Budget reductions:

- Addition of 3 school psychology interns, with an increase in pay to attract a larger candidate pool
- Addition of 1 learning specialist to the Private School Child Find Team
- Increased budget for JTS services from \$10,000 to \$35,000 materials and transportation as the program has grown
- Reallocated funds for professional learning for special education staff
- Increase of funds for Assistive Technology due to additional and ongoing technology needs

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

[http://www.jeffcopublicschools.org/programs/special\\_ed.html](http://www.jeffcopublicschools.org/programs/special_ed.html)  
<http://www.cde.state.co.us/communications/resourcesforparents>

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Student Engagement Office				
DEPT ID-Name	85076 – Student Engagement	FTE	8.0	Adopted Budget	\$799,862

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

The Student Engagement Office consists of 24 full time central based employees supporting all schools including 5 employees supporting students in highly impacted schools. 8 of these employees are paid for through General Fund dollars and 16 employees are paid by Grant Funding. This Office’s mission 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.

The Student Engagement Office supports Jeffco schools in four core areas:

- **Diversity and Inclusion**
  - Strategic Plan - Commitment to Equity
- **Indian Education**
- **Community Agency Collaboration**
  - Strategic Plan- Schools as Community Hubs
- **Dropout Prevention and Re-engagement**
  - Drug Intervention Services
  - Improving Education Outcomes for Youth in Foster Care
  - 2019-2020 - Truancy ----- attendance/engagement support

**ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

**Student Engagement**

- Support for educators and leaders, system and program innovation, and fostering collaborative school and community partnerships to improve student outcomes.

**Diversity and Inclusion**

- Working to create more equitable school experiences and outcomes for students and families.
- Providing professional learning to licensed, classified and administrative staff to increase the use of culturally responsive practices.
- Coordinating student, employee and community groups to ensure systemic equity.
- Supporting the District’s Strategic Plan - Commitment to Equity.

**Dropout Prevention and Re-engagement**

- Education and life planning assistance for students who have dropped out, or are at high risk of dropping out, of school.
- Developing systems of supports to prevent dropout outcomes.
- Engaging with district, government, and community partners to ensure that schools, students and families have the appropriate resources to ensure educational success.
- Program Innovation.
  - NEXT - HSE+ Programming with Zero Dropouts, Red Rocks Community College, and Arapahoe Community College
  - Gateway to College with Front Range Community College

### **Indian Education**

- Providing academic and cultural support for youth and families who are Native American and Alaskan Native.
- Increasing culturally responsive actions of educators, administrators and support staff through education and advocacy.

### **Drug Intervention Services**

- Coordinating district wide substance use and abuse prevention and intervention programing.
- Providing support to students and families experiencing issues with substance use, to include facilitating access to psychoeducational classes, treatment, and/or student and family resources.

### **Improving Education Outcomes for Students Experiencing Foster Care**

- Providing wraparound support for a caseload of students who are experiencing foster care.
- Developing a responsive and effective system of supports in the school district, department of human services and other child serving agencies to improve education outcomes for youth experiencing foster care.

### **Community Agency Collaboration**

- Lead and participate on several multi-stakeholder committees focused on improving the services and supports available to Jeffco youth.
- Support the District's Strategic Plan - Schools as Community Hubs.

## **PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

In addition to supporting Jeffco's Generations, Strategic Plan, and District Unified Improvement Plan measures, the Student Engagement Office performance measures include:

### **Diversity and Inclusion**

- Decreased the opportunity and achievement gap in student outcomes. Directed work for the equity and schools as community hubs tactic teams.
- Increased the use of culturally responsive practices of staff. Supported all incoming teachers through diversity instruction requirements in induction. Led ongoing learning opportunities for all staff through district level trainings.
- Improved the access to and quality of the curriculum and resources that are more culturally responsive. Courses were offered through induction and beyond, in addition to Fall and Spring diversity expo trainings for school based diversity liaisons.
- Improved current practices by critically examining district policy for opportunities to improve equity. Coordinated multiple staff development sessions and partnership with the National Equity Project for district level leadership.

### **Dropout Prevention and Re-engagement**

- Assisted in improving the District Dropout Rates. Four year graduation rate increased from 2016/2017 to 2017/2018 from 83.5% to 85.3%. Dropout rate reduced from 1.7% to 1.6% year over year. Established a new high school graduation equivalency program in partnership with local community colleges.

### **Indian Education**

- Improved academic outcomes for Native American and Alaskan Native Students. Graduation and dropout rates for Jeffco's Indian Education program continue to outperform the state.
- Increased understanding of and opportunities to participate in cultural education and experiences. This is measured through program surveys and feedback from a parent advisory committee.

### **Drug Intervention Services**

- Decreased negative behaviors/outcomes related to substance use for case managed youth through connection to local substance use treatment providers.
- Improved academic outcomes for youth participating in these services through case management and mid-year reporting.

### **Improving Education Outcomes for Students Experiencing Foster Care**

- Increased graduation rates of youth who have experienced foster care. This is a long term goal. Benchmarks related to attendance, social-emotional wellbeing and in class behavior have improved over the course of this initial pilot. Annual reporting is provided to the state and our community partners to begin at the end of the current school year.

### **IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

- The majority of these outcomes are measured annually through the District and Colorado Department of Education. Graduation and Dropout data is typically available in January the following school year. Current data indicates progress being made in these areas.
- Program improvements were made this school year in order to provide additional pathways for disengaged students in collaboration with Front Range, Red Rocks, and Arapahoe Community Colleges.

### **SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

- Funding in this Office is directly connected to Jeffco Generations Strategic Plan. The Office is leading the Commitment to Equity Tactic which is collaborating with all tactics but is prioritizing support for Funding for Equity, Customized Pathways, Transforming Task, Responsive Teaching, Professional Model of Teaching, and Expanded Early Childhood Learning. The Office is also leading the Schools as Community Hubs Tactic.
- The support provided in each of the core areas of the Student Engagement Office (Diversity and Inclusion, Community Agency Collaboration, Indian Education, and Dropout Prevention and Re-engagement) are integral to actualizing and reflect the priorities of Jeffco Generations.

### **BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

This Office will be submitting a BFR in this budget cycle as several major initiatives are funded through grants that end this school year.

- The CDE Student Re-engagement Grant has provided approximately \$420,000 each of the last four years creating safety nets and pathways for students who have dropped out of school or are at high risk of dropping out.
- The CDE Expelled and At-Risk Student Services Grant has provided approximately \$200,000 each of the last four years to direct support to youth struggling with Substance Use Issues.
- District Innovation Grant provided a startup and first year funding amount of \$348,000 in order to provide new high school equivalency pathways in collaboration with our local community colleges.
- The Jeffco Schools Foundation has provided approximately \$15,000 funding each of the past 3 years to support AmeriCorps Dropout Re-engagement Specialists to outreach and connect disengaged students to school and/or career pathways.



The Student Engagement Office is coordinating several new initiatives in the 2019-2020 school year.

- A new CDE Expelled and At-Risk Student Services Grant will provide \$1.1 million dollars over the next 4 years to support district and school wide implementation of Restorative Practices.
- A Pay for Success Contract with the State of Colorado and Community First Foundation will provide \$1.5 million dollars over the next 4 years to support youth experiencing foster care.
- Support through Medicaid funding for a position to coordinate substance use prevention and intervention.
- The Student Engagement Office will be incorporating the pre-court intervention supports of the Truancy Office.

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

- [Student Engagement Office](#)
  - [Diversity and Inclusion](#)
    - [Commitment to Equity](#)
  - [Dropout Prevention and Re-engagement](#)
    - [Drug Intervention Services](#)
    - [Fostering Opportunities](#)
    - [Truancy](#)
  - [Indian Education](#)
  - Community Engagement
    - [Schools as Community Hubs](#)

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>		Homebound and Health Services			
DEPT ID-Name	85072	FTE	45.73	Adopted Budget	\$3,843,799

### RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)

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 Jeffco **Department of Health Services** collaborates with public health officials, Colorado Department of Public Health and Environment (CDPHE), Jeffco Public Health (JCPH), Colorado Department of Education (CDE), and medical consultation from Metro Community Provider Network (MCPN) in order to meet the student health needs of our district. Health Services interrelates the components of mental health, physical health, and safety; as well as health education district wide including all district educational programs: K-12, preschool sites, option programs, transition programs, and charter schools.

The **Department of Health Services** recognizes that students who are not healthy cannot fully access the educational environment. Health Services must support students and families in navigating health related barriers to student learning. **District Registered Nurses (RN's)**, are the primary health consultants for all schools, concentrating on those students who have the most significant health concerns. School-based Health Aides and paraprofessionals are unlicensed assistive personnel (UAPs) who are site-based and are trained and delegated under the care and supervision of the district RNs. The UAPs provide direct student care in school health rooms and center programs.

When a student's healthcare provider determines he/she is too ill to attend school, the student may qualify for the **Homebound Instruction Program (HIP)**. This program provides central support to school sites and to students who require in-home instruction to access a Free Appropriate Public Education (FAPE). Programming aligns to mandated IDEA and 504 compliance.

**Healthy Schools** is an area of the Department of Health Services which serves all students district wide. Healthy Schools supports the culture, policy, and environment that promotes healthy lifestyle choices and attitudes. This enhances student well-being, academic achievement, and establishes Jeffco as a leader in wellness promotion.

### ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)

School Nursing Practice is based upon the 21<sup>st</sup> Century Framework developed by the National Association of School Nursing (NASN). Similar to the Jeffco Generations framework where student learning is at the center, NASN also creates the practice of school nurses framework around the core center of healthy, safe, and ready to learn students. While students, family, and communities are the heart of the 21<sup>st</sup> century framework, the Jeffco Nurses practice in 4 overlapping areas including care coordination, leadership, quality improvement, and community public health. All four of these principles are guided by an outer circle of standards of practice.

Care Coordination:

- Case Management – includes communication between student, family, and healthcare provider to understand the health concern and assist the student with resources and accommodations to make school attendance possible. Key role in reducing chronic absenteeism of students.
- Orientation/Training new district RN staff and training and delegating new health aides and paras for designated nursing tasks.
- Developing, training, and delegating individualized student health plans (ISHPs) to all UAPs. ISHPs are now more accessible to all care takers of students.
- Student self-empowerment to self-manage disease process.

Leadership:

- Student advocacy.
- Healthcare reform.
- Technology, i.e. new diabetes insulin pumps.
- Professionalism and system-level leadership.
- Training and certifying thousands of Jeffco staff in CPR/First Aid.
- Training thousands of staff in recognizing symptoms of anaphylaxis and stock epinephrine.

#### Quality Improvement

- Standardization in training using the Schoology learning management system.
- Data collection on medications in the school health room including controlled substances and self-carry medications.
- Collecting end of the year data regarding illnesses and health room visits and delegated tasks.
- Meaningful health→academic outcomes.
- Applying research for best evidence based practice.

#### Community/Public Health

- Creating a pathway to access care outside of school.
- Disease prevention and reporting.
- Health equity.
- Outreach to resources to aide students and their families.
- Screenings/referrals/follow-ups – hearing and vision screenings for 45,000 students.
- Health education for students and families.

In addition to the four principles, District Registered Nurses also adhere to the following Standards of Practice:

- Clinical competencies for all RNs and health aides.
- Code of Ethics.
- Critical thinking when planning health care of students during school and school sponsored events.
- Following Colorado Nurse Practice Act (NPA).
- Evidenced based practice and standards of care.

#### Homebound Instruction:

Case management - school teams including nurses, parents, students, healthcare providers.

Homebound Teachers - hiring, training, assignments and oversight.

The Homebound Instruction Program (HIP) is designed to serve students who are unable to attend school for an extended time because of a physical and/or emotional health concern.

This unique program is available to students who are enrolled in a Jefferson County Public School, but is not a component of the Special Education Home Instruction Program (RECONNECT), Home Based, or Home School Programs. As a district-wide support, HIP is not a stand-alone program and relies upon the direction and support of the home school to provide instructional materials, assignments, and all tests. While HIP cannot replace the classroom experience, unique accommodations are developed to provide educational support for each student. Parents, home school, and HIP all work consistently toward positive collaboration for the benefit and success of the student.

#### Healthy Schools:

This area of the Department of Health Services provides many wellness opportunities to our students throughout the district. The work of the Healthy Schools team encourages schools to become a "Healthy School." The work this team promotes includes first and foremost the authoring of the district Wellness Policy and the heading the District Health Advisory Committee. Other promotions include: organizing and directing the Healthy Kids Colorado Survey, active black tops, bullying prevention, school gardens, health education, life skills training, mindfulness, snack protocols, safe teen driving, student health advisory committee, physical education, healthy tips for test taking, water wellness, and School Without Hate.

#### Medicaid:

Jeffco is able to support students with health needs through supplemental funding received through the reimbursement funding of the School Health Services program (Medicaid). The funding through Medicaid supports schools by: providing hearing/vision Screeners, additional Registered Nurses for district coverage, Professional Development offerings for all related health services providers.

#### Other Partners:

Contracted services including mental health and dental are offered through JCMH (Jefferson County Mental Health), MCPN (Metro Community Provider Network), and Carin Clinic.

### **PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

The Department of Health Services along with HIP and Healthy Schools supported the Jeffco Generations skills framework of student learning as evidenced by the following:

- Complex student health conditions becoming manageable in the educational setting resulting in lower chronic absenteeism.
- As part of the multi-disciplinary school team, RNs offered professionally qualified evidence based knowledge which assisted guidance in school teams on the complexity of care for students with significant health concerns, both during the school day and planning for extended school day school sponsored events.

- Increased or decreased cross-departmental statistics such as increased participation rates in Healthy Kids Colorado Survey, lower dropout rates in Student Engagement, lower suicide risk assessments and threat management reports in Student Services by increasing access to district RNs within the school environment.
- Increase in students' self-direction and responsibility – district RNs encouraged students' curiosity and entrepreneurial spirit by persevering through challenging health conditions. They continued to support students' growth in advocating for their own health condition. Encouraged and guided students to effectively communicate their health needs to others. Encouraged students to evaluate their current health status and creatively think to problem solve their health barriers. Encouraged agility and adaptability for students with significant health conditions to adapt to dynamic situations and environments so their ability to learn continues to thrive in spite of their own health obstacles.

Last year, the BOE granted the Department of Health Services \$432,455 for an additional 5 RNs. We have used that money towards assigning one nurse per high school in 5 high schools. Currently, Jeffco has 8 site-based high school nurses who are working towards the goals above. In addition, they are learning and teaching students on reproductive health educations, drug intervention services, and the school team lead for leading the Healthy Kids Colorado Survey.

### **IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

The Department of Health Services with the HIP and Healthy Schools have improved efficiencies in the following ways:

- Developing more meaningful nurse/family partnerships in effort to keep healthy students at school and ready to learn. Nurses are valued adults within the educational setting who provide social, emotional, and physical support so students can focus their attention and energy on learning.
- Increase training and education to schools regarding Type 1 Diabetes support in the school. The complexity of the diabetes technology increases every year and accuracy of training and delegating is utmost important for health and safety of these students.
- Increase access to anaphylactic training including stock epinephrine to keep students, staff, and families at school safe.
- Increase access to staff CPR/first aid training to keep students, staff, and families at school safe.
- Increase student accessibility to the school nurse which may prevent illness and increased access to outside health care including dental care and mental health support.
- Training and delegating more early childhood education staff as the quantity of Early Childhood Education (ECE) programs continue to grow. Increasing the quality of ECE also means increasing the quality of health care provided in these programs which begins with quality nursing practice.
- Increased quality and quantity of training of UAPs using a standardized, efficient training method of Schoology.
- Expanding the district RN role to meaningful parent and community engagement; ensuring that relationships are strong and valued within the community to help support schools.
- Increase educational and related services to access to students who are too ill to attend school through the HIP.
- Increase the health and safety of the LGBTQ students by adding 0.4FTE of one nurse's assignment to the Student Engagement Office to increase cross-departmental supports for students.
- Increase students' access to health care providers including a behavioral health specialist by promoting with our MCPN partners the addition of two school-based health centers (SBHCs) in Arvada High School and Golden High School.
- Beginning in school year 2017-18, one school nurse per high school in three Jeffco high schools began with the additional funding of the School Health Professionals Grant. This grant was funded for three years in 2017 from the CDE using marijuana tax dollars. This developed a pathway in Jeffco history giving the opportunity for Jeffco to develop three site-based school nurse positions that entail all nursing practices that are noted above and also learning the skills and role of a social emotional learning specialist. The expansion of the district RN role has created opportunity for school nurses to participate in site-based multi-disciplinary teams to better serve all students.

### **SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

#### **Strategy Three: Readiness for Learning**

The Department of Health Services and HIP support *Readiness for Learning* for all students by the following:

#### **Schools as Community Hubs:**

District RNs are at the heart of all Community Hubs. They value and believe the remarkable network of support for students and families across Jefferson County. Their relationship building with community partners can strengthen the networking partnerships to develop newer, more meaningful ways to deliver and access health care to all students. District RNs value healthcare and believe in striving for all students to have health equity. The direction and guidance of the district RNs as part of the Community Hub encourage students to access the health resources they need to succeed.

#### **Social-Emotional Supports:**

District RNs are valued, trusted staff member who engages with not only students' physical illness, but also their social and emotional illness. They can structure their teaching and guidance to students on how to stay healthy so their focus and energy can be spent in school, learning. As a trusted school staff member, the district RN can assist students to not feel

socially isolated and encourage more meaningful connections. They can assist students on engaging emotional challenges and fears and guide them on how to overcome emotional obstacles. Nurses are educated in mental health and can be a valuable mental health staff member within the school setting.

**Expanding Early Childhood Education:**

District RNs are valued members in ensuring the health and safety of all Jeffco preschool students. Expansion of ECE programs developing throughout Jeffco, proposes the quantity of early childhood health conditions and opportunities for more standardized training and delegating to UAPs. District RNs will play a crucial role in ensuring health planning is of higher quality so that early childhood students with significant health conditions are able to attend school and learn better to focus on early literacy and numeracy skills. This will pave the way for student health self-direction and responsibility for grades K-12 and transition years, if applicable.

**Meaningful Parent and Community Engagement:**

District RNs are active liaisons between school and community engagement. Parents and communities come together to support learning and relationships develop that are strong and meaningful. Nurses can encourage and engage parents to be part of the community. Parents are needed as part of the decision making process to bring our community into our schools as partners. The district RNs value relationship building and bring a sense of nurturing in the picture which encourages a strong bond between students and families with their school. That nurturing allows comfort with community members and families to unite and grow in strength together.

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

- Moved 0.6 FTE Healthy Schools Coordinator over to General funds from Medicaid funds.
- Addition of 5 District RNs.

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

<https://sites.google.com/a/jeffcoschools.us/health-services/>  
<https://sites.google.com/a/jeffcoschools.us/homebound-instruction/>  
<https://sites.google.com/a/jeffcoschools.us/healthy-schools/>

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**



## 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

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
General Instruction						
Non-Payroll	-	-	-	-	2,100,000	-
Operations and Maintenance						
Payroll	1.50	1.50	1.50	\$148,842	\$188,223	\$198,176
Non-Payroll	-	-	-	21,425,951	22,264,285	22,433,800
<b>Total</b>	1.50	1.50	1.50	\$21,574,793	\$24,552,508	\$22,631,976



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2019/2020

General Fund Department Detail

Telecom, Network & Utilities

	2017/2018 Budget FTE	2018/2019 Budget FTE	2019/2020 Budget FTE	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget
<b>Payroll</b>						
Manager	1.50	1.50	1.50	\$89,324	\$142,961	\$151,859
Administrator	-	-	-	28,515	-	-
One-Time Add'l Salary Pymts	-	-	-	-	2,524	-
<b>Payroll Total</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>117,839</b>	<b>145,485</b>	<b>151,859</b>
<b>Benefits</b>						
Employee Benefits	-	-	-	31,003	42,738	46,317
<b>Benefits Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>31,003</b>	<b>42,738</b>	<b>46,317</b>
<b>Purchased Services</b>						
Mileage And Travel	-	-	-	1,363	-	-
Employee Training & Conf	-	-	-	275	-	-
Awards And Banquets	-	-	-	68	-	-
Legal Fees	-	-	-	1,580	-	-
Refuse & Dump Fees	-	-	-	447,762	400,000	500,000
Technology Services	-	-	-	2,282,500	2,282,500	2,282,500
Const Maint/Repair - Building	-	-	-	25	-	-
Telephone/Pagers/Modems	-	-	-	14,255	-	-
Natural Gas	-	-	-	1,915,368	2,140,000	2,440,000
Propane	-	-	-	83,533	110,000	110,000
Electricity	-	-	-	10,284,217	10,730,485	10,350,000
Voice Communication Line	-	-	-	2,877,502	2,957,200	2,957,200
Water & Sanitation	-	-	-	3,127,259	3,304,000	3,304,000
Storm Water	-	-	-	388,343	280,000	430,000
<b>Purchased Services Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21,424,050</b>	<b>22,204,185</b>	<b>22,373,700</b>
<b>Materials and Supplies</b>						
Office Material/Supplies	-	-	-	1,146	-	-
Instructional Equip-Under \$5K	-	-	-	-	2,100,000	-
Maint Materials/Supplies	-	-	-	755	60,100	60,100
<b>Materials and Supplies Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,901</b>	<b>2,160,100</b>	<b>60,100</b>
<b>Total</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>\$21,574,793</b>	<b>\$24,552,508</b>	<b>\$22,631,976</b>

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Energy Management				
DEPT ID-Name	93020	FTE	2.0	Adopted Budget	\$196,653

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

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- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

- 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- (REPORT ON RESULTS/SUCCESS OF EXISTING 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.
- Ability to maintain consumption on individual utilities on a weather normalized usage or absolute cost basis.

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

- 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.
- Last fiscal year saw electricity savings from behavioral programs of about 250,000 kWh and a reduction in districtwide kWh usage by 3,750,000 kWh or 4% compared to the previous year.
- Our water usage goal for 2018-2019 will be to use less than 500,000 kGal. In 2016-2017 we used 534,000 kGal, well above our five year average of 420,000 kGal.

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

- 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. Sixty-eight schools currently have real-time electric monitoring devices in place, forty-four are planned to be installed 2018-2019, and the remaining fifty sites in 2019-2020. 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:  
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- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

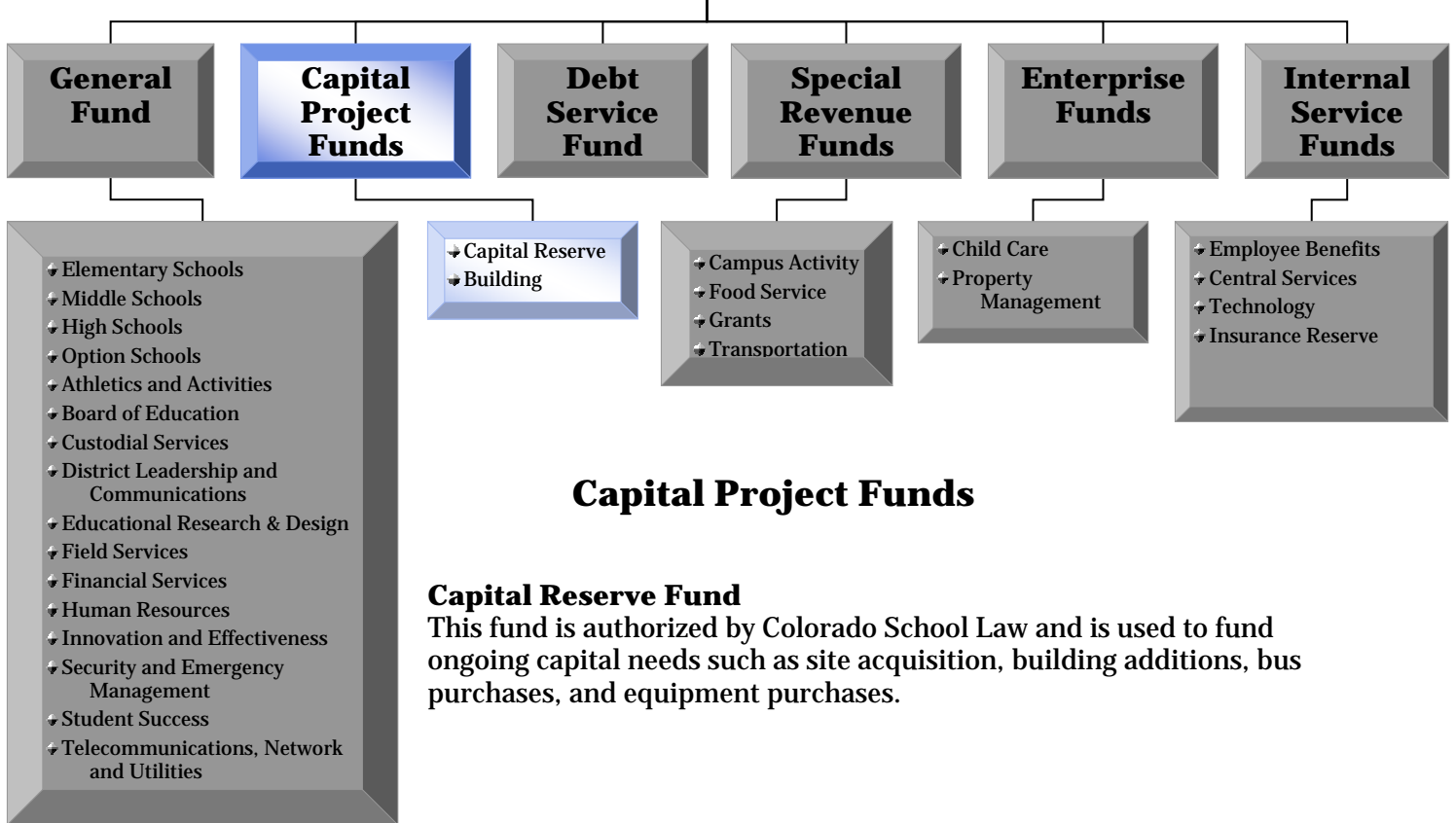
Budget was decreased by \$1,100,000 for the 2017-2018 school year. This reduction has removed the buffer in utility accounts that would provide budget protection from abrupt rate increases as well as from more extreme weather that would cause higher use/cost of water, electricity, or gas. The two potential causes of budget overruns in utilities are rate increases or weather - both are outside of our control. We request a 5-10% buffer be added to each account compared to the spend in each account averaged over the previous five years. This would provide some level of protection were either to impact our costs.

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

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

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

# 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.

## **District-wide Facilities Master 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 Facility Assessment, this full district assessment includes educational, administrative and support sites and is 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. In 2019, the facility portfolio replacement value is estimated to be \$2.94B, and the deficiencies are \$577M.

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 \$584M, with an increase of over 20 percent the deficiencies have decreased to \$577M in FY 2019. In FY 2019 the district committed \$11M on capital improvements prior to the passage of the 2018 Bond, the balance of the capital transfer has been incorporated into the bond funds.

### **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, as well as to provide 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 Facilities Master Plan was completed in July 2016.
- In April 2018, staff presented to the Board of Education a capital improvement program to be considered for a bond election in November 2018. The program incorporated many of the proposals from the 2016 Facility Master Plan and unsuccessful 2016 bond election.
- In 2018, additions to Drake and Dunstan Middle Schools opened. Both projects were funded by reserves. The Board of Education authorized additions to Creighton, Ken Caryl and Summit Ridge Middle Schools which are scheduled to open in the fall of 2019 and also funded by reserves. All of these additions are necessary to support the K-5, 6-8 grade reconfigurations.
- In November 2018, Jefferson County voters approved a \$567M general obligation bond as part of a \$700M capital improvement plan.

- **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 district's portfolio annually.
- Determine educational adequacy of all instructional spaces districtwide.
- Provide data necessary to maintain all facilities in a safe and secure manner.

- Identify cost and prioritize and correct building condition and educational adequacy deficiencies districtwide.
  - 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 Condition Index**

The district utilizes the 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.

$$FCI = \frac{\text{Total Maintenance, Repair, and Replacement Deficiencies}}{\text{Total Current Replacement Value}}$$

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

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.

A campus-level FCI encompasses the real estate and the combination of all structures belonging to that campus. Currently, district-wide deficiencies total approximately \$577M, and the overall estimated portfolio replacement value is nearly \$2.94B. 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 percent is attributed to the funding from the approved 2012 Bond that addressed the highest need deficiencies and the annual capital investment made each year. The 2018 Bond combined with the annual capital transfer is estimated to reduce the district’s FCI by 50 percent.

## 2018 Bond Proposed Capital Improvements

In November 2018, the voters of Jefferson County approved a \$567M bond measure for facility improvements. Together with the annual capital transfer, the total of available funds will be over \$700M and will be spent on projects spanning over 6 years. This investment in our schools will focus on school safety, student learning environment and building efficiency.

Proceeds from the bond sale are restricted to capital asset improvements and cannot be used toward compensation or any other operating expenses. As has been prior practice, the funds will be monitored by the citizen led Capital Asset Advisory Committee and subject to an external audit.

Below are some details around how the money is being directed.

FUNDING	
2018 Bond (Question 5B)	\$567 Million
Annual Capital Transfer (6 years)	\$138 Million
Available Funds	\$705 Million

PROPOSED INVESTMENT	
Efficiency & Future Ready	\$250 Million
Parity	\$125 Million
Programmatic Needs	\$50 Million
Growth Areas	\$56 Million
Replacements	\$56 Million
Safety, Security & Technology	\$26 Million
Charters	\$56 Million
Contingency	\$86 Million
<b>TOTAL</b>	<b>\$705 Million</b>

NEW SCHOOLS		
	Proposed Project	Estimated Cost
Elementary/K-8 School in West Lakewood	<ul style="list-style-type: none"> <li>Site determined for potential future construction.</li> <li>New elementary/K-8 school.</li> <li>Timing and construction are dependent on development and population growth.</li> </ul>	\$29,400,000
Warren Tech South	<ul style="list-style-type: none"> <li>Site determined for potential future construction.</li> <li>Additional career/technical education campus.</li> </ul>	\$10,500,000
Elementary/ K-8 School at Leyden Rock	<ul style="list-style-type: none"> <li>Site determined for potential future construction.</li> <li>New elementary/K-8 school.</li> <li>Timing and construction are dependent on development and population growth.</li> </ul>	\$29,400,000

**REPLACEMENTS**

	Proposed Project	Estimated Cost
Marshdale Elementary	<ul style="list-style-type: none"> <li>Build new facility to replace current building on the same property.</li> </ul>	\$21,000,000
Kendrick Lakes Elementary	<ul style="list-style-type: none"> <li>Build new facility to replace current building on the same property.</li> </ul>	\$23,400,000
Prospect Valley Elementary	<ul style="list-style-type: none"> <li>Build new facility to replace current building on the same property.</li> </ul>	\$20,400,000

**ADDITIONS**

Alameda International Jr./Sr. High	Alameda Articulation Area
Arvada High	Arvada Articulation Area
Foster Elementary	Arvada Articulation Area
Columbine High	Columbine Articulation Area
Conifer High	Conifer Articulation Area
Powderhorn Elementary	Dakota Ridge Articulation Area
Evergreen Middle	Evergreen Articulation Area
Parmalee Elementary	Evergreen Articulation Area
Wilmot Elementary	Evergreen Articulation Area
Bell Middle	Golden Articulation Area
Green Mountain High	Green Mountain Articulation Area
Edgewater Elementary	Jefferson Articulation Area
Jefferson Jr./Sr. High	Jefferson Articulation Area
Lumberg Elementary	Jefferson Articulation Area
Molholm Elementary	Jefferson Articulation Area
Jeffco Open School	Option School
The Manning School	Option School
Pomona High	Pomona Articulation Area
Oberon Middle	Ralston Valley Articulation Area
Ralston Valley High	Ralston Valley Articulation Area
Three Creeks K-8	Ralston Valley Articulation Area
Standley Lake High	Standley Lake Articulation Area
Wayne Carle Middle	Standley Lake Articulation Area

See Appendix C for school improvement projects by articulation area as published in the *2018 Bond Ballot Initiative Proposed School Improvements* booklet. The list of projects shows the current building conditions FCI and future building conditions FCI as well as an estimated cost of proposed improvements and estimated project timeline. As noted in the booklet, projects are subject to change based on project scope.

## 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					
	2014-15	2015-16	2016-17	2017-18	2018-19
Pre-K	2,934	2,948	2,925	2,968	2,903
K	6,175	5,958	5,934	5,961	5,903
1	6,409	6,358	6,060	6,088	5,888
2	6,499	6,476	6,334	6,095	6,034
3	6,272	6,544	6,549	6,370	6,039
4	6,327	6,358	6,568	6,541	6,317
5	6,357	6,373	6,355	6,588	6,409
6	6,594	6,429	6,424	6,392	6,449
7	6,208	6,579	6,405	6,362	6,277
8	6,305	6,291	6,538	6,364	6,301
9	6,647	6,581	6,517	6,739	6,524
10	6,578	6,665	6,510	6,455	6,579
11	6,520	6,496	6,559	6,426	6,240
12	6,746	6,665	6,683	6,782	6,658
<b>Total</b>	<b>86,571</b>	<b>86,72</b>	<b>86,361</b>	<b>86,131</b>	<b>84,631</b>

Source: Jeffco Public Schools – Instructional Data Reporting

Projected Enrollment					
	2019-20	2020-21	2021-22	2022-23	2023-24
Pre-K	3,018	3,032	3,059	3,066	3,091
K	6,191	6,101	6,191	6,225	6,136
1	6,148	6,341	6,223	6,319	6,213
2	6,142	6,164	6,367	6,247	6,367
3	6,136	6,174	6,190	6,396	6,291
4	6,183	6,177	6,205	6,221	6,253
5	6,438	6,206	6,209	6,249	6,123
6	6,501	6,474	6,406	6,404	6,166
7	6,307	6,311	6,311	6,197	6,321
8	6,259	6,296	6,288	6,292	6,221
9	6,463	6,345	6,433	6,507	6,302
10	6,488	6,564	6,379	6,459	6,354
11	6,724	6,484	6,526	6,401	6,230
12	6,723	6,888	6,686	6,704	6,262
<b>Total</b>	<b>85,721</b>	<b>85,557</b>	<b>85,473</b>	<b>85,687</b>	<b>84,331</b>

Source: Jeffco Public Schools – Planning & Property

## **Conclusion**

The district owns and maintains approximately 12.1 million square feet of building improvements on 3,100 acres of land. To successfully manage such a large portfolio, careful planning and prioritization is necessary and accomplished 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 bond funds. Monitoring FCI, projecting enrollment, evaluating special education, student needs, 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 Jeffco Generations Vision.



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Capital Reserve**  
**Schedule of Revenues, Expenses and Changes in Retained Earnings**

	<b>2015/2016</b> <b>Actuals</b>	<b>2016/2017</b> <b>Actuals</b>	<b>2017/2018</b> <b>Actuals</b>	<b>2018/2019</b> <b>Budget</b>
<b>Beginning Fund Balance</b>	\$ 36,538,906	\$ 66,956,693	\$ 44,932,521	\$ 42,080,843
<b>Revenue:</b>				
Interest Earnings	152,682	321,614	612,341	32,000
Other Revenue	1,970,192	1,791,644	1,964,919	7,571,644
<b>Total Revenue</b>	<b>2,122,874</b>	<b>2,113,258</b>	<b>2,577,260</b>	<b>7,603,644</b>
<b>Expenditures:</b>				
Facility Improvements	16,426,501	16,147,036	18,798,029	18,595,938
District Utilization	5,721,255	3,454,494	1,076,410	9,452,301
New Construction	4,113,704	38,787,993	19,565,096	15,140,895
Vehicles	914,597	728,691	635,606	711,368
Payment to COP agent	-	2,079,187	1,718,768	3,203,375
<b>Total Expenditures</b>	<b>27,176,057</b>	<b>61,197,401</b>	<b>41,793,909</b>	<b>47,103,877</b>
Income (Loss) from Operations	(25,053,183)	(59,084,143)	(39,216,649)	(39,500,233)
<b>Non-Operating Revenues (Expenses):</b>				
General obligation COP issuance	45,450,000	-	-	-
Premium from COP issuance	2,971,858	-	-	-
Operating Transfer In	7,049,112	37,059,971	36,364,971	23,473,773
Operating Transfer Out	-	-	-	-
<b>Total Non-Operating Revenue (Expenses)</b>	<b>55,470,970</b>	<b>37,059,971</b>	<b>36,364,971</b>	<b>23,473,773</b>
Net Income (Loss)	30,417,787	(22,024,172)	(2,851,678)	(16,026,460)
<b>Ending Fund Balance</b>	<b>\$ 66,956,693</b>	<b>\$ 44,932,521</b>	<b>\$ 42,080,843</b>	<b>\$ 26,054,383</b>

**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Capital Reserve**  
**Schedule of Revenues, Expenses and Changes in Retained Earnings**

<b>2018/2019 Estimate</b>	<b>2019/2020 Budget</b>	<b>2020/2021 Planned</b>	<b>2021/2022 Planned</b>	<b>2022/2023 Planned</b>
\$ 42,080,843	\$ <b>26,475,475</b>	\$ 35,879,894	\$ 57,571,047	\$ 77,958,116
32,000	<b>32,000</b>	32,000	32,000	32,000
7,549,919	<b>1,964,919</b>	1,769,919	1,769,919	1,769,919
7,581,919	<b>1,996,919</b>	1,801,919	1,801,919	1,801,919
29,337,169	<b>11,140,553</b>	73,712	1,376,696	2,583,031
1,810,819	<b>45,634</b>	-	-	-
11,846,432	<b>1,371,934</b>	-	-	-
463,265	<b>684,850</b>	690,000	690,000	690,000
3,203,375	<b>3,207,325</b>	3,204,850	3,205,950	3,208,000
46,661,060	<b>16,450,296</b>	3,968,562	5,272,646	6,481,031
(39,079,141)	<b>(14,453,377)</b>	(2,166,643)	(3,470,727)	(4,679,112)
-	-	-	-	-
-	-	-	-	-
23,473,773	<b>23,857,796</b>	23,857,796	23,857,796	23,857,796
-	-	-	-	-
23,473,773	<b>23,857,796</b>	23,857,796	23,857,796	23,857,796
(15,605,368)	<b>9,404,419</b>	21,691,153	20,387,069	19,178,684
\$ 26,475,475	\$ <b>35,879,894</b>	\$ 57,571,047	\$ 77,958,116	\$ 97,136,800

**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Building**  
**Schedule of Revenues, Expenses and Changes in Retained Earnings**

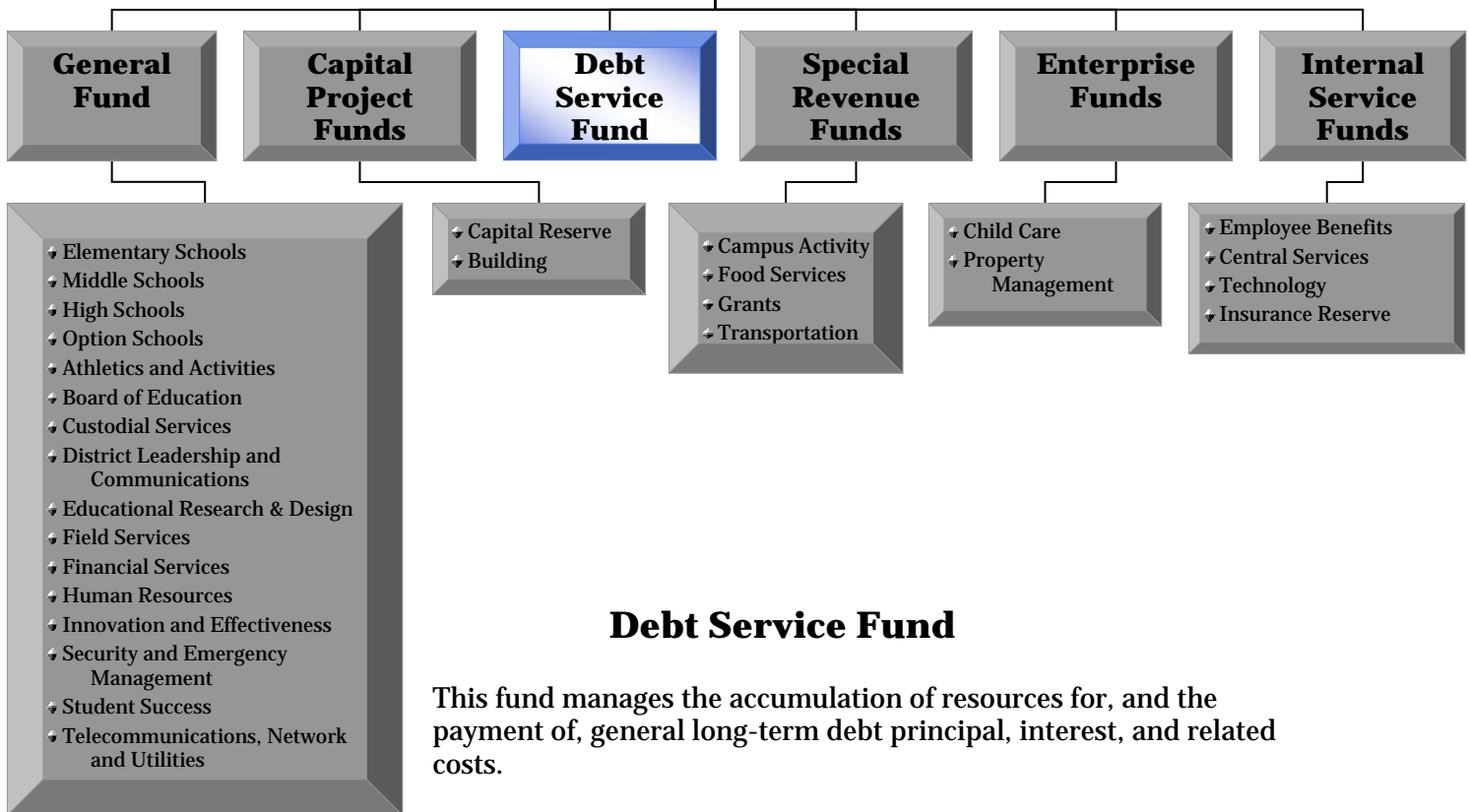
	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>
<b>Beginning Fund Balance</b>	\$ -	\$ -	\$ -	\$ -
<b>Revenue:</b>				
Bond Proceeds	-	-	-	326,490,000
Interest Earnings	-	-	-	4,700,000
Bond Premium	-	-	-	50,165,349
<b>Total Revenue</b>	-	-	-	381,355,349
<b>Expenditures:</b>				
Facility Improvements	-	-	-	20,509,316
Charter Schools	-	-	-	17,000,000
District Utilization	-	-	-	176,792
New Construction	-	-	-	2,092,059
<b>Total Expenditures</b>	-	-	-	39,778,167
Net Income (Loss)	-	-	-	341,577,182
<b>Ending Fund Balance</b>	\$ -	\$ -	\$ -	\$ 341,577,182

**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Building**  
**Schedule of Revenues, Expenses and Changes in Retained Earnings**

<b>2018/2019 Estimate</b>	<b>2019/2020 Budget</b>	<b>2020/2021 Planned</b>	<b>2021/2022 Planned</b>	<b>2022/2023 Planned</b>
\$ -	<b>\$ 341,577,182</b>	\$ 201,784,580	\$ 63,888,028	\$ 12,174,556
326,490,000	-	-	-	-
4,700,000	<b>6,800,000</b>	3,300,000	990,000	170,000
50,165,349	-	-	-	-
<b>381,355,349</b>	<b>6,800,000</b>	<b>3,300,000</b>	<b>990,000</b>	<b>170,000</b>
20,509,316	<b>95,863,787</b>	67,326,420	47,446,414	12,344,556
17,000,000	-	-	-	-
176,792	<b>173,208</b>	-	-	-
2,092,059	<b>50,555,606</b>	73,870,132	5,257,058	-
<b>39,778,167</b>	<b>146,592,602</b>	<b>141,196,552</b>	<b>52,703,472</b>	<b>12,344,556</b>
341,577,182	<b>(139,792,602)</b>	(137,896,552)	(51,713,472)	(12,174,556)
<b>\$ 341,577,182</b>	<b>\$ 201,784,580</b>	\$ 63,888,028	\$ 12,174,556	\$ -



# 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  
2019/2020  
Debt Service  
General Obligation Bonds and Amortization Schedules

**General Obligation Bonds Payable**

Description, Interest Rates and Maturity Dates	Principal Balance June 30th 2019
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%	\$186,275,000
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 \$30,375 to \$1,245,375 through December 15, 2022. Interest rate: 2.00% to 5.00%	\$4,585,000
2017 Series Refunding Bonds due in semi-annual installments with annual payments of \$162,400 to \$10,822,400 through December 15, 2032. Interest rate: 2.00% to 3.90%	\$70,395,000
2018 Series Refunding Bonds due in semi-annual installments with annual payments of \$930,375 to \$38,645,375 through December 15, 2038. Interest rate: 2.75% to 5.00%	\$326,490,000
<b>Total General Obligation Bonds</b>	<b>\$657,285,000</b>

Total Outstanding General Obligation Bonds			
Fiscal Year	Principal	Interest	Total Payments
2019-20	\$43,820,000	\$30,687,963	\$74,507,963
2020-21	\$45,245,000	\$28,475,025	\$73,720,025
2021-22	\$31,750,000	\$26,588,900	\$58,338,900
2022-23	\$33,275,000	\$24,996,475	\$58,271,475
2023-24	\$34,805,000	\$23,319,350	\$58,124,350
2024-25	\$36,495,000	\$21,564,225	\$58,059,225
2025-26	\$38,315,000	\$19,864,825	\$58,179,825
2026-27	\$39,895,000	\$18,077,925	\$57,972,925
2027-28	\$22,510,000	\$16,517,850	\$39,027,850
2028-29	\$23,625,000	\$15,420,425	\$39,045,425
2029-30	\$24,695,000	\$14,314,850	\$39,009,850
2030-31	\$25,835,000	\$13,098,075	\$38,933,075
2031-32	\$27,125,000	\$11,774,075	\$38,899,075
2032-33	\$28,480,000	\$10,488,050	\$38,968,050
2033-34	\$29,700,000	\$9,162,650	\$38,862,650
2034-35	\$31,135,000	\$7,666,775	\$38,801,775
2035-36	\$32,690,000	\$6,106,450	\$38,796,450
2036-37	\$34,255,000	\$4,490,625	\$38,745,625
2037-38	\$35,920,000	\$2,758,750	\$38,678,750
2038-39	\$37,715,000	\$930,375	\$38,645,375
2039-40	\$0	\$0	\$0
<b>Totals</b>	<b>\$657,285,000</b>	<b>\$306,303,638</b>	<b>\$963,588,638</b>

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1  
2019/2020  
Debt Service  
General Obligation Bonds and Amortization Schedules

Computation of Legal Debt Margin	
Assessed Value	\$9,445,854,271
Debt Limitation: <i>20% of Assessed Value</i>	\$1,889,170,854
Total Bonded Debt:	\$657,285,000
LESS the Value of Assets in Bond Redemption Fund	\$80,058,792
Total Amount of Debt Applicable to Debt Limit	\$577,226,208
<b>Legal Debt Margin</b>	<b>\$1,311,944,646</b>

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 after 2017 Refunding General Obligation Bonds		\$70,385,000 Series 2017 Refunding General Obligation Bonds		\$326,490,000 Series 2018 General Obligation Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2019-20	27,740,000	8,582,000		3,110,700	1,080,000	166,763	-	3,092,700	15,000,000	15,735,800
2020-21	29,125,000	7,160,375		3,110,700	1,120,000	125,450	-	3,092,700	15,000,000	14,985,800
2021-22	30,575,000	5,692,875		3,110,700	1,170,000	81,900	-	3,092,700	5,000	14,610,725
2022-23	32,055,000	4,152,125		3,110,700	1,215,000	30,375	-	3,092,700	5,000	14,610,575
2023-24	33,660,000	2,519,775		3,110,700			1,140,000	3,078,450	5,000	14,610,425
2024-25	33,120,000	844,400	2,520,000	3,066,600			850,000	3,042,950	5,000	14,610,275
2025-26			32,850,000	2,365,500			5,460,000	2,889,200	5,000	14,610,125
2026-27			34,170,000	854,250			5,720,000	2,613,700	5,000	14,609,975
2027-28							8,510,000	2,257,950	14,000,000	14,259,900
2028-29							8,940,000	1,866,400	14,685,000	13,554,025
2029-30							9,295,000	1,501,700	15,400,000	12,813,150
2030-31							9,665,000	1,074,175	16,170,000	12,023,900
2031-32							10,155,000	578,675	16,970,000	11,195,400
2032-33							10,660,000	162,400	17,820,000	10,325,650
2033-34									29,700,000	9,162,650
2034-35									31,135,000	7,666,775
2035-36									32,690,000	6,106,450
2036-37									34,255,000	4,490,625
2037-38									35,920,000	2,758,750
2038-39									37,715,000	930,375
2039-40										
<b>Totals</b>	<b>186,275,000</b>	<b>28,951,550</b>	<b>69,540,000</b>	<b>21,839,850</b>	<b>4,585,000</b>	<b>404,488</b>	<b>70,395,000</b>	<b>31,436,400</b>	<b>326,490,000</b>	<b>223,671,350</b>



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Debt Service**  
**General Obligation Bonds and Amortization Schedules**

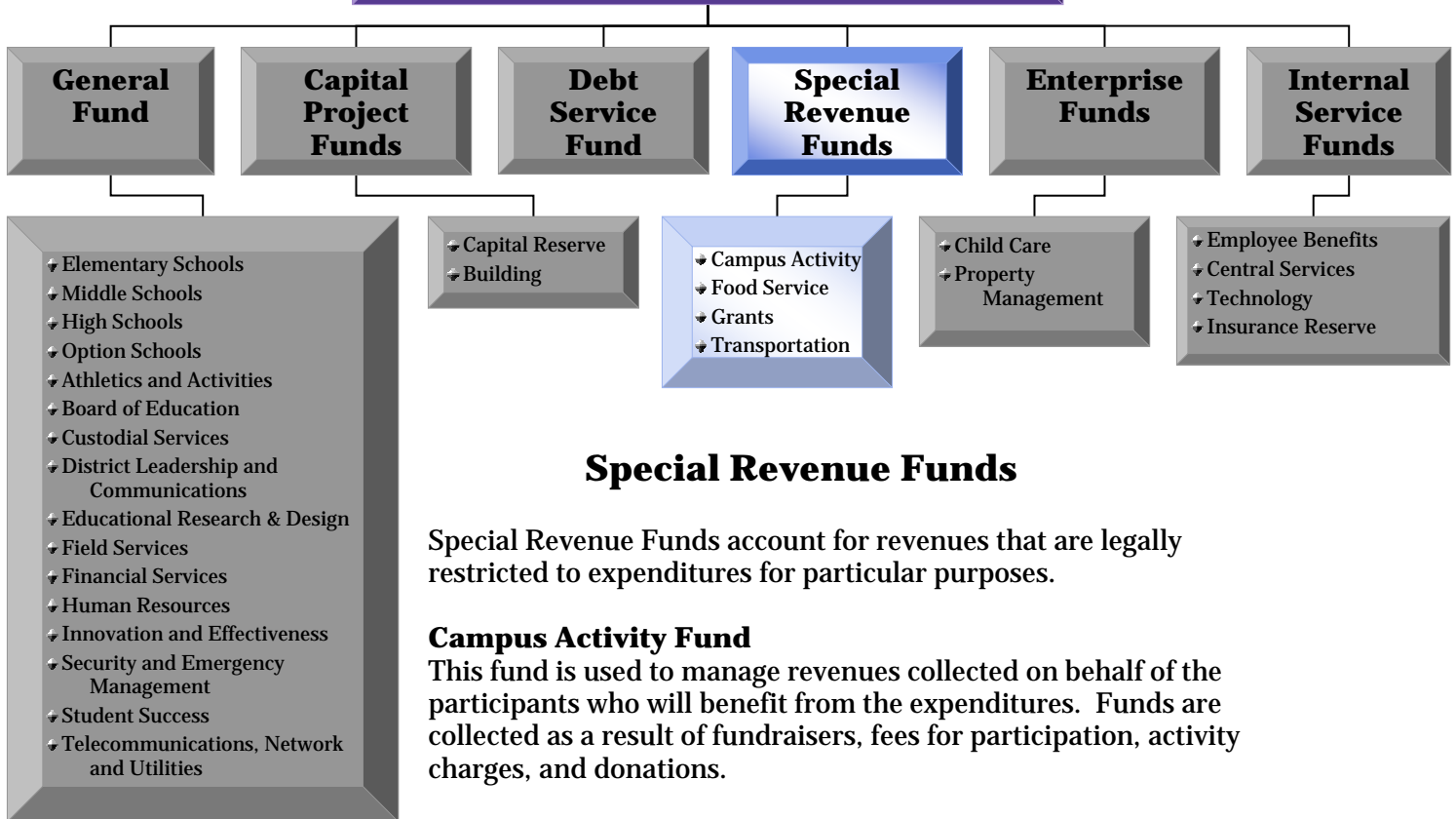
	<b>2015/2016</b> <b>Actuals</b>	<b>2016/2017</b> <b>Actuals</b>	<b>2017/2018</b> <b>Actual</b>	<b>2018/2019</b> <b>Budget</b>
<b>Beginning Fund Balance</b>	\$ 58,696,250	\$ 63,854,676	\$ 61,883,147	\$ 61,264,032
<b>Revenue:</b>				
Property Tax	54,266,692	47,135,806	42,473,525	41,824,075
Interest	3,518	75,075	312,009	200,000
<b>Total Revenue</b>	<b>54,270,210</b>	<b>47,210,881</b>	<b>42,785,534</b>	<b>42,024,075</b>
<b>Expenditures:</b>				
Principal retirements	30,030,000	31,115,000	26,085,000	27,480,000
Interest and fiscal charges	19,081,784	18,067,410	17,776,552	24,175,714
<b>Total Expenditures</b>	<b>49,111,784</b>	<b>49,182,410</b>	<b>43,861,552</b>	<b>51,655,714</b>
Income (Loss) from Operations	5,158,426	(1,971,529)	(1,076,018)	(9,631,639)
<b>Non-Operating Revenues (Expenses)</b>				
Operating Transfer Out				
General Obligation Bond Proceeds	-	-	70,395,000	
Payment to Refunded Bond Escrow Agent	-	-	(81,052,400)	
Premium from refunding bonds	-	-	11,114,303	
<b>Total Non-Operating Revenues (Expenses)</b>	<b>-</b>	<b>-</b>	<b>456,903</b>	<b>-</b>
Net Income (Loss)	5,158,426	(1,971,529)	(619,115)	(9,631,639)
<b>Ending Fund Balance</b>	<b>\$ 63,854,676</b>	<b>\$ 61,883,147</b>	<b>\$ 61,264,032</b>	<b>\$ 51,632,393</b>

**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Debt Service**  
**General Obligation Bonds and Amortization Schedules**

<b>2018/2019</b> <b>Estimate</b>	<b>2019/2020</b> <b>Budget</b>	<b>2020/2021</b> <b>Planned</b>	<b>2021/2022</b> <b>Planned</b>	<b>2022/2023</b> <b>Planned</b>
\$ 61,264,032	\$ <b>80,058,792</b>	\$ 75,058,792	\$ 70,058,792	\$ 70,058,792
69,729,754	<b>69,317,963</b>	68,530,025	58,148,900	58,081,475
720,720	<b>200,000</b>	200,000	200,000	200,000
<b>70,450,474</b>	<b>69,517,963</b>	68,730,025	58,348,900	58,281,475
27,480,000	<b>43,820,000</b>	45,245,000	31,750,000	33,275,000
24,175,714	<b>30,697,963</b>	28,485,025	26,598,900	25,006,475
51,655,714	<b>74,517,963</b>	73,730,025	58,348,900	58,281,475
18,794,760	<b>(5,000,000)</b>	(5,000,000)	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
18,794,760	<b>(5,000,000)</b>	(5,000,000)	-	-
\$ 80,058,792	\$ <b>75,058,792</b>	\$ 70,058,792	\$ 70,058,792	\$ 70,058,792



# Funds



## 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.

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1  
2019/2020  
Campus Activity  
Schedule of Revenues, Expenses and Changes in Retained Earnings

	2015/2016 Actuals	2016/2017 Actuals	2017/2018 Actuals	2018/2019 Budget
<b>Beginning Fund Balance</b>	\$ 10,470,382	\$ 11,428,322	\$ 11,650,485	\$ 11,399,947
<b>Revenue:</b>				
Interest	3,739	4,591	4,750	-
Student Activities	6,592,172	6,183,233	6,318,958	6,646,709
Fund Raising	3,557,499	3,527,277	3,073,948	2,990,552
Fees and Dues	7,153,579	7,255,169	8,185,636	8,535,838
Donations	4,083,569	4,193,596	4,062,892	3,978,195
Other	3,707,171	4,110,210	4,858,404	6,065,220
<b>Total Revenue</b>	<u>25,097,729</u>	<u>25,274,076</u>	<u>26,504,588</u>	<u>28,216,514</u>
<b>Expenditures:</b>				
Athletics and Activities	24,985,212	26,074,510	27,892,400	28,121,712
<b>Total Expenditures</b>	<u>24,985,254</u>	<u>26,074,510</u>	<u>27,892,400</u>	<u>28,121,712</u>
Net Income (Loss) from Operations	112,475	(800,434)	(1,387,812)	94,802
<b>Non-Operating Revenues (Expenses)</b>				
Operating Transfer In	845,465	1,022,597	1,137,274	1,100,000
Operating Transfer Out	-	-	-	-
<b>Total Non-Operating Revenues (Expenses)</b>	<u>845,465</u>	<u>1,022,597</u>	<u>1,137,274</u>	<u>1,100,000</u>
Net Income (Loss)	957,940	222,163	(250,538)	1,194,802
<b>Ending Fund Balance</b>	<u>\$ 11,428,322</u>	<u>\$ 11,650,485</u>	<u>\$ 11,399,947</u>	<u>\$ 12,594,749</u>

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1  
2019/2020  
Campus Activity  
Schedule of Revenues, Expenses and Changes in Retained Earnings

2018/2019 Estimate	2019/2020 Budget	2020/2021 Planned	2021/2022 Planned	2022/2023 Planned
\$ 11,399,947	\$ <b>9,866,198</b>	\$ 9,902,287	\$ 9,938,376	\$ 9,974,465
4,800	<b>4,893</b>	4,893	4,893	4,893
6,268,867	<b>5,937,533</b>	5,937,533	5,937,533	5,937,533
2,840,528	<b>2,817,854</b>	2,817,854	2,817,854	2,817,854
8,663,015	<b>8,747,572</b>	8,747,572	8,747,572	8,747,572
4,429,663	<b>4,134,558</b>	4,134,558	4,134,558	4,134,558
3,138,368	<b>4,664,184</b>	4,664,184	4,664,184	4,664,184
25,345,241	<b>26,306,594</b>	26,306,594	26,306,594	26,306,594
27,978,990	<b>27,370,505</b>	27,370,505	27,370,505	27,370,505
27,978,990	<b>27,370,505</b>	27,370,505	27,370,505	27,370,505
(2,633,749)	<b>(1,063,911)</b>	(1,063,911)	(1,063,911)	(1,063,911)
1,100,000	<b>1,100,000</b>	1,100,000	1,100,000	1,100,000
-	-	-	-	-
1,100,000	<b>1,100,000</b>	1,100,000	1,100,000	1,100,000
(1,533,749)	<b>36,089</b>	36,089	36,089	36,089
\$ 9,866,198	\$ <b>9,902,287</b>	\$ 9,938,376	\$ 9,974,465	\$ 10,010,554

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1  
2019/2020  
Food Service  
Schedule of Revenues, Expenses and Changes in Retained Earnings

	2015/2016 Actuals	2016/2017 Actuals	2017/2018 Actuals	2018/2019 Budget
<b>Beginning Fund Balance</b>	\$ 7,319,964	\$ 8,288,300	\$ 6,537,675	\$ 5,622,785
<b>Revenue:</b>				
Food Sales	10,471,442	10,770,177	11,758,326	12,579,138
Service Contracts	169,892	208,505	262,994	58,000
<b>Total Revenue</b>	<u>10,641,334</u>	<u>10,978,682</u>	<u>12,021,320</u>	<u>12,637,138</u>
<b>Expenditures:</b>				
Purchased Food	9,311,003	9,246,158	9,316,485	8,831,750
USDA Commodities	1,527,640	1,840,358	1,504,206	1,531,416
Salaries and Benefits	10,494,330	11,032,123	11,535,077	11,870,041
Administrative Services	769,803	1,125,046	2,093,840	2,234,611
Utilities	354,099	350,305	-	-
Supplies	859,349	1,003,888	1,153,748	1,014,000
Repairs and Maintenance	53,625	24,701	32,686	60,000
Depreciation/Capital	338,484	324,286	7,244	10,000
<b>Total Expenditures</b>	<u>23,708,333</u>	<u>24,946,865</u>	<u>25,643,286</u>	<u>25,551,818</u>
Income (Loss) from Operations	(13,066,999)	(13,968,183)	(13,621,966)	(12,914,680)
<b>Non-Operating Revenues (Expenses):</b>				
USDA Commodities	1,490,074	1,797,499	1,713,270	1,531,416
Federal/State Reimbursement	12,534,881	12,080,141	10,927,996	11,124,135
Interest Revenues	10,380	20,673	65,810	10,380
Interest Expense	-	-	-	-
Gain (Loss) on Sale of Fixed Assets	-	(6,938)	-	-
<b>Total Non-operating Revenue (Expenses)</b>	<u>14,035,335</u>	<u>13,891,375</u>	<u>12,707,076</u>	<u>12,665,931</u>
Net Income (Loss)	968,336	(76,808)	(914,890)	(248,749)
<b>Capital Contributions</b>	<u>-</u>	<u>10,000</u>	<u>-</u>	<u>-</u>
Increase (Decrease) in Retained Earnings	968,336	(66,808)	(914,890)	(248,749)
<b>Ending Fund Balance</b>	<u>\$ 8,288,300</u>	<u>\$ 8,221,492</u>	<u>\$ 5,622,785</u>	<u>\$ 5,374,036</u>

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1  
2019/2020  
Food Service  
Schedule of Revenues, Expenses and Changes in Retained Earnings

2018/2019 Estimate	2019/2020 Budget	2020/2021 Planned	2021/2022 Planned	2022/2023 Planned
\$ 5,622,785	\$ <b>5,317,088</b>	\$ 5,080,512	\$ 4,809,595	\$ 4,512,169
11,796,108	<b>12,431,057</b>	12,617,523	12,806,786	12,998,888
64,750	<b>56,000</b>	56,560	56,560	56,560
<u>11,860,858</u>	<u><b>12,487,057</b></u>	<u>12,674,083</u>	<u>12,863,346</u>	<u>13,055,448</u>
7,577,741	<b>7,761,563</b>	7,800,371	7,839,373	7,878,570
1,531,416	<b>1,531,416</b>	1,531,416	1,531,416	1,531,416
12,285,168	<b>12,428,838</b>	12,677,415	12,930,963	13,189,582
1,656,853	<b>2,095,233</b>	2,116,185	2,137,347	2,158,720
-	-	-	-	-
965,016	<b>1,079,000</b>	1,089,790	1,100,688	1,111,695
45,558	<b>70,000</b>	70,000	70,000	70,000
33,980	<b>75,000</b>	75,000	75,000	75,000
<u>24,095,732</u>	<u><b>25,041,050</b></u>	<u>25,360,177</u>	<u>25,684,787</u>	<u>26,014,983</u>
(12,234,874)	<b>(12,553,993)</b>	(12,686,094)	(12,821,441)	(12,959,535)
1,531,416	<b>1,531,416</b>	1,531,416	1,531,416	1,531,416
10,397,761	<b>10,776,001</b>	10,883,761	10,992,599	11,102,525
-	<b>10,000</b>	-	-	-
-	-	-	-	-
-	-	-	-	-
<u>11,929,177</u>	<u><b>12,317,417</b></u>	<u>12,415,177</u>	<u>12,524,015</u>	<u>12,633,941</u>
(305,697)	<b>(236,576)</b>	(270,917)	(297,426)	(325,594)
-	-	-	-	-
(305,697)	<b>(236,576)</b>	(270,917)	(297,426)	(325,594)
<u>\$ 5,317,088</u>	<u>\$ <b>5,080,512</b></u>	<u>\$ 4,809,595</u>	<u>\$ 4,512,169</u>	<u>\$ 4,186,575</u>



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1  
2019/2020  
Grants  
Schedule of Revenues, Expenses and Changes in Retained Earnings

	2015/2016 Actuals	2016/2017 Actuals	2017/2018 Actuals	2018/2019 Budget
<b>Beginning Fund Balance</b>	\$ 7,460,403	\$ 9,083,798	\$ 8,181,876	\$ 8,776,867
<b>Revenue:</b>				
Federal	37,301,913	32,452,347	31,878,612	33,997,932
State	6,561,913	5,266,061	6,354,605	6,604,171
Other	1,625,586	1,259,098	915,660	940,605
<b>Total Revenue</b>	<b>45,489,412</b>	<b>38,977,506</b>	<b>39,148,877</b>	<b>41,542,708</b>
<b>Expenditures:</b>				
General Administration	3,324,072	2,669,632	2,052,548	4,024,129
School Administration	17,127	84,100	50,546	1,045,102
General Instruction	9,494,075	10,501,290	9,953,369	9,930,091
Special Ed Instruction	13,898,856	13,057,633	13,402,688	13,964,245
Instructional Support	15,783,878	13,072,756	12,804,913	12,781,832
Operations and Maintenance	1,006,839	272,780	94,111	41,369
Transportation	341,170	221,237	195,711	255,940
<b>Total Expenditures</b>	<b>43,866,017</b>	<b>39,879,428</b>	<b>38,553,886</b>	<b>42,042,708</b>
Net Income (Loss) from Operations	1,623,395	(901,922)	594,991	(500,000)
<b>Non-Operating Revenues (Expenses):</b>				
Operating Transfer In	-	-	-	-
Operating Transfer Out	-	-	-	-
<b>Total Non-Operating Revenues (Expenses)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Net Income (Loss)	1,623,395	(901,922)	594,991	(500,000)
<b>Ending Fund Balance</b>	<b>\$ 9,083,798</b>	<b>\$ 8,181,876</b>	<b>\$ 8,776,867</b>	<b>\$ 8,276,867</b>

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1  
2019/2020  
Grants  
Schedule of Revenues, Expenses and Changes in Retained Earnings

2018/2019 Estimate	2019/2020 Budget	2020/2021 Planned	2021/2022 Planned	2022/2023 Planned
\$ 8,776,867	\$ <b>8,776,867</b>	\$ 8,776,867	\$ 8,776,867	\$ 8,776,867
33,674,991	<b>35,180,769</b>	35,256,019	35,256,019	35,256,019
6,964,846	<b>7,616,980</b>	7,633,273	7,633,273	7,633,273
750,139	<b>1,108,338</b>	1,110,708	1,110,708	1,110,708
<b>41,389,977</b>	<b>43,906,087</b>	44,000,000	44,000,000	44,000,000
4,127,036	<b>4,377,917</b>	4,387,281	4,387,281	4,387,281
1,155,835	<b>1,226,099</b>	1,228,722	1,228,722	1,228,722
9,666,181	<b>10,253,792</b>	10,275,724	10,275,724	10,275,724
13,593,326	<b>14,419,668</b>	14,450,511	14,450,511	14,450,511
12,633,382	<b>13,401,370</b>	13,430,035	13,430,035	13,430,035
28,660	<b>30,403</b>	30,468	30,468	30,468
185,557	<b>196,838</b>	197,259	197,259	197,259
<b>41,389,977</b>	<b>43,906,087</b>	44,000,000	44,000,000	44,000,000
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
<b>\$ 8,776,867</b>	<b>\$ 8,776,867</b>	\$ 8,776,867	\$ 8,776,867	\$ 8,776,867

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1  
2019/2020  
Transportation  
Schedule of Revenues, Expenses and Changes in Retained Earnings

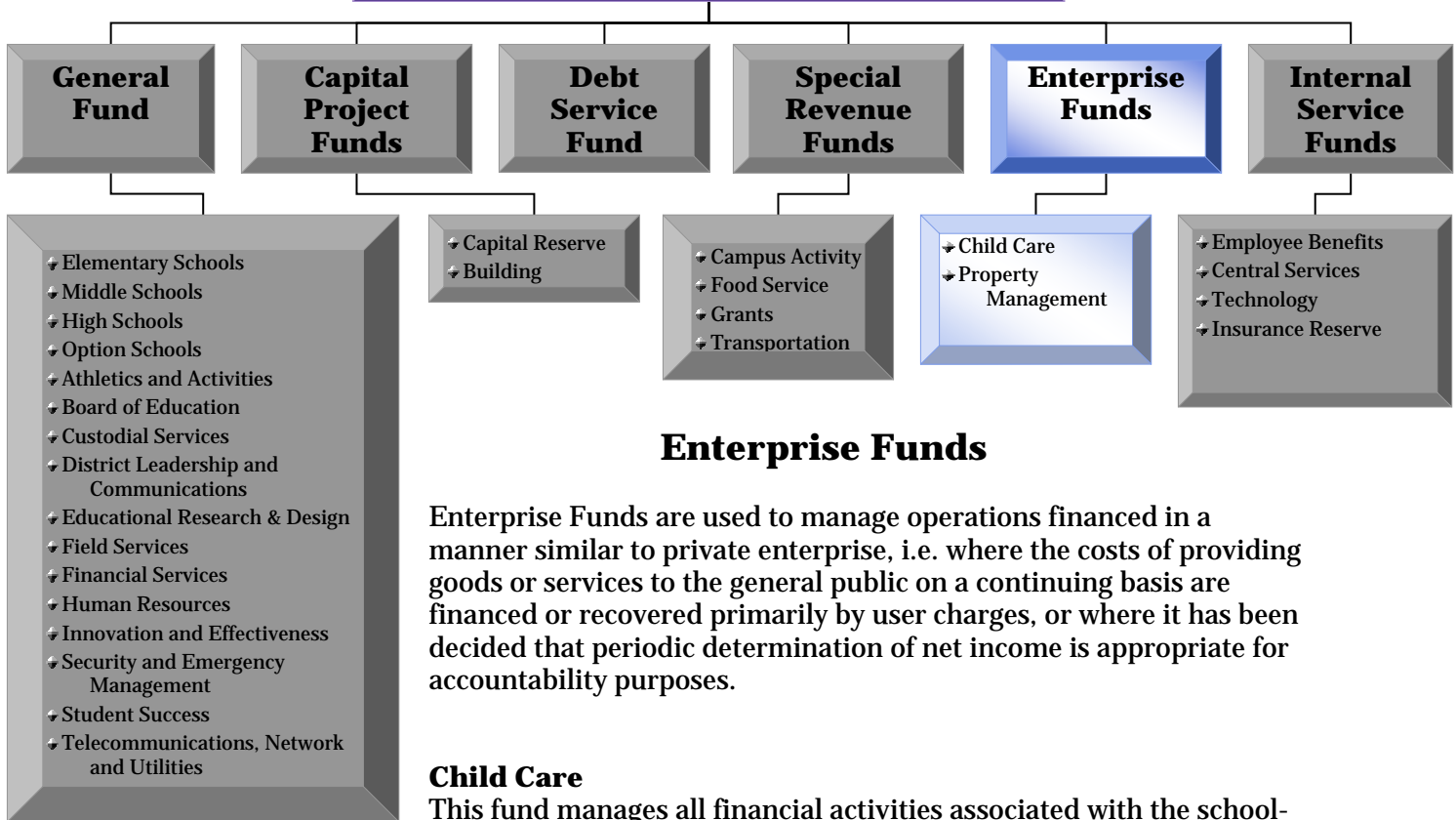
	2015/2016 Actuals	2016/2017 Actuals	2017/2018 Actuals	2018/2019 Budget
<b>Beginning Fund Balance</b>	\$ 604,411	\$ 558,012	\$ 567,598	\$ 636,261
<b>Revenue:</b>				
Tuition, Fees and Dues	3,681,775	3,724,642	3,664,894	3,748,961
Other Revenue	5,299,345	4,887,237	5,156,098	5,012,876
<b>Total Revenues</b>	<u>8,981,120</u>	<u>8,611,879</u>	<u>8,820,992</u>	<u>8,761,837</u>
<b>Expenditures:</b>				
Salaries and Benefits	18,267,007	19,049,282	18,982,871	19,916,739
Purchased Services	641,197	689,170	1,043,915	787,211
Materials and Supplies	3,259,629	2,722,445	2,941,674	3,847,870
Capital and Equipment	55,705	552,266	176,934	255,000
Vehicles	2,350,162	3,651,445	2,684,128	2,100,000
<b>Total Expenditures</b>	<u>24,573,700</u>	<u>26,664,608</u>	<u>25,829,522</u>	<u>26,906,820</u>
Income (Loss) from Operations	(15,592,580)	(18,052,729)	(17,008,530)	(18,144,983)
<b>Non-Operating Revenues (Expenses):</b>				
Operating Transfer In*	15,546,181	18,062,315	17,077,193	18,144,983
Operating Transfer Out	-	-	-	-
<b>Total Non-Operating Revenue (Expenses)</b>	<u>15,546,181</u>	<u>18,062,315</u>	<u>17,077,193</u>	<u>18,144,983</u>
Net Income (Loss)	(46,399)	9,586	68,663	-
<b>Ending Fund Balance</b>	<u>\$ 558,012</u>	<u>\$ 567,598</u>	<u>\$ 636,261</u>	<u>\$ 636,261</u>

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1  
2019/2020  
Transportation  
Schedule of Revenues, Expenses and Changes in Retained Earnings

2018/2019 Estimate	2019/2020 Budget	2020/2021 Planned	2021/2022 Planned	2022/2023 Planned
\$ 636,261	\$ <b>1,184,390</b>	\$ 1,184,390	\$ 1,184,390	\$ 1,184,390
3,632,889	<b>3,419,185</b>	3,419,184	3,419,184	3,419,184
5,013,911	<b>5,054,487</b>	5,054,487	5,054,487	5,054,487
8,646,800	<b>8,473,672</b>	8,473,671	8,473,671	8,473,671
19,024,601	<b>20,810,369</b>	20,810,369	20,810,369	20,810,369
1,092,539	<b>871,211</b>	801,211	801,211	801,211
3,300,800	<b>3,396,790</b>	3,396,790	3,396,790	3,396,790
160,846	<b>255,000</b>	255,000	255,000	255,000
2,664,868	<b>2,100,000</b>	2,100,000	2,100,000	2,100,000
26,243,654	<b>27,433,370</b>	27,363,370	27,363,370	27,363,370
(17,596,854)	<b>(18,959,699)</b>	(18,889,699)	(18,889,699)	(18,889,699)
18,144,983	<b>18,959,699</b>	18,889,699	18,889,699	18,889,699
-	-	-	-	-
18,144,983	<b>18,959,699</b>	18,889,699	18,889,699	18,889,699
548,129	-	-	-	-
\$ 1,184,390	\$ <b>1,184,390</b>	\$ 1,184,390	\$ 1,184,390	\$ 1,184,390



# 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**  
**2019/2020**  
**Child Care**  
**Schedule of Revenues, Expenses and Changes in Retained Earnings**

	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>
<b>Beginning Fund Balance</b>	\$ 6,251,065	\$ 5,267,957	\$ 5,121,257	\$ 5,244,795
<b>Revenue:</b>				
Service Contracts	1,045,646	1,096,351	1,144,057	1,182,490
Tuition	5,758,798	6,287,620	7,166,250	7,677,560
Other State Revenue*	5,748,802	5,952,792	6,066,190	6,340,599
<b>Total Revenue</b>	<b>12,553,246</b>	<b>13,336,763</b>	<b>14,376,497</b>	<b>15,200,649</b>
<b>Expenses:</b>				
Salaries and Benefits	9,380,643	10,109,566	10,825,046	12,381,125
Administrative Services	2,010,374	2,028,532	2,072,596	2,135,117
Utilities	20,354	20,022	22,622	20,990
Supplies	1,361,792	536,001	558,812	550,840
Repairs and Maintenance	19,995	4,717	6,097	22,930
Rent	730,665	760,545	825,971	853,175
Depreciation	22,101	20,247	18,645	18,600
Other	1,382	1,297	92	5,000
<b>Total Expenses</b>	<b>13,547,306</b>	<b>13,480,927</b>	<b>14,329,881</b>	<b>15,987,777</b>
Income (Loss) from Operations	(994,060)	(144,164)	46,616	(787,128)
<b>Non-Operating Revenues (Expenses):</b>				
Capital Contributions	-	-	-	-
Interest Revenues	17,252	25,939	76,922	-
Interest Expense	-	-	-	-
Gain (Loss) on Sale of Fixed Assets	(6,300)	(28,475)	-	-
Operating Transfer In	-	-	-	349,320
Operating Transfer Out	-	-	-	-
<b>Total Non-operating Revenue (Expenses)</b>	<b>10,952</b>	<b>(2,536)</b>	<b>76,922</b>	<b>349,320</b>
Net Income (Loss)	(983,108)	(146,700)	123,538	(437,808)
<b>Ending Fund Balance</b>	<b>\$ 5,267,957</b>	<b>\$ 5,121,257</b>	<b>\$ 5,244,795</b>	<b>\$ 4,806,987</b>

**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Child Care**  
**Schedule of Revenues, Expenses and Changes in Retained Earnings**

<b>2018/2019 Estimate</b>	<b>2019/2020 Budget</b>	<b>2020/2021 Planned</b>	<b>2021/2022 Planned</b>	<b>2022/2023 Planned</b>
\$ 5,244,795	<b>\$ 5,101,336</b>	\$ 5,026,372	\$ 4,864,488	\$ 4,702,604
1,149,320	<b>1,133,866</b>	1,133,866	1,133,866	1,133,866
7,861,480	<b>8,711,876</b>	8,856,776	8,856,776	8,856,776
6,247,280	<b>6,661,790</b>	6,661,790	6,661,790	6,661,790
<b>15,258,080</b>	<b>16,507,532</b>	16,652,432	16,652,432	16,652,432
12,218,189	<b>15,990,330</b>	15,990,330	15,990,330	15,990,330
2,117,890	<b>2,306,195</b>	2,306,195	2,306,195	2,306,195
2,340	<b>2,820</b>	2,820	2,820	2,820
609,520	<b>1,505,151</b>	775,151	775,151	775,151
-	<b>10,000</b>	10,000	10,000	10,000
884,270	<b>911,170</b>	911,170	911,170	911,170
18,650	<b>18,650</b>	18,650	18,650	18,650
-	-	-	-	-
<b>15,850,859</b>	<b>20,744,316</b>	20,014,316	20,014,316	20,014,316
(592,779)	<b>(4,236,784)</b>	(3,361,884)	(3,361,884)	(3,361,884)
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
449,320	<b>4,161,820</b>	3,200,000	3,200,000	3,200,000
-	-	-	-	-
<b>449,320</b>	<b>4,161,820</b>	3,200,000	3,200,000	3,200,000
(143,459)	<b>(74,964)</b>	(161,884)	(161,884)	(161,884)
<b>\$ 5,101,336</b>	<b>\$ 5,026,372</b>	\$ 4,864,488	\$ 4,702,604	\$ 4,540,720



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Property Management**  
**Schedule of Revenues, Expenses and Changes in Retained Earnings**

	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>
<b>Beginning Fund Balance</b>	\$ 5,480,531	\$ 5,906,078	\$ 5,968,531	\$ 5,754,729
<b>Revenue:</b>				
Service Contracts	2,256,716	2,415,137	2,887,289	2,775,000
<b>Total Revenue</b>	<u>2,256,716</u>	<u>2,415,137</u>	<u>2,887,289</u>	<u>2,775,000</u>
<b>Expenses:</b>				
Salaries and Benefits	1,037,348	1,077,332	1,082,757	1,116,403
Administrative Services	127,546	112,670	140,411	166,829
Utilities	209,534	192,325	200,929	215,000
Supplies	141,132	203,500	199,316	247,000
Repair and Maintenance	111,402	-	-	-
Other	16,942	17,934	25,301	20,000
Depreciation Expense	-	118,966	156,877	157,000
<b>Total Expenses</b>	<u>1,643,904</u>	<u>1,722,727</u>	<u>1,805,591</u>	<u>1,922,232</u>
Income (Loss) from Operations	612,812	692,410	1,081,698	852,768
<b>Non-Operating Revenues (Expenses):</b>				
Interest Revenues	12,735	20,043	54,500	-
Interest Expense	-	-	-	-
Gain (Loss) on Sale of Fixed Assets	-	-	-	-
Operating Transfer In	-	-	-	-
Operating Transfer Out*	(200,000)	(650,000)	(1,350,000)	(1,050,000)
<b>Total Non-Operating Revenue (Expenses)</b>	<u>(187,265)</u>	<u>(629,957)</u>	<u>(1,295,500)</u>	<u>(1,050,000)</u>
Net Income (Loss)	425,547	62,453	(213,802)	(197,232)
<b>Ending Fund Balance</b>	<u>\$ 5,906,078</u>	<u>\$ 5,968,531</u>	<u>\$ 5,754,729</u>	<u>\$ 5,557,497</u>

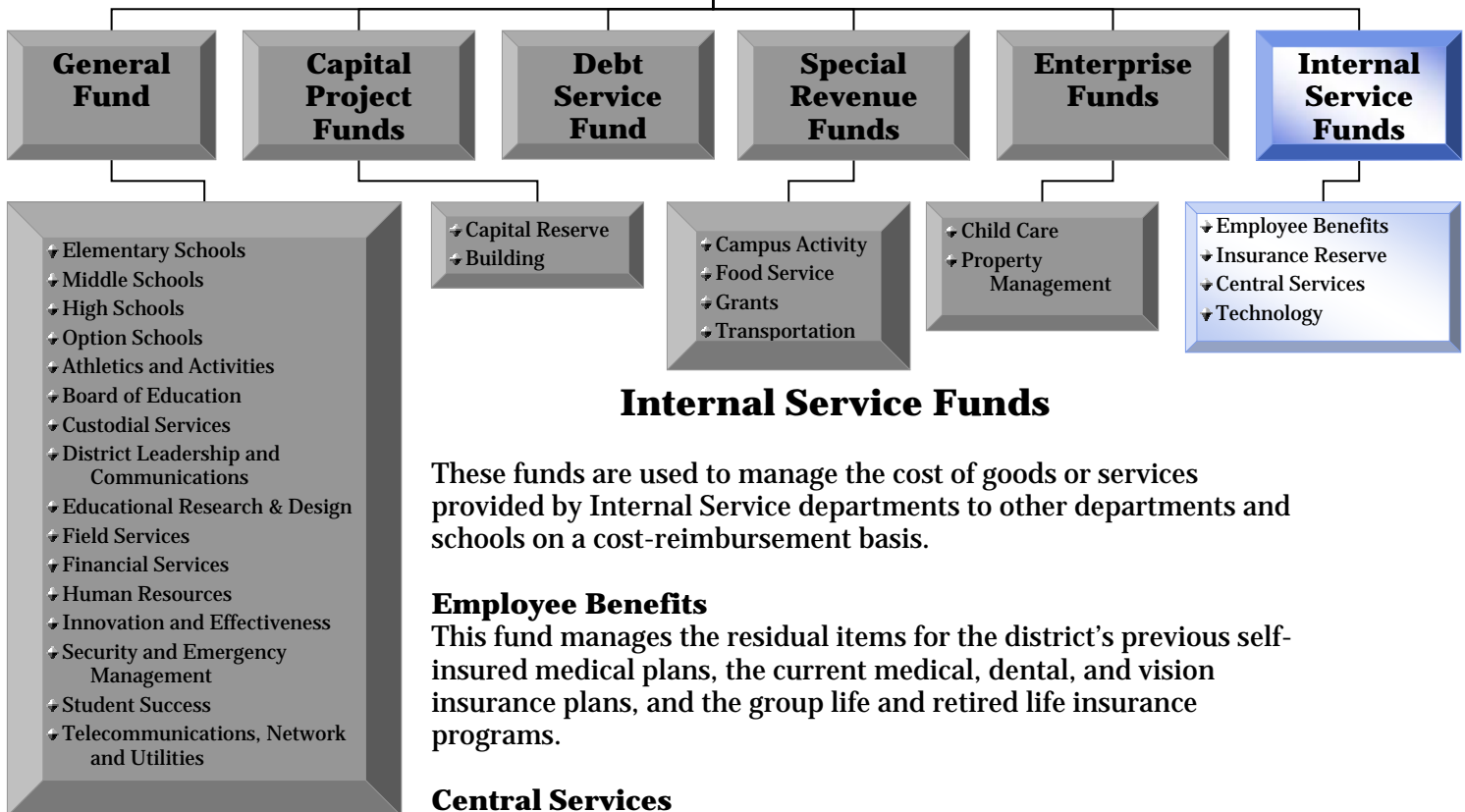
\*Amount represents transfer to the Campus Activity Fund to reimburse schools for community use of their building and a Capital Reserve Fund transfer for maintenance of building use.

**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Property Management**  
**Schedule of Revenues, Expenses and Changes in Retained Earnings**

<b>2018/2019 Estimate</b>	<b>2019/2020 Budget</b>	<b>2020/2021 Planned</b>	<b>2021/2022 Planned</b>	<b>2022/2023 Planned</b>
\$ 5,754,729	<b>\$ 5,677,959</b>	\$ 5,589,157	\$ 5,501,797	\$ 5,414,437
2,850,560	<b>2,862,476</b>	2,862,476	2,862,476	2,862,476
2,850,560	<b>2,862,476</b>	2,862,476	2,862,476	2,862,476
1,121,418	<b>1,127,199</b>	1,125,757	1,125,757	1,125,757
136,012	<b>164,079</b>	164,079	164,079	164,079
212,863	<b>215,000</b>	215,000	215,000	215,000
217,246	<b>197,000</b>	197,000	197,000	197,000
-	-	-	-	-
29,231	<b>35,000</b>	35,000	35,000	35,000
160,560	<b>163,000</b>	163,000	163,000	163,000
1,877,330	<b>1,901,278</b>	1,899,836	1,899,836	1,899,836
973,230	<b>961,198</b>	962,640	962,640	962,640
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
(1,050,000)	<b>(1,050,000)</b>	(1,050,000)	(1,050,000)	(1,050,000)
(1,050,000)	<b>(1,050,000)</b>	(1,050,000)	(1,050,000)	(1,050,000)
(76,770)	<b>(88,802)</b>	(87,360)	(87,360)	(87,360)
\$ 5,677,959	<b>\$ 5,589,157</b>	\$ 5,501,797	\$ 5,414,437	\$ 5,327,077



# 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.

**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Employee Benefits**  
**Schedule of Revenues, Expenses and Changes in Retained Earnings**

	<b>2015/2016</b> <b>Actuals</b>	<b>2016/2017</b> <b>Actuals</b>	<b>2017/2018</b> <b>Actuals</b>	<b>2018/2019</b> <b>Budget</b>
<b>Beginning Fund Balance</b>	\$ 13,820,569	\$ 13,324,095	\$ 12,740,989	\$ 11,661,476
<b>Revenue</b>				
Insurance Premiums	5,951,528	5,735,761	5,550,861	5,550,000
<b>Total Revenues</b>	<b>5,951,528</b>	<b>5,735,761</b>	<b>5,550,861</b>	<b>5,550,000</b>
<b>Expenses</b>				
Salaries and Benefits	122,858	166,918	72,550	87,262
Claim Losses	5,805,518	5,851,892	6,157,169	6,460,000
Premiums Paid	48,302	46,798	43,827	50,000
Administration	508,230	431,695	525,970	516,750
<b>Total Expenses</b>	<b>6,484,908</b>	<b>6,497,303</b>	<b>6,799,516</b>	<b>7,114,012</b>
Income (Loss) from Operations	(533,380)	(761,542)	(1,248,655)	(1,564,012)
<b>Non-Operating Revenues (Expenses)</b>				
Interest Revenue	36,906	178,436	169,142	-
Interest Expense	-	-	-	-
Operating Transfer In	-	-	-	-
Operating Transfer Out	-	-	-	-
<b>Total Non-operating Revenue (Expenses)</b>	<b>36,906</b>	<b>178,436</b>	<b>169,142</b>	<b>-</b>
Net Income (Loss)	(496,474)	(583,106)	(1,079,513)	(1,564,012)
<b>Ending Fund Balance</b>	<b>\$ 13,324,095</b>	<b>\$ 12,740,989</b>	<b>\$ 11,661,476</b>	<b>\$ 10,097,464</b>

**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Employee Benefits**  
**Schedule of Revenues, Expenses and Changes in Retained Earnings**

<b>2018/2019 Estimate</b>	<b>2019/2020 Budget</b>	<b>2020/2021 Planned</b>	<b>2021/2022 Planned</b>	<b>2022/2023 Planned</b>
\$ 11,661,476	<b>\$ 10,374,456</b>	\$ 8,683,250	\$ 7,591,544	\$ 7,046,838
5,569,807	<b>6,260,000</b>	6,807,000	7,354,000	7,901,000
5,569,807	<b>6,260,000</b>	6,807,000	7,354,000	7,901,000
84,069	<b>95,326</b>	95,326	95,326	95,326
6,231,307	<b>7,081,630</b>	7,081,630	7,081,630	7,081,630
39,797	<b>40,000</b>	40,000	40,000	40,000
629,815	<b>734,250</b>	681,750	681,750	681,750
6,984,988	<b>7,951,206</b>	7,898,706	7,898,706	7,898,706
(1,415,181)	<b>(1,691,206)</b>	(1,091,706)	(544,706)	2,294
128,161	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
128,161	-	-	-	-
(1,287,020)	<b>(1,691,206)</b>	(1,091,706)	(544,706)	2,294
\$ 10,374,456	<b>\$ 8,683,250</b>	\$ 7,591,544	\$ 7,046,838	\$ 7,049,132

**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Insurance Reserve**  
**Schedule of Revenues, Expenses and Changes in Retained Earnings**

	<b>2015/2016</b> <b>Actuals</b>	<b>2016/2017</b> <b>Actuals</b>	<b>2017/2018</b> <b>Actuals</b>	<b>2018/2019</b> <b>Budget</b>
<b>Beginning Fund Balance</b>	\$ 7,568,041	\$ 8,488,188	\$ 7,608,351	\$ 6,379,811
<b>Revenue</b>				
Fees and Other Revenue	863,503	1,483,706	6,527,510	7,836,498
Services	44,750	13,750	-	-
<b>Total Revenues</b>	<b>908,253</b>	<b>1,497,456</b>	<b>6,527,510</b>	<b>7,836,498</b>
<b>Expenditures</b>				
Salaries and Benefits	555,242	561,440	575,233	612,852
Depreciation	-	-	-	-
Premiums	1,874,858	1,867,541	1,984,367	2,467,283
Claim Losses	1,995,492	4,334,326	9,930,696	11,495,000
Administration	463,523	546,861	583,719	702,100
<b>Total Expenditures</b>	<b>4,889,115</b>	<b>7,310,168</b>	<b>13,074,015</b>	<b>15,277,235</b>
Income (Loss) from Operations	(3,980,862)	(5,812,712)	(6,546,505)	(7,440,737)
<b>Non-Operating Revenues (Expenses)</b>				
Interest Revenue	33,042	50,123	152,036	-
Interest Expense	-	-	-	-
Gain (Loss) on Sale of Fixed Assets	-	-	-	-
Operating Transfer In	4,867,968	4,882,752	5,165,929	5,191,312
Operating Transfer Out	-	-	-	-
<b>Total Non-Operating Revenue (Expenses)</b>	<b>4,901,010</b>	<b>4,932,875</b>	<b>5,317,965</b>	<b>5,191,312</b>
Net Income (Loss)*	920,148	(879,837)	(1,228,540)	(2,249,425)
<b>Ending Fund Balance</b>	<b>\$ 8,488,188</b>	<b>\$ 7,608,351</b>	<b>\$ 6,379,811</b>	<b>\$ 4,130,386</b>

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1  
2019/2020  
Insurance Reserve  
Schedule of Revenues, Expenses and Changes in Retained Earnings

2018/2019 Estimate	2019/2020 Budget	2020/2021 Planned	2021/2022 Planned	2022/2023 Planned
\$ 6,379,811	\$ <b>6,951,155</b>	\$ 3,407,515	\$ 1,863,875	\$ 320,235
7,568,304	<b>703,000</b>	703,000	703,000	703,000
-	-	-	-	-
7,568,304	<b>703,000</b>	703,000	703,000	703,000
625,166	<b>658,514</b>	658,514	658,514	658,514
-	-	-	-	-
2,391,613	<b>3,387,000</b>	3,387,000	3,387,000	3,387,000
8,406,566	<b>6,220,000</b>	4,220,000	4,220,000	4,220,000
764,927	<b>856,600</b>	856,600	856,600	856,600
12,188,272	<b>11,122,114</b>	9,122,114	9,122,114	9,122,114
(4,619,968)	<b>(10,419,114)</b>	(8,419,114)	(8,419,114)	(8,419,114)
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
5,191,312	<b>6,875,474</b>	6,875,474	6,875,474	6,875,474
-	-	-	-	-
5,191,312	<b>6,875,474</b>	6,875,474	6,875,474	6,875,474
571,344	<b>(3,543,640)</b>	(1,543,640)	(1,543,640)	(1,543,640)
\$ 6,951,155	\$ <b>3,407,515</b>	\$ 1,863,875	\$ 320,235	\$ (1,223,405)



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Central Services**  
**Schedule of Revenues, Expenses and Changes in Retained Earnings**

	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>
<b>Beginning Fund Balance</b>	\$ 1,709,616	\$ 2,043,808	\$ 2,357,903	\$ 2,595,983
<b>Revenue</b>				
Fees, Charges and Other Revenue	3,527,982	3,523,271	3,489,324	3,490,000
<b>Total Revenues</b>	<b>3,527,982</b>	<b>3,523,271</b>	<b>3,489,324</b>	<b>3,490,000</b>
<b>Expenditures</b>				
Salaries and Benefits	944,291	962,634	932,256	1,097,915
Utilities	1,949	1,340	6,766	2,000
Supplies	1,163,504	1,215,643	1,290,092	1,365,500
Repairs and Maintenance	402,078	375,526	381,987	369,000
Depreciation	334,535	290,459	292,686	300,000
Other	25	23	19	100
Administration	335,909	352,465	362,847	310,500
<b>Total Expenditures</b>	<b>3,182,291</b>	<b>3,198,090</b>	<b>3,266,653</b>	<b>3,445,015</b>
Income (Loss) from Operations	345,691	325,181	222,671	44,985
<b>Non-Operating Revenues (Expenses)</b>				
Interest Revenue	2,637	5,624	17,335	-
Interest Expense	-	-	-	-
Gain (Loss) on Sale of Fixed Assets	(14,136)	(16,710)	(1,926)	(10,000)
Operating Transfer In	-	-	-	-
Operating Transfer Out*	-	-	-	-
<b>Total Non-operating Revenue (Expenses)</b>	<b>(11,499)</b>	<b>(11,086)</b>	<b>15,409</b>	<b>(10,000)</b>
Net Income (Loss)	334,192	314,095	238,080	34,985
<b>Ending Fund Balance</b>	<b>\$ 2,043,808</b>	<b>\$ 2,357,903</b>	<b>\$ 2,595,983</b>	<b>\$ 2,630,968</b>

**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Central Services**  
**Schedule of Revenues, Expenses and Changes in Retained Earnings**

<b>2018/2019 Estimate</b>	<b>2019/2020 Budget</b>	<b>2020/2021 Planned</b>	<b>2021/2022 Planned</b>	<b>2022/2023 Planned</b>
\$ 2,595,983	<b>\$ 2,665,322</b>	\$ 2,556,701	\$ 2,448,080	\$ 2,339,459
3,438,981	<b>3,590,000</b>	3,590,000	3,590,000	3,590,000
3,438,981	<b>3,590,000</b>	3,590,000	3,590,000	3,590,000
1,046,437	<b>1,125,132</b>	1,125,132	1,125,132	1,125,132
1,206	<b>2,000</b>	2,000	2,000	2,000
1,312,121	<b>1,465,500</b>	1,465,500	1,465,500	1,465,500
370,807	<b>369,000</b>	369,000	369,000	369,000
294,000	<b>371,718</b>	371,718	371,718	371,718
19	<b>100</b>	100	100	100
344,052	<b>360,171</b>	360,171	360,171	360,171
<b>3,368,642</b>	<b>3,693,621</b>	3,693,621	3,693,621	3,693,621
70,339	<b>(103,621)</b>	(103,621)	(103,621)	(103,621)
-	-	-	-	-
-	-	-	-	-
(1,000)	<b>(5,000)</b>	(5,000)	(5,000)	(5,000)
-	-	-	-	-
-	-	-	-	-
<b>(1,000)</b>	<b>(5,000)</b>	(5,000)	(5,000)	(5,000)
69,339	<b>(108,621)</b>	(108,621)	(108,621)	(108,621)
<b>\$ 2,665,322</b>	<b>\$ 2,556,701</b>	\$ 2,448,080	\$ 2,339,459	\$ 2,230,838

**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Information Technology**  
**Schedule of Revenues, Expenses and Changes in Retained Earnings**

	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>
<b>Beginning Fund Balance</b>	\$ 15,502,025	\$ 14,856,753	\$ 14,541,488	\$ 11,554,775
<b>Revenue</b>				
Billing for Service	613,195	212,507	175,798	
Infrastructure Support	11,791,505	12,477,407	13,823,390	18,266,231
Telecom	2,282,500	2,282,500	2,282,500	
Other	1,291,508	2,583,754	239,803	250,000
<b>Total Revenues</b>	<b>15,978,708</b>	<b>17,556,168</b>	<b>16,521,491</b>	<b>18,516,231</b>
<b>Expenses</b>				
Salaries and Benefits	12,583,012	13,287,272	13,846,802	15,989,827
Utilities	35,952	54,935	68,663	40,000
Supplies	1,752,830	1,766,277	1,142,570	1,225,050
Repairs and Maintenance	5,364,305	4,983,527	5,311,976	6,544,600
Depreciation	4,310,538	5,617,942	4,894,926	2,293,474
Other	3,370	8,265	26,491	
Administration services	2,505,353	2,808,997	3,090,154	3,399,033
<b>Total Expenses</b>	<b>26,555,360</b>	<b>28,527,215</b>	<b>28,381,582</b>	<b>29,491,984</b>
Income (Loss) from Operations	(10,576,652)	(10,971,047)	(11,860,091)	(10,975,753)
<b>Non-Operating Revenues (Expenses)</b>				
Interest Revenue	-	17,775	76,784	-
Interest Expense	(602)	-	-	-
Gain (Loss) on Sale of Fixed Assets	(188,018)	(16,993)	(205,182)	-
Operating Transfer In	10,120,000	10,655,000	9,001,776	9,401,776
Operating Transfer Out	-	-	-	-
<b>Total Non-Operating Revenue (Expense)</b>	<b>9,931,380</b>	<b>10,655,782</b>	<b>8,873,378</b>	<b>9,401,776</b>
Net Income (loss)	(645,272)	(315,265)	(2,986,713)	(1,573,977)
<b>Ending Fund Balance</b>	<b>\$ 14,856,753</b>	<b>\$ 14,541,488</b>	<b>\$ 11,554,775</b>	<b>\$ 9,980,798</b>

**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**Information Technology**  
**Schedule of Revenues, Expenses and Changes in Retained Earnings**

<b>2018/2019</b> <b>Estimate</b>	<b>2019/2020</b> <b>Budget</b>	<b>2020/2021</b> <b>Planned</b>	<b>2021/2022</b> <b>Planned</b>	<b>2022/2023</b> <b>Planned</b>
\$ 11,554,775	\$ <b>11,859,616</b>	\$ 9,292,839	\$ 6,733,062	\$ 4,180,285
-	<b>175,000</b>	182,000	189,000	197,000
18,160,463	<b>16,872,435</b>	16,872,435	16,872,435	16,872,435
-	<b>2,282,500</b>	2,282,500	2,282,500	2,282,500
324,559	<b>280,000</b>	280,000	280,000	280,000
<b>18,485,022</b>	<b>19,609,935</b>	19,616,935	19,623,935	19,631,935
15,348,281	<b>17,083,531</b>	17,083,531	17,083,531	17,083,531
27,953	<b>43,800</b>	43,800	43,800	43,800
950,183	<b>1,228,650</b>	1,228,650	1,228,650	1,228,650
5,423,534	<b>7,994,897</b>	7,994,897	7,994,897	7,994,897
2,161,841	<b>1,186,252</b>	1,186,252	1,186,252	1,186,252
-	-	-	-	-
3,670,165	<b>3,641,358</b>	3,641,358	3,641,358	3,641,358
<b>27,581,957</b>	<b>31,178,488</b>	31,178,488	31,178,488	31,178,488
(9,096,935)	<b>(11,568,553)</b>	(11,561,553)	(11,554,553)	(11,546,553)
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
9,401,776	<b>9,001,776</b>	9,001,776	9,001,776	9,001,776
-	-	-	-	-
<b>9,401,776</b>	<b>9,001,776</b>	9,001,776	9,001,776	9,001,776
304,841	<b>(2,566,777)</b>	(2,559,777)	(2,552,777)	(2,544,777)
\$ 11,859,616	\$ <b>9,292,839</b>	\$ 6,733,062	\$ 4,180,285	\$ 1,635,508

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Employee Benefits (IS020)				
DEPT ID-Name	97005	FTE	1.0	Adopted Budget	\$6,714,012

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

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, and grandfathered retiree life insurance.

**ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

- The District self-funds it's dental and vision benefits. These benefits are funded from employee and employer 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 retiree life insurance benefits to grandfathered, disabled former employees
- 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.
- Effective 4-1-2018 the District implemented a second medical opinion program with 2<sup>nd</sup>.MD which will be paid for from the remaining Kaiser settlement funds. This is a 2-year pilot program. Full funding is requested from existing wellness funds in IS020 for the 2019-2020 plan year to extend the contract through the end of the plan year.

**PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

- Benefits will benchmark competitively against peers
- RFP conducted for dental ASO provider – dental plan benefits will be slightly enhanced for 7/1/2019 with anticipated spend down of existing reserve balance
- RFQ conducted for vision ASO provider – vision plan benefits are anticipated to be enhanced for 7/1/2019 with anticipated spend down of existing reserve balance
- Continue to monitor performance of 2<sup>nd</sup> medical opinion provider

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

- Cost/quality and minimizing disruption to employees will be used to assess vendors responding to the proposal efforts. If different than incumbent providers, new vendors will be implemented smoothly for a 7-1-2019 transition

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

**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- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

- Full \$250,000 is requested for 2<sup>nd</sup> medical opinion program
- New pricing for ASO providers (dental and vision) has not been finalized but may change expenditures.

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

Department website link will be changing shortly and is not yet known.

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>	Insurance Reserve (IS030)				
DEPT ID-Name	94600 – Risk Management	FTE	6.0	Adopted Budget	\$7,843,245

**RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)**

Risk Management’s objective is to maintain compliance with District Policy EI, Risk Management Program. The Risk Management Unit manages the “Total Cost of Risk” for the School District. Cost of Risk is minimized via procurement of insurance products, which dovetail, with the self-funded aspects of the program. Self-funding involves the retention level/deductible level claims portion of the program, wherein; claims are paid directly out of Insurance Reserve Fund accounts. These claims coincide with various insurance policies which attach to specific types of risk. When a claim retention level or deductible level is met, then those insurance policies carry the financial exposure from that point. Some uninsured losses are also paid out of the Insurance Reserve Fund and Reputational Risks are sometimes handled through the Fund. Annual insurance premiums also paid for through the Fund have been in the \$2,400,000 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, have run in the \$3,700,000 range, however wind and hail property losses and rising worker’s compensation costs have been driving costs upwards. A very significant fluctuation has occurred in the property market which has caused an increase in deductibles and policy premiums over the 18/19 fiscal periods. Both self-funded claims costs and premiums will be impacted for the foreseeable future because of high energy convective storms which have become common. Further, work place injuries under Workers Compensation have increased in costs due to rising medical costs and our aging work force increasing injury severity. 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 accepted industry methodology, including an annual actuarial study. As a result, loss reserve funding and insurance premium budgeting is then adjusted upward or downward by account to maintain appropriate exposure funding levels.

**ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)**

- Administer a Risk Management Program by procuring 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-administered claims program which includes an excess workers' compensation insurance policy to protect the district and employees from catastrophic financial loss. Workers' Compensation claims are the most numerous losses requiring staff attention.
- Provide District property, employee dishonesty/crime insurance, boiler and machinery insurance. Property insurance programs are designed to protect district tangible property, content and monetary assets against insurable perils and causes of loss.
- Manage financial implications of reputational risk exposures.
- Manage, fund and consult on safety and loss prevention program elements.
- Develop and implement loss sensitive program tools and systems district wide.

**PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

- In FY18, we were able to reduce the number of open lost time Worker’s Compensation claims to 101, which is only one more than our target.
- 100 or less open lost time Worker’s Compensation claims as measured by the end of the fiscal year.

**IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)**

- Lost time worker’s compensation claims tend to be the most costly which indicates a higher severity of injury 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 100. 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.
- Focus on experiencing fewer slip trip and fall claims which tend to be one of our most frequent occurrences, but which are reducible through education.

- Focus on specific WC claim areas such as Special Ed support staff injuries which have trended more severe and disruptive to operations.

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

- 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 and complex 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- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

Cost increase drivers are currently are:

- Rising medical costs for worker's compensation and corresponding lost time indemnity costs. In addition, increases in injuries pertaining to specific job classes and areas of employment.
- The increased likelihood property insurance premium increases due to large catastrophic storms locally, nationally and globally. The May 8, 2017 districtwide hailstorm has resulted in additional premiums and a reduction in coverage due to a significant change in the self-insured retention which the district will now need to fund given a similar loss. The Self-Insurance fund balance has been significantly spent down and now must be incrementally rebuilt.
- Colorado passed 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. Higher liability claim demands against the district have now been experienced and become common due to the legislation three years ago.
- An additional funding of in the area of \$600,000 will now be requested to address these expected costs and exposures.

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

- Please refer to the Risk Management 2018 fourth quarterly report, which illustrates the rising costs in Work Comp claims.
- Also, please refer to property insurance wind and hail insurance coverage costs and deductible narrative. (tbd)

**BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)**

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# BUDGETING FOR OUTCOMES

## 2019/2020 Renewal Request Form



<b>DEPARTMENT</b>		Central Services (IS050)			
DEPT ID	92320	FTE	13.50	Adopted Budget	\$3,455,015

### 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 2018-19. 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 to modify equipment selected for the Copier Program in order to have the latest technology in schools
- Continue to explore additional text book and work book printing opportunities to save cost for schools verses purchasing form a publisher.
- Implement Print Management software application to control and track copy and printing usage across the district including both Copier equipment and all network printers. This is in conjunction with the ETSC IT team.

### 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

Due to implementation of the Print Management system Net income will be down from previous years.

### 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

## 2019/2020 Renewal Request Form



DEPARTMENT		Information Technology [IS080]			
DEPT ID-Name	92218 [IT Infrastructure Services]	FTE	24.63	Adopted Budget	\$7,887,393.00
DEPT ID-Name	92231 [IT Process & Application Management]	FTE	12.00	Adopted Budget	\$1,887,691.00
DEPT ID-Name	92260 [Business Technology Support]	FTE	21.00	Adopted Budget	\$4,675,102.00
DEPT ID-Name	92264 [Enterprise Application Arch]	FTE	21.00	Adopted Budget	\$4,305,840.00
DEPT ID-Name	92266 [Technology Support Center]	FTE	11.00	Adopted Budget	\$903,569.00
DEPT ID-Name	92270 [Enterprise Client Tech Services]	FTE	48.00	Adopted Budget	\$4,419,081.00
DEPT ID-Name	92271 [Information Security]	FTE	8.00	Adopted Budget	\$1,930,457.00
DEPT ID-Name	92290 [Chief Technology Office]	FTE	9.00	Adopted Budget	\$3,482,851.00

### RENEWAL REQUEST SUMMARY- (SUMMARIZE THE OBJECTIVE OF THE FUNDING REQUEST)

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).

### ACTIVITY DESCRIPTION- (DESCRIBE THE ACTIVITIES THAT WILL BE FUNDED)

- **Infrastructure Support:**
  - 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.
  - Monitor and track monthly network utilization.
    - Proactively increase network capacity with no impact on instruction.
  - Conduct annual audit of network infrastructure and supporting systems.
  - IT hardware/software is a requirement to run the District's IT organization.
  - Refresh, renew, and maintain hardware, software, and licensing per vendor specifications.
  
- **IT Process and Application Management**
  - Provides Tier 3 support for critical District educational systems including installation, troubleshooting, and vendor management.
  - Ensures the availability of systems through disaster recovery/business continuity planning, testing and execution.
  - Reduce the risk of outages and impacts to the District with strong change management processes.
  - Build knowledge management and business analytics capability, improve self-help capabilities and IT performance.
  - Integrate and streamline IT processes to continue scaling support more efficiently as schools deploy more technology and more *diverse* technology infrastructure, devices, and applications.
    - Continue to build customer self service capabilities & integrate with traditional avenues of support.
    - More tightly integrate incident management, change management, and knowledge management for efficiency and business risk reduction.
  - Put in place processes and tools to allow IT to become more data driven with respect to service improvements, service efficiency, and problem identification.

- **Business Technology Support:**
  - Provides a full spectrum of services aimed at developing, maintaining, and supporting enterprise-class business systems including integration of data between applications and reporting.
  - Enable the District's core business processes i.e., human capital management, payroll, procurement, accounts payable, asset management, financial management, transportation, facilities maintenance and compliance reporting. As well as educational applications such as Infinite Campus, Naviance, and School Messenger.
  - Business Technology Support is committed to providing secure, reliable, and integrated technology solutions in alignment with the District's strategic plan, while delivering excellence in customer service.
  
- **Enterprise Application Arch:**
  - Develop, maintain and support enterprise student and instructional applications for the District and its users.
  - Provides staff, students, and parents with appropriate systems access based on their current job/roles within the District.
  - Streamlines business processes by automating data exchanges by which data is published for consumption to subscribing applications in near-real time.
  - Develops enterprise data repositories and tools for analysis and reporting to District customers.
  
- **IT Support - Technology Support Center and Enterprise Client Tech Services:**
  - Responsible for providing remote IT assistance for all users across the District.
  - Services include help desk assistance across all system technologies.
  - Responsible for Tier 1 and 2 technology support for all District systems and devices.
  - Collaborate with principals, school technology teams, user community and department heads to recommend and integrate technology in their areas.
  - Develop streamlined systems and processes to enable the effective management of the District's endpoint devices.
  
- **Information Security:**
  - Create policies and processes to assist in secure implementation and continued maintenance of IT systems.
  - Monitor the network from threats posed by malicious entities and internal misuse.
  - Respond to incidents and abnormalities on internally hosted systems and Jeffco cloud partners.
  - Provide legal and operational regulations support.

## **PERFORMANCE MEASURES- (REPORT ON RESULTS/SUCCESS OF EXISTING PERFORMANCE MEASURES )**

### **Previous Performance Measures**

- Increase EAA team velocity to 75 by the end of the current school year. **COMPLETE - 4/25/18**
- Reduced Service Desk calls on password reset by 50% after successful implementation of tool. **COMPLETE - 3/01/18**
- Fully implement the Tech Tips Chat tool by September 1<sup>st</sup> 2018. **COMPLETE - 8/01/18**

### **Current Performance Measures**

- Negotiate new enterprise licensing/support agreements with Microsoft and Cisco.
- To ensure the quality of data in the IT Asset Management Program is current and complies with established policy/procedures, data quality assurance reviews will be phased in during the 2018/2019 school year and will randomly check schools and Departments for compliance. Our goal is to bi-annually update or review IT Asset Management processes, policies, guides, and user centric materials. 2018/2019 will be an update/review year.
  - Performance Indicators
    - ❖ Reduce devices found on the network which are not recognized as known assets to 8% or less.

- ❖ Reduce devices found on the network with a bad (blank, duplicate or blacklisted) serial number to 8% or less.
- ❖ Reduce in service assets with no recorded location, business unit, etc. to 8% or less.
- ❖ Identify 99% of incorrect Purchase Orders and Item ID setups that impact Asset Management and assist purchasing to resolve the underlying issues.
- Implement a consistent agile development methodology across all EAA support teams. Increase team productivity (velocity) by 10% after team baselines are determined.
- Provide concrete resolutions to over 90 percent of information security incidents throughout the 19/20 school year.
- Ensure that the average response time for software vetting requests is 2 weeks or less.
- Documentation with Collibra of all state reporting assets containing student PII, their associated data terms with definitions, and which data stewards own which elements by Fall 2019.
- Create/upgrade Certify scorecards in the systems of record (SOR) to fully correlate to the state reporting components outlined within Collibra. Ensure that we continue to align our data quality scorecards to this mission critical compliance reporting and any further analytical usage by Fall 2019.

## IMPROVEMENT & EFFICIENCIES- (HOW WILL PRIOR RESULTS BE IMPROVED UPON AND MEASURED?)

- **Infrastructure Support:**

- Exchange 2016 Upgrade and cloud migration - The Microsoft Exchange Email is currently running in version 2010. This version is nearing the end of support from a Microsoft security and patching standpoint. We plan to bridge our on premises environment with the cloud environment to allow users additional storage and functionality for archived items.
- Working with the City of Arvada to build a Proof of Concept fiber network in order to provide internet to our students and study the return on investment.
- Working with Microsoft and Cisco to negotiate enterprise license agreements that are acceptable to the District from a cost and application standpoint.

- **Process and Application Management**

- Enhance our disaster recovery plan and improve testing procedures – tie this into new business continuity planning for the District to reduce business risk.
- Ensure Tier 3 application management is focused on defined scope vs. potential overlaps w/other areas.
- Continue to grow analytics capabilities to allow IT visibility into areas for improvement.
- Continue to grow customer self service capabilities to scale IT support as the District adds more devices.

- **Business Technology Support:**

- Partner with Human Resources to implement the PeopleSoft Recruiting module, leveraging existing technology resources to reduce costs and streamline the hiring process.
- IT Asset Management will unveil Advance Shipping Notifications for punch-out items. This will streamline and automate asset intake, reducing human entry errors. It is estimated to save approximately 1 hour of work per school per week that involve Financial Secretaries and IT staff.
  - Automate data discovery, which will assist in reducing auditing risk to the District by identifying rogue and incorrect asset data.
  - Continue to work with Purchasing to create purchasing procedures that significantly reduce asset intake issues. This proactive approach helps identify issues before they occur.
  - Continue to update all Apple asset data to comply with industry standards.
  - Continue to implement processes to help identify Title 1 items for end of lifecycle processes.
- Partner with Operations/Transportation to implement PeopleSoft Asset Lifecycle Management, configured for Fleet Services maintenance, inventory and reporting.
- Partner with Human Resources on innovations in compensation, contracts and evaluations, providing optimal support of District staff in all schools and support departments.
- Partner with Operations departments, in Facilities, Construction, Transportation, Food Services in management and tracking of District assets, projects and maintenance, using the business systems ERP (PeopleSoft) whenever possible to reduce/eliminate costs of other systems and integrations support.

- **Enterprise Application Arch:**

- Successfully develop an application interoperability provisioning prototype leveraging the Ed-Fi data standards and API.
- Eliminate manual reposting of Hermes messages during the summer and allow normal business processes to publish data as appropriate.

- **IT Support - Technology Support Center and Enterprise Client Tech Services:**
  - Begin design and proof of concept for District wide 1:1 initiative. (1:1 Generations Tactic)
  - Implement new IT service management product to allow enhanced IT support.
  - Increase remote resolution for customer related issues. Remote resolution allows for quicker resolution, which improves productivity and customer satisfaction.
  
- **Information Security:**
  - The software vetting process has reviewed over 1000 titles building trust with parents and providing a secure environment for educator innovation.
  - The information security team has responded to over 250 incidents per year which keeps our families safe and maintains the reputation of the District.
  - Continue to secure network design/ implementation to increase flexibility for schools while providing greater protection for sensitive central resources.
  - Audit core infrastructure, applications, and supporting infrastructure. Work with teams across the District to prioritize risk and mitigate audit findings.
  
- **Project Management:**
  - Project Process Improvement: providing an organization wide project management capability based on a common language, a practical set of skills, and a robust methodology, with appropriate support tools for maximizing productivity and effectiveness in completing projects successfully, on time, and within budget.
  - Business engagement: working with stakeholders across the different business within the District to develop and document the business requirements and the existing business process as well as the desired future process as part of the project scope and priorities. Consulting with the project sponsor to ensure the project request is viable and providing maximum value to the organization.

**SUPPORT OF STRATEGIC OBJECTIVES- (HOW WILL THE FUNDS SUPPORT JEFFCO GENERATIONS?)**

**Learning:**

- Information Technology, in conjunction with Dr. Glass's strategic vision is preparing the District with the infrastructure and resources to support one to one devices. Technology has become an integral of the educational experience, helping to shape student task. To ensure an equitable experience for all students within the District Information Technology is laying the foundation to support a device for every student.
- Customized pathways, engage with the industry to increase work-based learning opportunities through building business and school partnerships, developing internal Jeffco internships, and expanding CareerWise apprenticeships.

**Readiness for Learning:**

- Information Technology uses multiple data points across the District to provide all stakeholders with critical data on student growth, achievement and post-secondary workforce readiness. Our goal is to support multiple pathways of learning in order to meet all of the students need and create an equitable experience no matter the student path.

**BUDGET CHANGES FROM PRIOR YEAR- (DESCRIBE BUDGET CHANGES/REORGANIZATION)**

- Eliminated GF transfer to IT and replaced with internal invoicing.
- Reorganized duties and personnel to eliminate a department.

**ADDITIONAL INFORMATION- (LINKS TO DEPT WEBSITE, ETC)**

## BUDGET RESOURCES FOR NEXT BUDGET CYCLE- (SUMMARIZE BELOW, REQUEST VIA BFO REQUEST FORM)

In congruence with Dr. Jason Glass's strategic plan Information Technologies, budget requests for the 2019/2020 financial year will center on the building the support for 1 : 1 devices to become a reality in our school systems, building the infrastructure to support dynamic learning, ensuring that our student data is protected, providing application interoperability through integration of our data sources and development of an organization wide project management capability to maximize productivity. Our department is currently reviewing the assets and resources in place to determine where we can create efficiencies and where we will need additional resources.

\$100K Ongoing FTE: Google Admin/Engineer - Senior level Google Admin to help administer our Google environment.

\$300K One-time: Replace data center firewalls at Ed Center and Quail - Purchase new data center firewalls in order to retire old technology and allow for new hardware that can support network traffic at the data center level.

\$20K One-time: Avigilon ACC6 upgrade software and licensing - Purchase a one-time license and upgrade to current Avigilon software. This will help the District with video analytics for security.

\$150K One-time: Replace UPS units that support school servers - IT is installing new servers at each school to support testing, printing, SCCM and video surveillance. Current UPS units are ending life and need to be upgraded.

\$100K One-time: Explore solutions to update physical SIS servers - Jeffco currently has physical SIS servers supporting the card access system. These servers are at the end of life and the current software cannot be run on a virtual machine.

\$75K Ongoing FTE: Google Admin - Jeffco has gone from a group of 15 Google users to over 135,000 Google users. With the addition of Android apps to the Chrome store, there will be a new play store that will offer hundreds of thousands of android apps within District EDU domain. These will need to be vetted for approval and some will need to be supported.

\$250K One-time + \$170K Ongoing: CRM upgrade - The District PeopleSoft CRM work order ticketing tool is not meeting the needs of the District. A replacement system will include two critical pieces of functionality not readily available in PeopleSoft CRM: Chat support and a knowledge base. Both chat and the knowledge base are required to efficiently scale district support to schools. A single service management solution will drive tremendous efficiencies for the district.

\$350K One-time: PeopleSoft HCM ePerformance implementation - Enterprise license cost of PeopleSoft HCM ePerformance, project team training cost, consultant business analyst cost, communications, staff training, rollout.

\$160K One-time + \$19K Ongoing: PeopleSoft Program Management implementation - Tracks construction project milestones and checkpoints, replacing the Primavera and CM systems, currently in use.

\$225K One-time: Astute FasTest - The Astute FasTest tool is a system that is integrated with the PTF, builds testing libraries, supports multi-step test script scenarios, and includes analytic tools to support decision making and measurement of testing status.

\$36K Ongoing: Puppet - An infrastructure scripting tool enabling the System Administrator staff to quickly refresh/build environments, reducing wait times for project teams, developers, users and testers.

\$768K Ongoing FTE: 19 Dedicated IT support for all high schools - Jeffco IT currently provides dedicated technical support at 9 of the 19 High Schools.

\$41K Ongoing: Phishing awareness training and testing - Implement a phishing awareness campaign that integrates with our current email system. Provide phishing awareness to Jeffco staff members.

85K Ongoing: Application security system - Jeffco relies on custom applications for activities such as registering students and provisioning user accounts. Implement a system that will integrate with the software development lifecycle and detect potential vulnerabilities in the applications' code.

100K Ongoing: Antivirus upgrade - The current AV solutions consist of Trend Micro on servers, no consistent protection for Macs, and Microsoft's default antivirus system on PCs. It also slows response times which could lead to outbreaks of crippling viruses such as ransomware.

## 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 29 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.

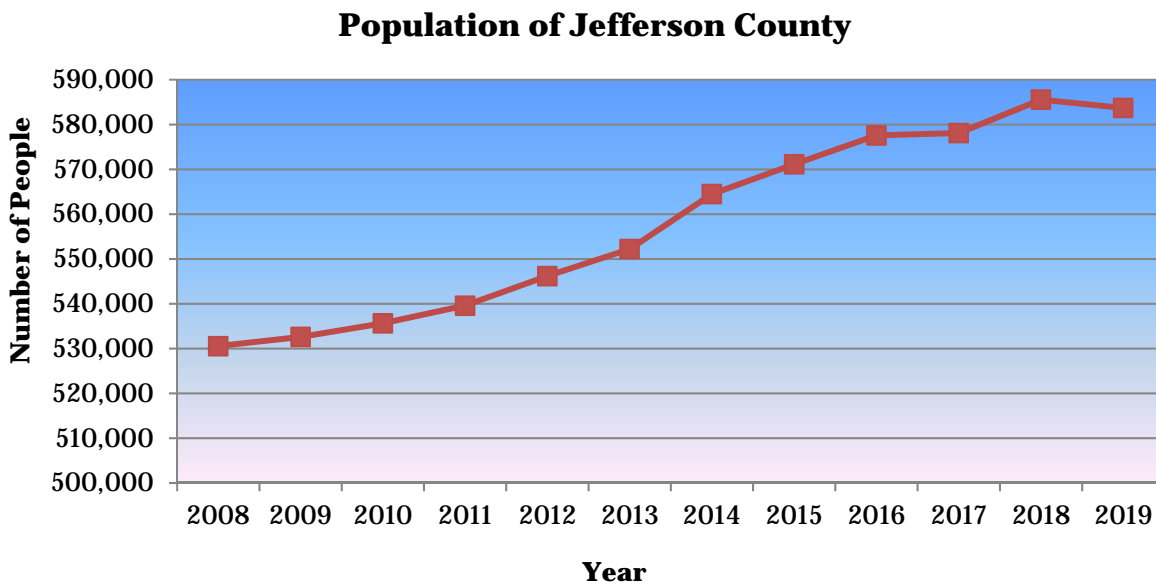


Jefferson County, Colorado

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.

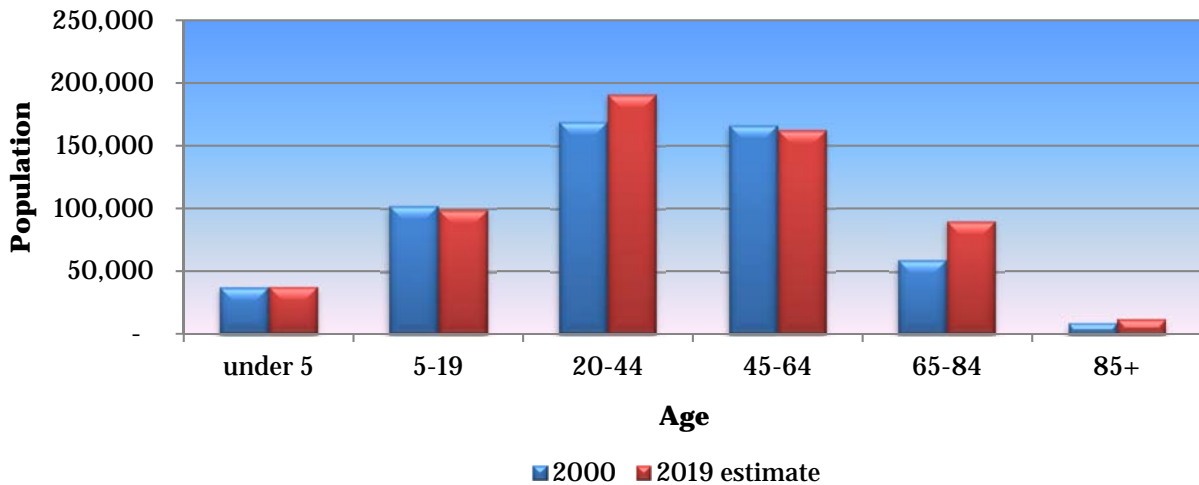


Source: Jefferson County, Colorado State Demographers

**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 increased, as has the 65 and over percentage.

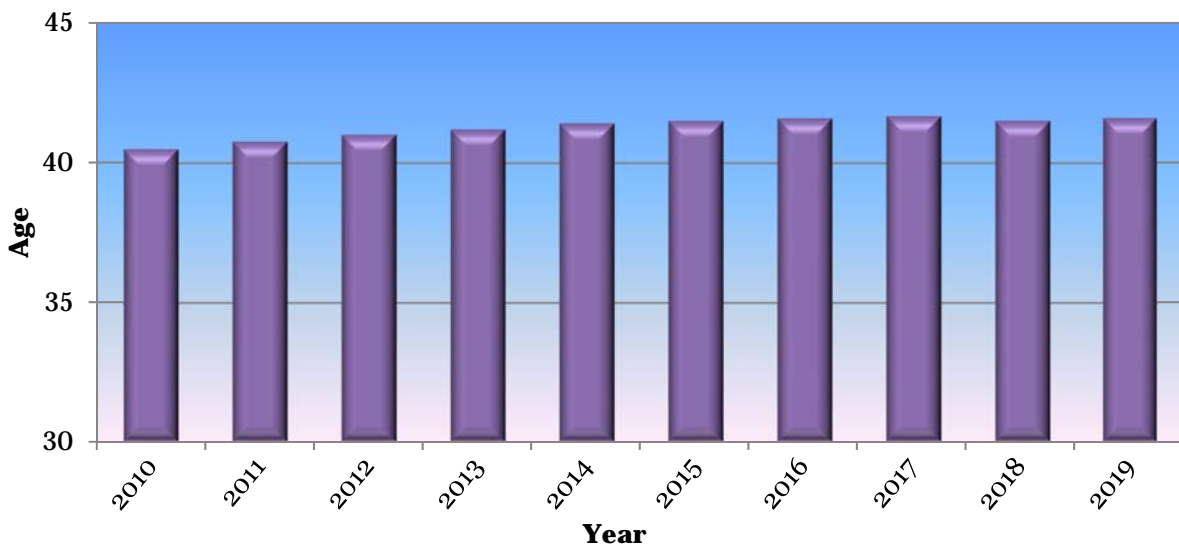
**Age Demographics in Jefferson County**



Source: Jefferson County, Colorado State Demographer

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 hold steady at over 40 years of age.

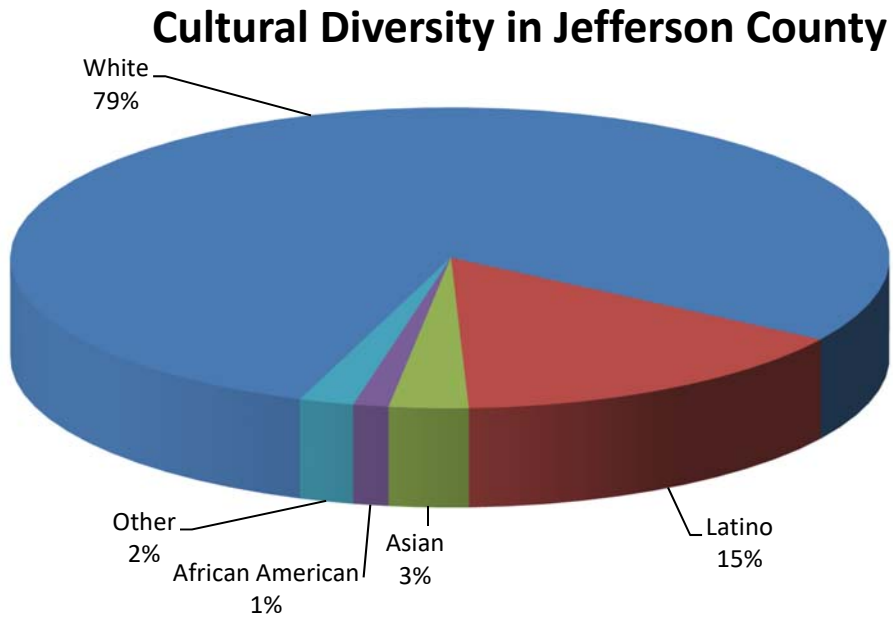
**Median Age of Jefferson County Residents**



Source: Jefferson County, Colorado State Demographer

## Cultural Diversity

The following pie chart shows the distribution of ethnicity among the population of Jefferson County.



Source: U.S. Census Bureau



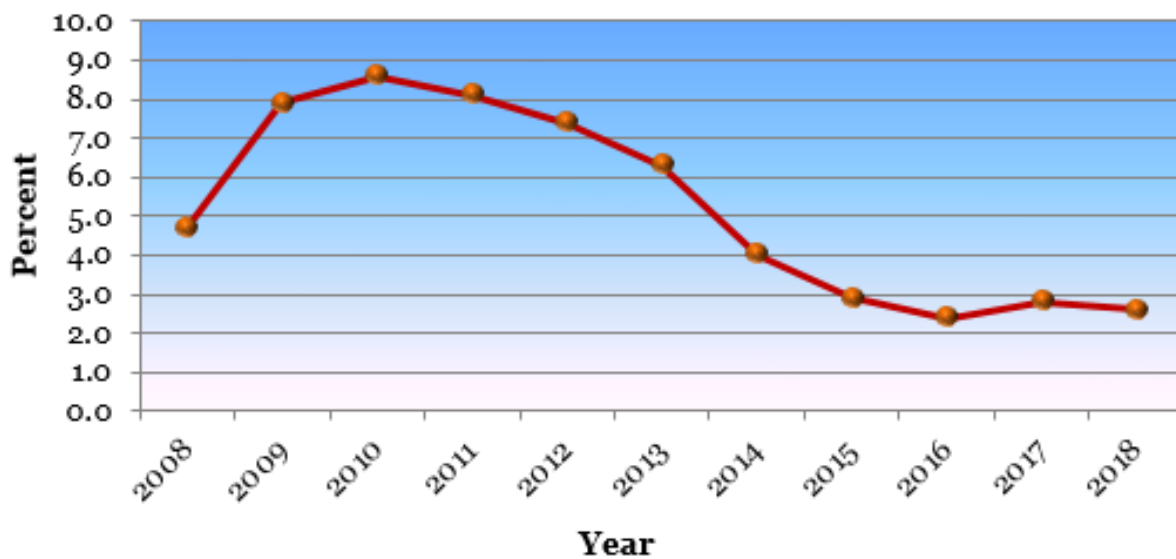
### Employment Information

Jefferson County has a highly technical and diverse workforce of over 337,000 people. Jeffco Public Schools 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	Aerospace & Defense	6,200
St. Anthony Hospital	Medical Services	2,400
Terumo BCT	Medical Technology	2,300
Lutheran Medical Center	Medical Services	2,506
MillerCoors	Beverage Production	2,080
National Renewal Energy Laboratory	Federal Research Laboratory	1,750
Ball Corporation	Aerospace Manufacturer	1,700
First Bank Holding Co. of Colorado	Financial Services	1,480
CoorsTek	Ceramic Component Manufacturing	1,300
Home Advisor	Home Improvement/Repair	1,130
Kaiser Permanente	Healthcare	740

Source: Jefferson County Economic Development Corporation  
 \*Does include temporary or substitute workers.

**Unemployment Rate for Jefferson County**



Source: Jefferson County Economic Development Corporation

**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 7.2 to 7.15. The table below lists both the market value and the final assessed value of residential property in Jefferson County.

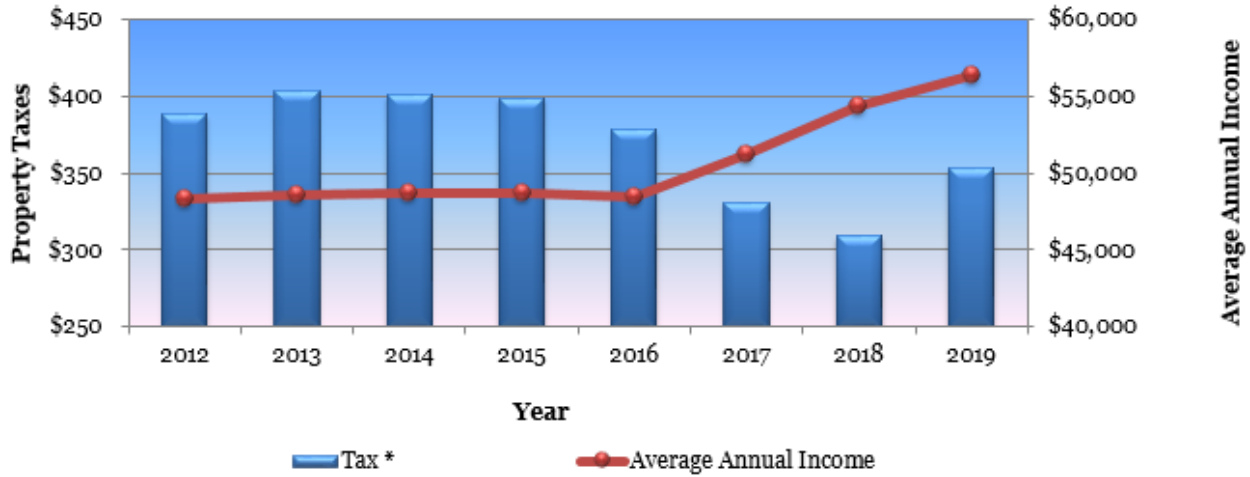
<b>Jefferson County Residential Property Values</b>		
<b>Year</b>	<b>Market Value</b>	<b>Assessed Value</b>
2014	\$61,043,655,000	\$7,012,543,380
2015	\$61,468,510,000	\$7,061,669,961
2016	\$73,501,702,694	\$8,178,084,329
2017	\$75,452,772,272	\$8,273,616,072
2018	\$92,622,321,149	\$9,532,785,033
2019	\$93,592,739,392	\$9,574,801,177

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.

<b>School District Tax Burden on the Average Homeowner and Average Annual Income</b>			
<b>Assessment Year</b>	<b>Mills</b>	<b>Tax *</b>	<b>Average Annual Income</b>
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	\$ 331	\$51,255
2018	42.878	\$ 309	\$54,392
2019	49.416	\$ 356	\$56,414

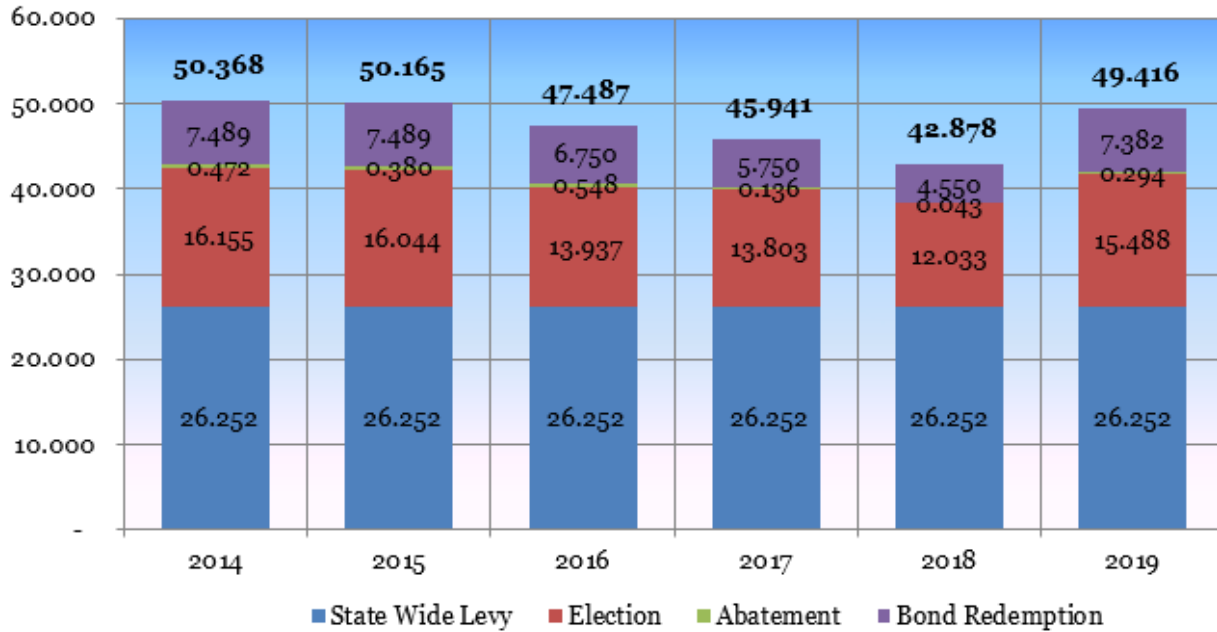
\* Tax is annual taxes paid per \$100,000 of assessed home value.

**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**

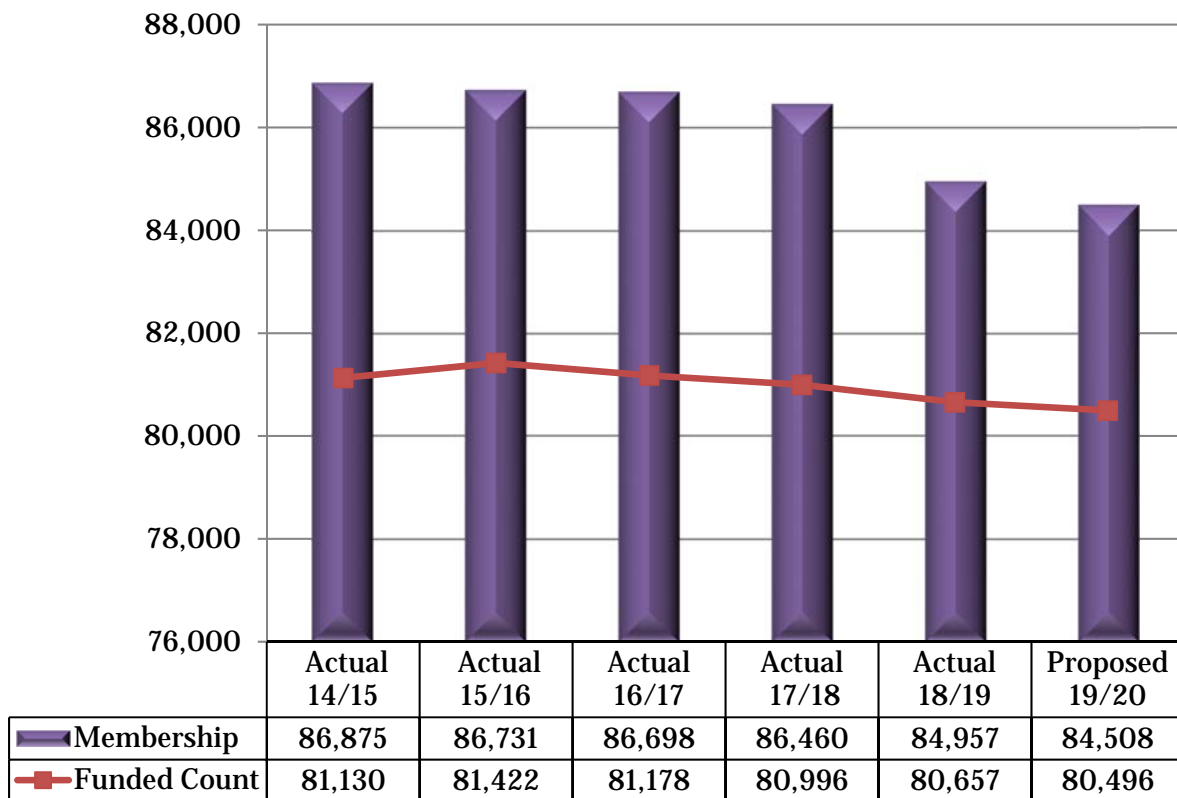


\* Chart above shows Mills Levied for Jeffco Public Schools only.

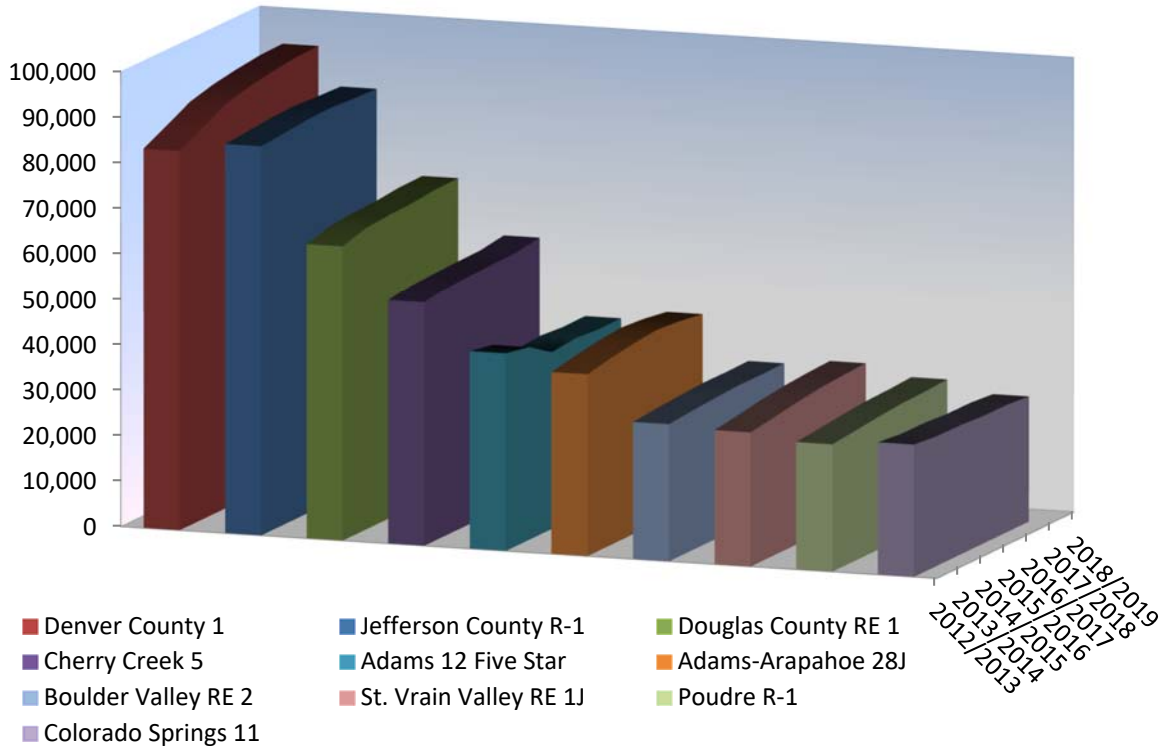
## Enrollment

Student enrollment at Jeffco has continued to show a slight decrease. Current projections indicate the trend will continue as we move into 2019/2020. Currently, 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 regardless of whether 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)

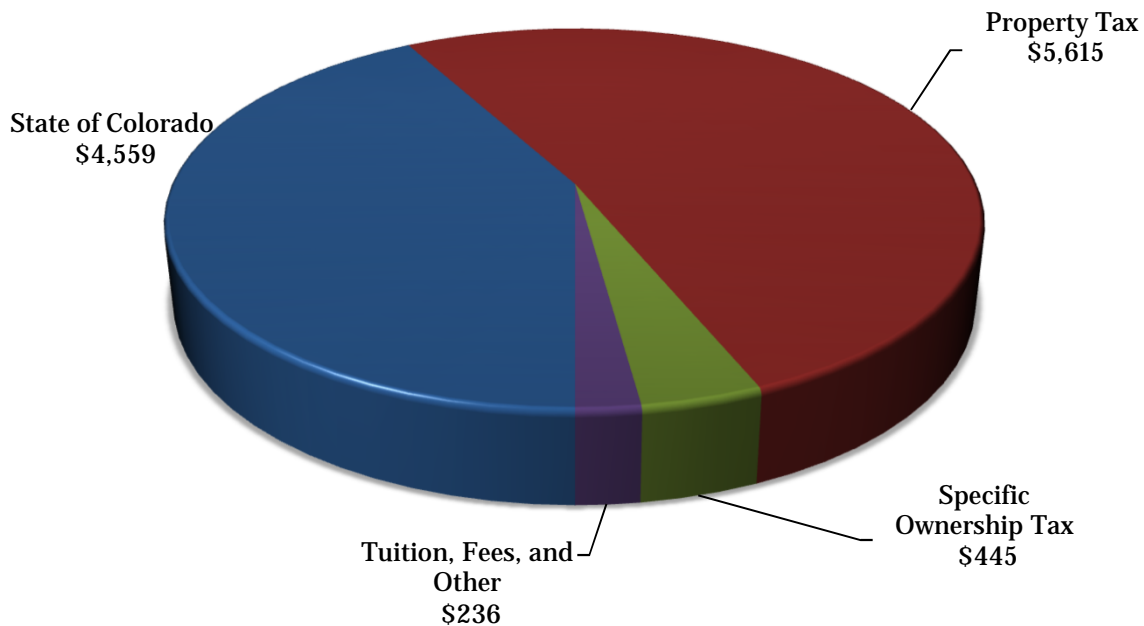
	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Denver County 1	86,043	88,839	90,234	91,132	91,794	91,998
Jefferson County R-1	85,983	86,537	86,708	86,347	86,112	84,623
Douglas County RE 1	66,230	66,702	66,896	67,470	67,597	67,591
Cherry Creek 5	54,226	54,499	54,695	54,815	55,657	55,791
Adams-Arapahoe 28J	40,877	41,706	42,249	41,797	40,920	39,892
Adams 12 Five Star	42,230	38,701	39,287	38,818	38,870	39,282
St. Vrain Valley RE 1J	30,195	31,076	31,776	32,171	32,421	32,639
Boulder Valley RE 2	30,546	30,908	31,247	31,189	31,282	31,169
Poudre R-1	28,439	29,045	29,527	29,682	30,019	30,463
Colorado Springs 11	28,404	28,332	27,937	27,911	27,427	26,395

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

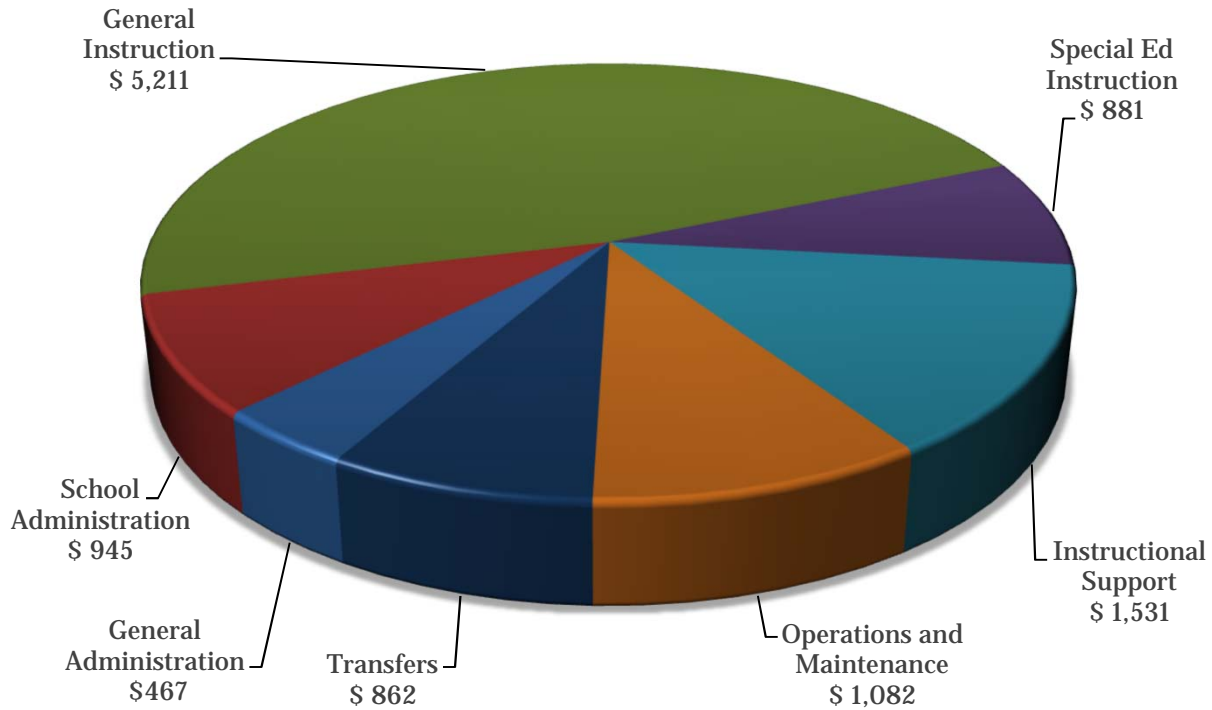
There are many ways to present per pupil revenues and per pupil expenditures. Most school districts present per pupil information for the General Fund as the General Fund reflects district-wide operating activities. Taking bottom-line appropriations (expenditures) for all funds is misleading as the total 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.

**2019/2020 Operating Revenue Per Pupil**



Operating Revenue	2018/2019 Per Pupil	2019/2020 Per Pupil
State of Colorado	\$ 4,398	\$ 4,559
Property Tax	5,197	5,615
Specific Ownership Tax	416	445
Tuition, Fees, and Other	316	236
Reserves	(185)	111
<b>Total Operating Revenue</b>	<b>\$ 10,142</b>	<b>\$ 10,966</b>

**2019/2020 Operating Expenditures Per Pupil**



Operating Expenditures	2018/2019 Per Pupil	2019/2020 Per Pupil
General Administration	\$ 452	\$ 467
School Administration	822	945
General Instruction	4,872	5,211
Special Ed Instruction	854	881
Instructional Support	1,340	1,531
Operations and Maintenance	1,027	1,082
Transfers	774	862
<b>Total Operating Expenditures</b>	<b>\$ 10,141</b>	<b>\$ 10,979</b>

## Jeffco Statistics

<b>Graduation Rates</b>			
	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Colorado</b>	79%	79%	81%
<b>Jeffco</b>	83%	84%	85%

<b>Dropout Rates</b>			
	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Colorado</b>	2%	2%	2%
<b>Jeffco</b>	2%	2%	2%

<b>Free and Reduced Lunch Rates</b>			
	<b>2016</b>	<b>2017</b>	<b>2018</b>
<b>Colorado</b>	42%	42%	41%
<b>Jeffco</b>	31%	33%	31%





## 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
- With the addition of 5A funds, district-wide use fees for technology have been revised to fit within the parameters of launching district-wide 1:1 devices. Grades 1-4, 6-8 and 10-12 will pay a District Technology Fee of \$25. Grades 5<sup>th</sup> and 9<sup>th</sup> will pay a 1:1 device fee of \$50.
- 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	2015/2016	2016/2017	2017/2018
<b>Elementary:</b>			
Amount Collected	\$ 1,666,007	\$ 1,986,275	\$ 2,138,576
Number of Fees Paid	\$ 190,419	\$ 223,353	\$ 220,851
Number of Fees Waived**	\$ 57,588	\$ 59,773	\$ 55,229
Percent of Fees Waived	23%	21%	20%
<b>Middle:</b>			
Amount Collected	\$ 1,253,000	\$ 1,073,866	\$ 1,402,698
Number of Fees Paid	\$ 67,866	\$ 72,637	\$ 78,988
Number of Fees Waived**	\$ 15,011	\$ 14,873	\$ 14,273
Percent of Fees Waived	18%	17%	15%
<b>High:</b>			
Amount Collected	\$ 4,407,030	\$ 3,855,624	\$ 5,149,441
Number of Fees Paid	\$ 147,803	\$ 141,492	\$ 151,512
Number of Fees Waived**	\$ 39,642	\$ 30,637	\$ 28,659
Percent of Fees Waived	21%	21%	16%
<b>Total All Levels</b>			
Amount Collected	\$ 7,326,037	\$ 6,915,765	\$ 8,690,714
Number of Fees Paid	406,088	437,482	451,351
Number of Fees Waived**	112,241	105,283	98,161
Percent of Fees Waived	22%	22%	19%

\*Numbers above include Option Schools

\*\*Fees Waived are not for all qualifying Free/Reduced lunch 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.

Fee Description	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Athletic Participation Fees (\$150/sport)	\$ 1,456,381	\$ 1,438,812	\$ 1,445,307	\$ 1,478,990	\$ 1,722,805
Outdoor Lab Fees *	1,526,180	1,550,090	1,544,870	1,489,660	1,524,297
High School Parking Fees (\$125/year)	622,633	633,359	633,238	634,262	628,628
Transportation Fees **	1,488,212	1,472,438	1,539,426	1,519,443	1,555,948
Misc. Athletic Fees (Activity tickets, etc.)	408,216	453,993	408,327	422,661	441,583

*\*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*



## Elementary Schools Statistics

**Number of Schools** 93

**Grade Distribution**

K – 2	1
K – 4	1
K – 5	76
K – 6	9
K – 7	1
K – 8	3
3 – 5	1
4 – 8	1

**Number of Students**

Largest school	1060
Smallest school	132
Average	350

**School Year**

Dates: August 14, 2019 – May 22, 2020

## Middle Schools Statistics

**Number of Schools** 17

Grade Distribution  
6 – 8 17

### Number of Students

Largest school 1005  
Smallest school 572  
Average 763

### School Year

Dates: August 14, 2019 – May 22, 2020

## Senior High Schools Statistics

**Number of Schools** 17

**Grade Distribution**

7 – 12	3
9 – 12	15

**Number of Students**

Largest school	2,076
Smallest school	659
Average	1,351

**School Year**

Dates: August 14, 2019 – May 22, 2020

## Option Schools Statistics

**Number of Schools** 9

**Grade Distribution**

K – 6	1
K – 12	1
6 – 8	1
6 – 12	1
7 – 12	1
9 – 12	1
10 – 12	1
11 – 12	2

**Number of Students**

Largest school	1,021
Smallest school	7*
Average	407

**School Year**

Dates: August 14, 2019 – May 22, 2020

\*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.

## **Innovation Schools Statistics**

**Number of Schools** 1

Grade Distribution  
K – 8

1

### **Number of Students**

Largest school

361

### **School Year**

Dates: August 14, 2019 – May 22, 2020

## Charter Schools\* Statistics

### Number of Schools

17\*

### Grade Distribution

K – 3	1
K – 6	3
K – 8	5
K – 9	1
K – 12	5
7 – 12	1
9 – 12	1

### Number of Students

Largest school	943
Smallest school	68
Average	507

### School Year

Dates: August 14, 2019 – May 22, 2020

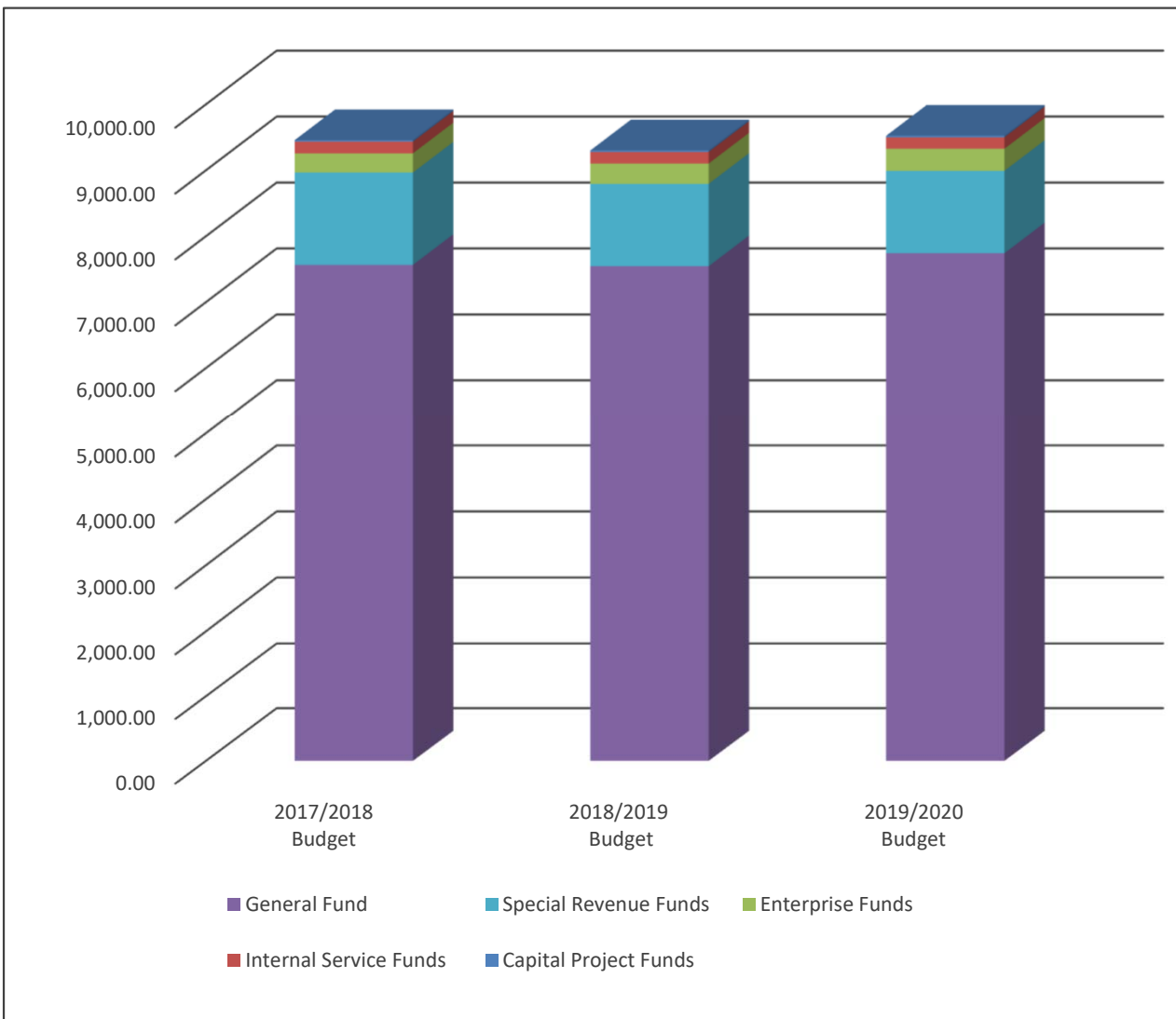
\*Detailed information on charter schools can be located on the Jeffco Public Schools District website – [www.jeffcopublicschools.org/schools](http://www.jeffcopublicschools.org/schools)





**Full Time Equivalents (FTE)**

	<b>2017/2018 Budget</b>	<b>2018/2019 Budget</b>	<b>2019/2020 Budget</b>
Capital Project Funds	22.50	22.50	22.50
Internal Service Funds	176.81	175.81	174.15
Enterprise Funds	291.50	308.25	334.50
Special Revenue Funds	1,400.68	1,249.68	1,249.68
General Fund	7,565.41	7,545.29	7,742.52
<b>Total</b>	<b>9,456.90</b>	<b>9,301.53</b>	<b>9,523.35</b>





**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2017/2018 - 2019/2020**  
**Staffing by Category**

	<b>2017/2018 Budget</b>	<b>2018/2019 Budget</b>	<b>2019/2020 Budget</b>
<b>General Fund:</b>			
Elementary Schools			
Administration	135.60	135.50	146.00
Licensed	2,049.51	1,933.13	1,875.19
Support	<u>594.42</u>	<u>573.51</u>	<u>549.02</u>
<b>Total Elementary Schools</b>	2,779.53	2,642.14	2,570.21
Middle Schools			
Administration	49.00	57.75	60.00
Licensed	583.10	706.98	728.69
Support	<u>88.28</u>	<u>96.79</u>	<u>100.56</u>
<b>Total Middle Schools</b>	720.38	861.52	889.25
High Schools			
Administration	105.50	109.90	109.50
Licensed	1,295.80	1,299.73	1,269.54
Support	<u>227.59</u>	<u>157.13</u>	<u>163.14</u>
<b>Total High Schools</b>	1,628.89	1,566.76	1,542.18
Option Schools			
Administration	16.65	17.65	17.65
Licensed	174.92	179.34	177.92
Support	<u>50.53</u>	<u>57.29</u>	<u>50.60</u>
<b>Total Option Schools</b>	242.10	254.28	246.17
Athletics & Activities			
Administration	2.50	2.50	2.50
Licensed	-	-	-
Support	<u>9.59</u>	<u>9.61</u>	<u>9.76</u>
<b>Total Athletics and Activities</b>	12.09	12.11	12.26
Custodial			
Administration	3.00	3.00	3.00
Licensed	-	-	-
Support	<u>479.40</u>	<u>481.41</u>	<u>482.93</u>
<b>Total Custodial</b>	482.40	484.41	485.93
District Leadership and Communications			
Administration	19.85	22.85	24.00
Licensed	-	-	-
Support	<u>-</u>	<u>1.00</u>	<u>0.10</u>
<b>Total District Leadership and Communications</b>	19.85	23.85	24.10
Educational Research & Design*			
Administration	40.50	45.50	45.50
Licensed	156.39	164.81	175.31
Support	<u>57.75</u>	<u>59.65</u>	<u>67.54</u>
<b>Total Educational Research &amp; Design</b>	254.64	269.96	288.35



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2017/2018 - 2019/2020**  
**Staffing by Category**

	<b>2017/2018 Budget</b>	<b>2018/2019 Budget</b>	<b>2019/2020 Budget</b>
Field Services			
Administration	13.00	13.00	14.00
Licensed	-	-	-
Support	161.71	161.77	161.18
<b>Total Field Services</b>	<b>174.71</b>	<b>174.77</b>	<b>175.18</b>
Financial Services			
Administration	24.00	26.00	26.00
Licensed	-	-	-
Support	25.50	26.00	26.00
<b>Total Financial Services</b>	<b>49.50</b>	<b>52.00</b>	<b>52.00</b>
Human Resources			
Administration	14.00	17.00	17.00
Licensed	1.00	1.00	2.00
Support	23.49	23.29	23.57
<b>Total Human Resources</b>	<b>38.49</b>	<b>41.29</b>	<b>42.57</b>
Innovation and Effectiveness			
Administration	15.30	18.30	18.00
Licensed	1.00	1.00	1.00
Support	1.35	0.35	1.50
<b>Total Innovation and Effectiveness</b>	<b>17.65</b>	<b>19.65</b>	<b>20.50</b>
Student Success			
Administration	25.50	28.50	32.50
Licensed	810.38	729.00	780.53
Support	258.80	268.55	450.29
<b>Total Student Success</b>	<b>1,094.68</b>	<b>1,026.05</b>	<b>1,263.32</b>
Security and Emergency Management			
Administration	8.00	9.00	10.00
Licensed	-	-	-
Support	41.00	106.00	119.00
<b>Total Security and Emergency Management</b>	<b>49.00</b>	<b>115.00</b>	<b>129.00</b>
Telecom, Network & Utilities			
Administration	1.50	1.50	1.50
Licensed	-	-	-
Support	-	-	-
<b>Total Telecom, Network &amp; Utilities</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>
<b>Total FTEs General Fund</b>			
Administration	473.90	507.95	527.15
Licensed	5,072.10	5,014.99	5,010.18
Support	2,019.41	2,022.35	2,205.19
<b>Total FTEs General Fund</b>	<b>7,565.41</b>	<b>7,545.29</b>	<b>7,742.52</b>
<b>Other Funds:</b>			
Capital Reserve Fund			
Administration	19.50	19.50	19.50
Licensed	-	-	-
Support	3.00	3.00	3.00
<b>Total Capital Reserve Fund</b>	<b>22.50</b>	<b>22.50</b>	<b>22.50</b>
Grant Fund			
Administration	26.00	38.00	38.00
Licensed	203.00	300.00	300.00
Support	445.00	185.00	185.00
<b>Total Grant Fund</b>	<b>674.00</b>	<b>523.00</b>	<b>523.00</b>



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2017/2018 - 2019/2020**  
**Staffing by Category**

	<b>2017/2018 Budget</b>	<b>2018/2019 Budget</b>	<b>2019/2020 Budget</b>
Campus Activity Fund			
Administration	-	-	-
Licensed	-	-	-
Support	25.00	25.00	25.00
<b>Total Campus Activity Fund</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>
Transportation Fund			
Administration	6.00	6.00	6.00
Licensed	-	-	-
Support	364.18	364.18	364.18
<b>Total Transportation Fund</b>	<b>370.18</b>	<b>370.18</b>	<b>370.18</b>
Food Service Fund			
Administration	15.00	15.00	15.00
Licensed	-	-	-
Support	316.50	316.50	316.50
<b>Total Food Service Fund</b>	<b>331.50</b>	<b>331.50</b>	<b>331.50</b>
Child Care Fund			
Administration	-	6.00	6.00
Licensed	-	10.75	36.00
Support	289.00	289.00	289.00
<b>Total Child Care Fund</b>	<b>289.00</b>	<b>305.75</b>	<b>331.00</b>
Property Management Fund			
Administration	0.50	0.50	0.50
Licensed	-	-	-
Support	2.00	2.00	2.00
<b>Total Property Management Fund</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
Employee Benefits Fund			
Administration	1.00	-	-
Licensed	-	-	-
Support	1.00	1.00	1.00
<b>Total Employee Benefits Fund</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>
Insurance Reserve Fund			
Administration	3.00	3.00	3.00
Licensed	-	-	-
Support	3.00	3.00	3.00
<b>Total Insurance Reserve Fund</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
Technology Fund			
Administration	106.35	106.35	106.35
Licensed	-	-	-
Support	49.96	49.96	48.30
<b>Total Technology Fund</b>	<b>156.31</b>	<b>156.31</b>	<b>154.65</b>
Central Services Fund			
Administration	2.50	2.50	2.50
Licensed	-	-	-
Support	10.00	10.00	10.00
<b>Total Central Services Fund</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>
<b>Total FTEs Other Funds</b>			
Administration	179.85	196.85	196.85
Licensed	203.00	310.75	336.00
Support	1,508.64	1,248.64	1,246.98
<b>Total FTEs Other Funds</b>	<b>1,891.49</b>	<b>1,756.24</b>	<b>1,779.83</b>



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2017/2018 - 2019/2020**  
**Staffing by Category**

	<b>2017/2018 Budget</b>	<b>2018/2019 Budget</b>	<b>2019/2020 Budget</b>
<b>Total FTEs ALL Funds</b>			
Administration	653.75	704.80	724.00
Licensed	5,275.10	5,325.74	5,346.18
Support	3,528.05	3,270.99	3,452.17
<b>Total FTEs ALL Funds</b>	<b>9,456.90</b>	<b>9,301.53</b>	<b>9,522.35</b>

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**  
**2019/2020**  
**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	Field Services
Superintendent							1.00			
Chief Officer							4.00	1.00	1.00	
Executive Director					1.00				4.00	0.50
Director			1.00			1.00	2.00	3.00	9.00	3.50
Principal	94.00	18.00	19.00	5.00						
Assistant Director									5.00	
Supervisor						2.00				
Assistant Principal	38.00	34.00	77.00	10.15						
Manager					1.00		4.00	10.00	1.00	6.00
Technical Specialist				1.00	0.50		6.00	2.00	15.50	3.00
Accountant I										
Dean	10.00	7.00	11.50	0.50						
Teacher	1,695.32	635.89	1,146.76	141.10					83.40	
Substitute Teacher										
Counselor	9.00	60.40	86.00	18.40				2.00	3.00	
Teacher Librarian	67.75	16.80	17.10	4.00					1.50	
Coordinator - Licensed	1.00								8.00	
Coordinator - Classified										
Coordinator - Administrative		1.00					1.00		6.00	
Resource Specialist									1.00	
Resource Teachers	2.00			0.50					71.41	
Instructional Coach	88.27	15.60	13.60	9.80					8.00	
Administrator									2.00	
Physical Therapist										
Occupational Therapist										
Nurse	2.00									
Psychologist	3.30			0.50						
Social Worker	6.55		5.25							
Audiologist										
Speech Therapist										
Specialist - Classified	1.75		3.63	1.00					5.00	1.00
Buyer										
Technician - Classified			3.20	14.00	1.50	1.00		22.50	17.00	5.00
Administrative Assistant							4.00	1.00	1.00	1.00
Group Leader						1.00				13.00
School Secretary	182.60	50.50	84.38	22.38						
Secretary					1.00	2.00		0.75	3.00	2.00
School Business Manager	4.00		1.00	1.00						
Clerk									1.00	
Buyer Assistant										
Paraprofessional	266.85	35.70	48.94	9.67					0.23	
Special Interpreter/Tutor	7.17		0.91						35.72	
Para-Educator										
Clinic Aides	72.94	14.13	15.41	2.97						
Trades Technician					5.00	9.00				134.00
Custodian	4.00					469.50				
Investigator							2.00			
Campus Supervisor										
Security Officer										
Alarm Monitor										
Food Service Manager	2.90									
Food Service Hourly Worker	2.64									
Classified - Hourly	8.17	0.23	6.67	0.58	2.26	0.43	0.10	0.32	5.59	6.18
Certificated - Hourly			0.83	3.62						
Additional Pay - Certificated										
Overtime - Classified										
<b>Total FTEs</b>	<b>2,570.21</b>	<b>889.25</b>	<b>1,542.18</b>	<b>246.17</b>	<b>12.26</b>	<b>485.93</b>	<b>24.10</b>	<b>42.57</b>	<b>288.35</b>	<b>175.18</b>



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1**  
**2019/2020**  
**General Fund Staffing by Account**

	Financial Services	Innovation and Effectiveness	Student Success	Security and Emergency Management	Telecom, Network & Utilities	Total FTEs
Superintendent						1.00
Chief Officer	1.00	2.00	1.00			10.00
Executive Director		2.00		1.00		8.50
Director	4.00	11.00	3.50	1.00		39.00
Principal.			2.00			138.00
Assistant Director			11.00			16.00
Supervisor	1.00					3.00
Assistant Principal			2.00			161.15
Manager	4.00		2.00	5.00	1.50	34.50
Technical Specialist	11.00		1.00			40.00
Accountant I	1.00					1.00
Dean						29.00
Teacher			353.15			4,055.62
Substitute Teacher						
Counselor			58.50			237.30
Teacher Librarian						107.15
Coordinator - Licensed			5.00			14.00
Coordinator - Classified		1.50		4.00		5.50
Coordinator - Administrative	2.00		4.00	3.00		17.00
Resource Specialist						1.00
Resource Teachers		1.00	8.50			83.41
Instructional Coach.						135.27
Administrator	2.00		5.00			9.00
Physical Therapist			11.50			11.50
Occupational Therapist			29.50			29.50
Nurse			46.00			48.00
Psychologist			55.50			59.30
Social Worker			79.45			91.25
Audiologist			4.50			4.50
Speech Therapist			120.90			120.90
Specialist - Classified	8.00		4.00			24.38
Buyer	2.00					2.00
Technician - Classified	12.00		13.00	1.00		90.20
Administrative Assistant	1.00	3.00	1.00			12.00
Group Leader						14.00
School Secretary			3.75			343.61
Secretary	1.00		8.00	1.00		18.75
School Business Manager						6.00
Clerk						1.00
Buyer Assistant	2.00					2.00
Paraprofessional			135.03			496.42
Special Interpreter/Tutor			42.57			86.37
Para-Educator			210.55			210.55
Clinic Aides			0.66			106.11
Trades Technician						148.00
Custodian						473.50
Investigator						2.00
Campus Supervisor.			1.00	78.00		79.00
Security Officer				23.00		23.00
Alarm Monitor				12.00		12.00
Food Service Manager						2.90
Food Service Hourly Worker						2.64
Classified - Hourly			31.73			62.26
Certificated - Hourly			8.03			12.48
Additional Pay - Certificated						
Overtime - Classified						
<b>Total FTEs</b>	<b>52.00</b>	<b>20.50</b>	<b>1,263.32</b>	<b>129.00</b>	<b>1.50</b>	<b>7,742.52</b>





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## Glossary - Acronyms

**ACCESS for ELLs:** Assessing Comprehension and Communication in English State-to-State for English Language Learners

**ACT:** American College Test

**ALP:** Advanced Learning Plan

**BFO:** Budgeting for Outcomes

**CAFR:** Comprehensive Annual Financial Report

**CDE:** Colorado Department of Education

**CMAS:** Colorado Measure of Academic Success

**COLA:** Cost Of Living Adjustment

**COP:** Certificates of Participation

**CPI:** Consumer Price Index

**CPP:** Colorado Preschool Program

**C.R.S.:** Colorado Revised Statute

**CSAP:** Colorado Student Assessment Program

**CTE:** Career and Technical Education

**DAC:** District Accountability Committee

**ECE:** Early Childhood Education

**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

**FOMC:** Federal Open Market Committee

**FY:** Fiscal Year

**FTE:** Full Time Equivalent

**GASB:** Governmental Accounting Standards Board

**GAAP:** Generally Accepted Accounting Principles

**GDP:** Gross Domestic Product

**GFOA:** Government Finance Officers Association  
**IB:** International Baccalaureate  
**IDEA:** Individuals with Disability Education Act  
**IEP:** Individualized Education Program  
**IT:** Information Technology  
**JCAA:** Jefferson County Administrators' Association  
**JCEA:** Jefferson County Education Association  
**JESPA:** Jeffco Education Support Professionals Association  
**JIAF:** Jeffco Innovation Acceleration Fund  
**KEA:** Kindergarten Entry Assessment  
**MLO:** Mill Levy Override  
**OCR:** Office of Civil Rights  
**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  
**TCJA:** Federal Tax Cuts and Jobs Act  
**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.

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## Glossary

**ACCESS for ELLs:** This is a large-scale English language proficiency assessment administered to Kindergarten through 12<sup>th</sup> 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 12<sup>th</sup> 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 (I<sup>2</sup>a):** Jeffco instituted the I<sup>2</sup>(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.

**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.

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**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.



# Appendix A

**Jefferson County School District No. R-1**  
**Authorizing the Use of a Portion of Beginning Fund Balances**  
**For the Fiscal Year Beginning July 1, 2018 and Ending June 30, 2019**  
**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, Debt Service Fund, Food Service Fund, Child Care Fund, Property Management Fund, Employee Benefits Fund, Information 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:

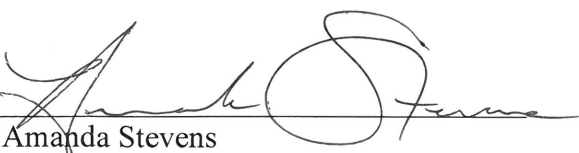
IN ACCORDANCE with C.R.S. 22-44-105, the Board of Education authorizes the use of a portion of the FY 2018/2019 Beginning Fund Balance for the following funds: Capital Reserve in the amount of \$16,026,461 related to the additions for Creighton, Ken Caryl and Summit Middle schools; Debt Service in the amount of \$1,800,000 to use reserves for offsetting repayment of general obligation debt; Food Service in the amount of \$248,749 due to the implementation of new software; Child Care Fund in the amount of \$87,808 due to increased expenditures within the preschool and school age enrichment programs; Property Management Fund in the amount of \$197,232 due to the transfers to the General Fund and Campus Activity Fund as a reimbursement to schools; Employee Benefits Fund in the amount of \$1,164,012 related to lower premiums for employees; Information Technology Fund in the amount of \$1,573,977 related to the timing and implementation of projects; and Insurance Reserve Fund in the amount of \$2,249,425 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 7th day of June, 2018.

(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, 2018 and Ending June 30, 2019  
RESOLUTION**

WHEREAS, the Jefferson County Public School District annual budget for the fiscal year beginning July 1, 2018, and ending June 30, 2019, 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 2018/2019 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, 2018, and ending June 30, 2019 with total appropriated amounts listed below for both expenditures and interfund transfers:

<b>General Fund</b>	
Expenditures	\$668,467,526
Interfund Transfers	\$ 56,261,844
School Carry Forward Reserve	\$ 16,600,000
<b>Capital Reserve Fund</b>	\$ 41,518,878
<b>Debt Service Fund</b>	\$ 43,824,075
<b>Special Revenue Funds</b>	
Campus Activity Fund	\$ 27,621,712
Food Service Fund	\$ 25,551,818
Grant Fund	\$ 41,542,708
Transportation Fund	\$ 26,906,820
<b>Enterprise Funds</b>	
Child Care Fund	\$ 15,288,457
Property Management Fund	\$ 1,872,232
Interfund Transfer	\$ 1,050,000
<b>Internal Service Funds</b>	
Employee Benefits Fund	\$ 6,714,012
Central Services Fund	\$ 3,455,015
Technology Fund	\$ 29,491,984
Insurance Reserve Fund	\$ 15,277,235



BE IT FURTHER RESOLVED, that amounts which were budgeted and appropriated for the 2017/2018 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, 2018; and which are incomplete at that time be, and hereby are, ratified and re-appropriated for the 2018/2019 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.

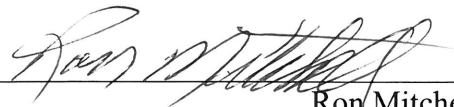
BE IT FURTHER RESOLVED, that the adoption of this Budget Resolution approves and authorizes the collection of all district fees displayed in the adopted budget. Further, all fees collected shall not be expended for any other purpose. The district shall maintain a complete list of fees, how the fee was derived and the purpose of each fee in compliance with C.R.S. 22-32-117.

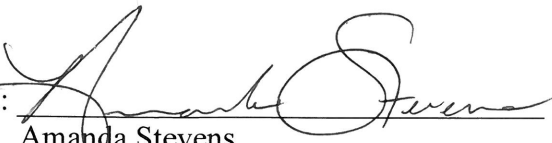
BE IT FURTHER RESOLVED, that the adoption of this Budget Resolution shall be deemed to include the renewal for the 2018/2019 fiscal year of all leases, lease purchase agreements, lease agreements with an option to purchase, and installment purchase agreements in accordance with their terms which have 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 2018/2019 fiscal year and be open for inspection during reasonable business hours.

Adopted this 7th day of June, 2018.

(SEAL)

By:   
Ron Mitchell  
President, Board of Education

Attest:   
Amanda Stevens  
Secretary, Board of Education

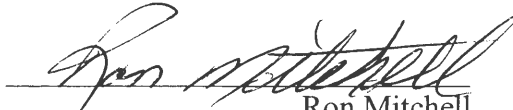
Signed after printing document.


**Jefferson County School District No. R-1  
Supplemental Appropriation  
For the Fiscal Year Beginning July 1, 2018 and Ending June 30, 2019  
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, 2018, and ending June 30, 2019.

Adopted this 7th day of February, 2019.

(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**  
 2018/2019 Fiscal Year Supplemental Budget Appropriation Resolution

**REVENUE**

Sources of Revenue	2018/2019 Adopted Budget	Increase (Decrease)	2018/2019 Revised Budget February 7, 2019
<b>GENERAL FUND</b>			
Property Tax increase revenue from 5A Mill Levy Override	\$ 354,643,702	\$ 33,000,000	\$ 387,643,702
<b>TOTAL GENERAL FUND SUPPLEMENTAL</b>	<b>\$ 354,643,702</b>	<b>\$ 33,000,000</b>	<b>\$ 387,643,702</b>
<b>Child Care Fund</b>			
Transfers in (from the General Fund from 5A Mill Levy Override)	\$ -	\$ 349,320	\$ 349,320
<b>TOTAL CHILD CARE FUND SUPPLEMENTAL</b>	<b>\$ -</b>	<b>\$ 349,320</b>	<b>\$ 349,320</b>

**Jefferson County School District No. R-1**  
 2018/2019 Fiscal Year Supplemental Budget Appropriation Resolution

**EXPENDITURE APPROPRIATION**

Description of Expenditure	2018/2019 Adopted Budget	Increase (Decrease)	2018/2019 Revised Budget February 7, 2019
<b>GENERAL FUND EXPENDITURES</b>			
Increase in expenditures due to collection of 5A Mill Levy Funds	\$ 668,467,526	\$ 2,138,613	\$ 670,606,139
Transfers out (adding the transfer to Child Care Fund from 5A Mill Levy Override)	\$ 56,261,844	\$ 349,320	\$ 56,611,164
<b>TOTAL GENERAL FUND SUPPLEMENTAL</b>	<b>\$ 724,729,370</b>	<b>\$ 2,487,933</b>	<b>\$ 727,217,303</b>
<b>CHILD CARE FUND EXPENDITURES</b>			
Increase in expenditures from 5A Mill Levy Override	\$ 15,288,457	\$ 349,320	\$ 15,637,777
<b>TOTAL CHILD CARE FUND SUPPLEMENTAL</b>	<b>\$ 15,288,457</b>	<b>\$ 349,320</b>	<b>\$ 15,637,777</b>


**Jefferson County School District No. R-1  
Supplemental Appropriation  
For the Fiscal Year Beginning July 1, 2018 and Ending June 30, 2019  
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, 2018, and ending June 30, 2019.

Adopted this 7th day of March, 2019.

(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**  
 2018/2019 Fiscal Year Supplemental Budget Appropriation Resolution

**EXPENDITURE APPROPRIATION**

Description of Expenditure	2018/2019 Revised Budget February 7, 2019	Increase (Decrease)	2018/2019 Revised Budget March 7, 2019
<b>GENERAL FUND EXPENDITURES</b> Increase in compensation expenditures due to the passing of 5A Mill Levy Override	\$ 670,606,139	\$ 15,000,000	\$ 685,606,139
<b>TOTAL GENERAL FUND SUPPLEMENTAL</b>	<b>\$ 670,606,139</b>	<b>\$ 15,000,000</b>	<b>\$ 685,606,139</b>

**Jefferson County School District No. R-1**  
2018/2019 Fiscal Year Supplemental Budget Appropriation Resolution

**REVENUE**

Sources of Revenue	2018/2019 Adopted/Revised Budget	Increase (Decrease)	2018/2019 Revised Budget June 6, 2019
<b>GENERAL FUND REVENUES</b>			
Correction of February 7, 2019 supplemental. 5A funds should have been \$30M, no \$33M	\$ 387,643,702	\$ (3,000,000)	\$ 384,643,702
<b>GENERAL FUND SUPPLEMENTAL</b>	<b>\$ 387,643,702</b>	<b>\$ (3,000,000)</b>	<b>\$ 384,643,702</b>
<b>DEBT SERVICE FUND REVENUES</b>			
Increase property tax collection from passage of 5B and 2018 bond issuance	\$ 42,024,075	\$ 28,426,399	\$ 70,450,474
<b>DEBT SERVICE FUND SUPPLEMENTAL</b>	<b>\$ 42,024,075</b>	<b>\$ 28,426,399</b>	<b>\$ 70,450,474</b>
<b>CAPITAL RESERVE FUND REVENUES</b>			
Increase other financing sources for Free Horizon Building purchase	\$ 2,018,644	\$ 5,585,000	\$ 7,603,644
<b>CAPITAL RESERVE FUND SUPPLEMENTAL</b>	<b>\$ 2,018,644</b>	<b>\$ 5,585,000</b>	<b>\$ 7,603,644</b>
<b>BUILDING FUND - CAPITAL PROJECTS REVENUES</b>			
Establish budget for building fund with issuance of 2018 Bonds	\$ -	\$ 381,355,349	\$ 381,355,349
<b>BUILDING FUND - CAPITAL PROJECTS SUPPLEMENTAL</b>	<b>\$ -</b>	<b>\$ 381,355,349</b>	<b>\$ 381,355,349</b>
<b>PROPERTY MANAGEMENT FUND</b>			
Increase in building rentals revenue	\$ 2,725,000	\$ 50,000	\$ 2,775,000
<b>PROPERTY MANAGEMENT FUND SUPPLEMENTAL</b>	<b>\$ 2,725,000</b>	<b>\$ 150,000</b>	<b>\$ 2,775,000</b>
<b>EMPLOYEE BENEFITS FUND</b>			
Fluctuations in employee participation in district-offered plans	\$ 5,550,000	\$ 50,000	\$ 5,600,000
<b>EMPLOYEE BENEFITS FUND SUPPLEMENTAL</b>	<b>\$ 5,550,000</b>	<b>\$ 50,000</b>	<b>\$ 5,600,000</b>

**Jefferson County School District No. R-1**  
2018/2019 Fiscal Year Supplemental Budget Appropriation Resolution

**EXPENDITURE APPROPRIATION**

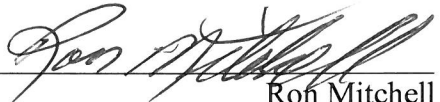
Description of Expenditure	2018/2019 Adopted/Revised Budget	Increase (Decrease)	2018/2019 Revised Budget June 6, 2019
<b>GENERAL FUND EXPENDITURES</b>			
Increase in expenditures due to Free Horizon becoming an innovation school, utility increases and election costs	\$ 687,706,139	\$ 4,050,000	\$ 691,756,139
<b>GENERAL FUND SUPPLEMENTAL</b>	<b>\$ 687,706,139</b>	<b>\$ 4,050,000</b>	<b>\$ 691,756,139</b>
<b>DEBT SERVICE FUND EXPENDITURES</b>			
Increase in interest payments from 2018 bond issuance	\$ 43,824,075	\$ 7,831,639	\$ 51,655,714
<b>DEBT SERVICE FUND SUPPLEMENTAL</b>	<b>\$ 43,824,075</b>	<b>\$ 7,831,639</b>	<b>\$ 51,655,714</b>
<b>CAPITAL RESERVE FUND REVENUES</b>			
Increase in expenditures from Free Horizon building purchase	\$ 41,518,877	\$ 5,585,000	\$ 47,103,877
<b>CAPITAL RESERVE FUND SUPPLEMENTAL</b>	<b>\$ 41,518,877</b>	<b>\$ 5,585,000</b>	<b>\$ 47,103,877</b>
<b>BUILDING FUND - CAPITAL PROJECTS EXPENDITURES</b>			
Establish budget for building fund with issuance of 2018 Bonds	\$ -	\$ 39,778,167	\$ 39,778,167
<b>BUILDING FUND - CAPITAL PROJECTS SUPPLEMENTAL</b>	<b>\$ -</b>	<b>\$ 39,778,167</b>	<b>\$ 39,778,167</b>
<b>CAMPUS ACTIVITY FUND</b>			
Increases in salaries and purchased services	\$ 27,621,712	\$ 500,000	\$ 28,121,712
<b>CAMPUS ACTIVITY FUND SUPPLEMENTAL</b>	<b>\$ 27,621,712</b>	<b>\$ 500,000</b>	<b>\$ 28,121,712</b>
<b>PROPERTY MANAGEMENT FUND</b>			
Increase in cost of supplies	\$ 1,872,232	\$ 50,000	\$ 1,922,232
<b>PROPERTY MANAGEMENT FUND SUPPLEMENTAL</b>	<b>\$ 1,872,232</b>	<b>\$ 50,000</b>	<b>\$ 1,922,232</b>
<b>CHILD CARE FUND</b>			
Increases in salaries and opening new preschool centers	\$ 15,637,777	\$ 350,000	\$ 15,987,777
<b>CHILD CARE FUND SUPPLEMENTAL</b>	<b>\$ 15,637,777</b>	<b>\$ 350,000</b>	<b>\$ 15,987,777</b>
<b>EMPLOYEE BENEFITS FUND</b>			
Fluctuations in employee participation in district-offered plans	\$ 6,714,012	\$ 400,000	\$ 7,114,012
<b>EMPLOYEE BENEFITS FUND SUPPLEMENTAL</b>	<b>\$ 6,714,012</b>	<b>\$ 400,000</b>	<b>\$ 7,114,012</b>
<b>GRANTS FUND</b>			
Due to increased spending READ Act, in addition to spending trends on new grants.	\$ 41,542,708	\$ 500,000	\$ 42,042,708
<b>GRANTS FUND SUPPLEMENTAL</b>	<b>\$ 41,542,708</b>	<b>\$ 500,000</b>	<b>\$ 42,042,708</b>


**Jefferson County School District No. R-1  
Supplemental Appropriation  
For the Fiscal Year Beginning July 1, 2018 and Ending June 30, 2019  
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, 2018, and ending June 30, 2019.

Adopted this 4th day of April, 2019.

(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**  
 2018/2019 Fiscal Year Supplemental Budget Appropriation Resolution

**EXPENDITURE APPROPRIATION**

<b>Description of Expenditure</b>	<b>2018/2019 Revised Budget March 7, 2019</b>	<b>Increase (Decrease)</b>	<b>2018/2019 Revised Budget April 4, 2019</b>
<b>GENERAL FUND EXPENDITURES</b> Increase in expenditures for 1:1 Devices due to passing of 5A Mill Levy Override	\$ 685,606,139	\$ 2,100,000	\$ 687,706,139
<b>TOTAL GENERAL FUND SUPPLEMENTAL</b>	<b>\$ 685,606,139</b>	<b>\$ 2,100,000</b>	<b>\$ 687,706,139</b>



**Jefferson County School District No. R-1  
Budget Adoption and Appropriations  
For the Fiscal Year Beginning July 1, 2019 and Ending June 30, 2020  
RESOLUTION**

WHEREAS, the Jefferson County Public School District annual budget for the fiscal year beginning July 1, 2019, and ending June 30, 2020, 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 2019/2020 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, 2019, and ending June 30, 2020 with total appropriated amounts listed below for both expenditures and interfund transfers:

<b>General Fund</b>	
Expenditures	\$738,064,777
Interfund Transfers	\$ 62,902,936
School Carry Forward Reserve	\$ 19,000,000
<b>Capital Reserve Fund</b>	\$ 16,450,296
<b>Building Fund</b>	\$ 146,592,602
<b>Debt Service Fund</b>	\$ 74,517,963
<b>Special Revenue Funds</b>	
Campus Activity Fund	\$ 27,370,505
Food Service Fund	\$ 25,041,050
Grant Fund	\$ 43,906,087
Transportation Fund	\$ 27,433,370
<b>Enterprise Funds</b>	
Child Care Fund	\$ 20,744,316
Property Management Fund	\$ 1,901,278
Interfund Transfer	\$ 1,050,000
<b>Internal Service Funds</b>	
Employee Benefits Fund	\$ 7,951,206
Central Services Fund	\$ 3,698,621
Technology Fund	\$ 31,178,488
Insurance Reserve Fund	\$ 11,122,114

BE IT FURTHER RESOLVED, that amounts which were budgeted and appropriated for the 2018/2019 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, 2019; and which are incomplete at that time be, and hereby are, ratified and re-appropriated for the 2019/2020 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.

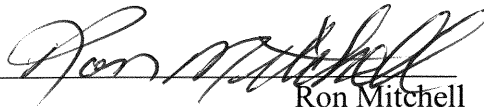
BE IT FURTHER RESOLVED, that the adoption of this Budget Resolution approves and authorizes the collection of all district fees displayed in the adopted budget. Further, all fees collected shall not be expended for any other purpose. The district shall maintain a complete list of fees, how the fee was 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 2019/2020 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 2019/2020 fiscal year and be open for inspection during reasonable business hours.

Adopted this 6th day of June, 2019.

(SEAL)

By:   
Ron Mitchell  
President, Board of Education

Attest:   
Amanda Stevens  
Secretary, Board of Education

Signed after printing document.



# Appendix B

## 5A Mill Levy Override Funding Summary

In November 2018, voters approved the 5A ballot issue for a \$33M mill levy override that provides funds for the school district's general fund. The amount reflects the voter-approved \$33M less the \$3M estimated pass through that goes to district charter schools. The 5A funding allowed Jeffco to be more competitive with surrounding districts in our compensation levels and the services we offer our students. With these resources, the district was able, and will continue, to make significant investments in school safety and security including increased mental health supports, expanding career and technical education and STEM options, improving classroom materials and technology, and expanding early childhood education.

The chart below shows how the funds were allocated and budgeted for fiscal years 2019 and 2020 as well as the total of ongoing and one time expenditures by category, amount of 5A reserves, and the total available for programming.

	5A Revenue Allocation	FY 2019 Budget	EOY 2019 remaining to be programmed	FY 2020 Budget	EOY 2020 remaining to be programmed
<b>ONGOING EXPENDITURES</b>					
Total of 5A Ongoing Budget Lines	\$ 15,000,000	\$ 15,000,000	\$ -	\$ -	\$ -
Career/Tech Ed	3,000,000	149,200	2,850,800	977,133	1,873,667
1:1 Devices	3,000,000	2,100,000	900,000	900,000	-
Safety & Mental Health	6,000,000	-	6,000,000	6,000,000	-
Early Childhood	3,000,000	299,320	2,700,680	2,700,680	-
<b>Total 5A Ongoing Budget Lines</b>	<b>\$ 30,000,000</b>	<b>\$ 17,548,520</b>	<b>\$ 12,451,480</b>	<b>\$ 10,577,813</b>	<b>\$ 1,873,667</b>
<b>ONE TIME USE OF UNPROGRAMMED FUNDS</b>					
Compensation		-		-	
Career/Tech Ed		\$ 1,015,750		\$ 1,255,150	
1:1 Devices		-		900,000	
Safety & Mental Health		973,663		1,250,000	
Early Childhood		50,000		900,000	
<b>Total One Time Use of 5A Funds</b>		<b>\$ 2,039,413</b>		<b>\$ 4,305,150</b>	
<b>Total Combined 5A Ongoing and One Time Expenditure Budget by Fiscal Year</b>		<b>\$ 19,587,933</b>		<b>\$ 14,882,963</b>	
<b>BALANCE TO RESERVES, AVAILABLE FOR PROGRAMMING</b>					
Compensation		\$ -		\$ -	
Career/Tech Ed		1,835,050		2,453,567	
1:1 Devices		900,000		-	
Safety & Mental Health		5,026,337		3,776,337	
Early Childhood		2,650,680		1,750,680	
<b>Total 5A Reserves Available for Programming</b>		<b>\$ 10,412,067</b>		<b>\$ 7,980,584</b>	
<b>INFLATION</b>					
Add description				2.70%	
Offset for annual compensation costs				\$ 810,000	

General Increase Request Mill Levy (5a)

	A	B	D	E	F	H	I
1				FY19		FY20	
2	Group	Line Description	FTE	On-going	One time	On-going	One time
3	<b>COMPENSATION (50%)</b>						
4	HR/District-Wide	Compensation increase	0.0	\$ 15,000,000			
5	<b>Total Compensation</b>		0.0	\$ 15,000,000	\$ -	\$ -	\$ -
6							
7	<b>CAREER TECH-ED/STEM</b>						
8	Software	5 year Adobe Creative Cloud purchase 5 year Solid Works purchase		\$ 110,000		\$ -	
9	Jeffco Career Links Project	Resources and Materials, Career Expo, events and summit				\$ 88,460	\$ 5,150
10	Career Links School Supports FTE	Ensuring student success through work-based learning opportunities.	6.0			\$ 547,186	
11	Staff Development /Buck Institute (Teacher Capacity)	7 sessions with 35 attendees \$14,000 per session			\$ 100,000		\$ 100,000
12	College Credit for Pathways (Students)	Concurrent enrollment opportunities and to support students attaining an AAS degree through the Warren Tech model for early college.				\$ 105,600	
13	Pathways to Teaching (Students)	The goal is to increase the number of students who earn certification toward graduation in teaching pathway to 60 students by 2020.				\$ 35,887	
14	Engineering Pathway Equipment	3D printers for 13 Engineering Programs \$20,000 per printer Shipping cost 13 x 500 = \$6,500			\$ 266,500		
15	CTE Middle School Program Pathways	26 middle schools \$35,000 per middle school				\$ 200,000	\$ 710,000
16	Teacher Professional Learning	\$15,000 : 5 teachers engage in 4 week summer externship \$19,000: 20 teachers attend one week summer Institute \$5,200 for 20 teachers to complete job shadowing and sub coverage		\$ 39,200			
17	Program Implementation (GIC and AMPED)	Seven schools funded to implement program- 5 schools receive \$105,000 1 school receives \$50,000 1 school receives \$55,000 Coordinator training \$3,250 School training \$16,000			\$ 649,250		\$ 440,000
18	<b>Total Career Tech-Ed/STEM</b>		6.0	\$ 149,200	\$ 1,015,750	\$ 977,133	\$ 1,255,150
19							
20	<b>CLASSROOM/TECHNOLOGY</b>						
21	Technology	1:1 Devices		\$ 2,100,000	\$ -	\$ 900,000	\$ 900,000
22	<b>Total Classroom/Technology</b>		\$ -	\$ 2,100,000	\$ -	\$ 900,000	\$ 900,000
23							
24	<b>SAFETY AND MENTAL HEALTH SUPPORT</b>						
25	Student Success	Suicide Prevention Training			\$ 112,024		
26	Student Success	Social Emotional Learning Curriculum			\$ 471,822		
27	Student Success	Social Emotional Learning Assessments			\$ 156,996		
28	Student Success	Computers for New Social Emotional Learning Specialist			\$ 22,785		
29	Student Success	Crisis Intervention Training			\$ 30,000		
30	Student Success	Safe to Tell Materials			\$ 25,000		
31	Student Success	Principal Threat Assessment Training			\$ 3,500		
32	Student Success	Columbine Anniversary Support			\$ 30,000		
33	Student Success	Support Materials/Supplies for Elementary			\$ 121,536		
34	Student Success	Social Emotional Learning Specialist	52.0			\$ 4,078,000	

General Increase Request Mill Levy (5a)

	A	B	D	E	F	H	I
2	Group	Line Description	FTE	On-going	One time	On-going	One time
35	Student Success	GT Social Emotional Learning Counselors	2.0			\$ 208,000	
36	Student Success	Behavioral Team + Training	5.0			\$ 401,000	
37	Student Success	Suicide Prevention and Support				\$ 210,000	
38	Student Success	Employee Assistance Program (EAP)	1.0			\$ 97,500	
39	Student Success	SEL Training and Materials				\$ 150,200	
40	Student Success	School Allocation \$10/Student					\$ 860,000
41	Student Success	Contracted Drug Intervention Services				\$ 60,000	\$ 140,000
42	Student Success	Contracted Services					\$ 250,000
43	Student Success	Registered Nurses	9.0			\$ 690,300	
44	Student Success	Title IX Coordinator	1.0			\$ 105,000	
45	<b>Total Safety and Mental Health Support</b>		<b>\$ 70</b>	<b>\$ -</b>	<b>\$ 973,663</b>	<b>\$ 6,000,000</b>	<b>\$ 1,250,000</b>
46							
47	<b>EXPANSION OF EARLY CHILDHOOD</b>						
48	FTE Need	6.0 FTE for 1/2 the year	6.00	\$ 229,320			
49	Professional Development	Coursework investment			\$ 50,000		\$ 100,000
50	Full Day Preschool	Add two new preschool classrooms Convert 4 half day into full day classrooms		\$ 70,000			
51	Preschool	47 teachers	36.00			\$ 2,700,680	
52	Preschool	6 New Preschool Classrooms					\$ 800,000
53	<b>Total Expansion of Early Childhood</b>		<b>42.00</b>	<b>\$ 299,320</b>	<b>\$ 50,000</b>	<b>\$ 2,700,680</b>	<b>\$ 900,000</b>
54							
55	Cabinet recommendations		<b>118.0</b>	<b>\$ 17,548,520</b>	<b>\$ 2,039,413</b>	<b>\$ 10,577,813</b>	<b>\$ 4,305,150</b>

# Appendix C



# ALAMEDA ARTICULATION AREA\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

Current Building Condition/FCI\*\*  
 Future Building Condition/FCI  
 Build new facility on same property  
 Expand with addition  
 Remodel building interior  
 Additions/renovations for programs  
 Growth accommodations  
 Remove modular buildings  
 Security camera & lock updates  
 Secure entries & office locations  
 New, more secure exterior doors  
 More secure & energy-efficient windows  
 Update existing technology  
 Landscaping & field improvements  
 Update interior paint, wall-coverings  
 Update electrical wiring & increase capacity  
 Update HVAC, plumbing & piping  
 Update caulking, trim & window sills  
 Repair & update exterior finish  
 New paint to protect exterior  
 Commercial kitchen improvements  
 Parking lot & sidewalk improvements  
 Replace old playground equipment  
 Replace old furniture  
 Replace old carpet & floor tile  
 Replace movable partitions  
 Replace old sinks, cabinets & shelving  
 Replace interior lighting with LEDs  
 Replace old ceilings  
 Replace worn roofing  
 Estimated cost of proposed improvements\*\*\*  
 Estimated project time line\*\*\*\*

	Current Building Condition/FCI**	Future Building Condition/FCI	Build new facility on same property	Expand with addition	Remodel building interior	Additions/renovations for programs	Growth accommodations	Remove modular buildings	Security camera & lock updates	Secure entries & office locations	New, more secure exterior doors	More secure & energy-efficient windows	Update existing technology	Landscaping & field improvements	Update interior paint, wall-coverings	Update electrical wiring & increase capacity	Update HVAC, plumbing & piping	Update caulking, trim & window sills	Repair & update exterior finish	New paint to protect exterior	Commercial kitchen improvements	Parking lot & sidewalk improvements	Replace old playground equipment	Replace old furniture	Replace old carpet & floor tile	Replace movable partitions	Replace old sinks, cabinets & shelving	Replace interior lighting with LEDs	Replace old ceilings	Replace worn roofing	Estimated cost of proposed improvements***	Estimated project time line****
Alameda International Jr./ Sr. High	17.1%	7.5%		●	●	●		●	●	●											●		●	●		●	●			\$18,003,098	11/2018 - 8/2021	
Deane Elementary	18.8%	9.7%			●				●	●	●	●															●	●	●	●	\$1,041,370	9/2020 - 8/2021
Emory Elementary	15.4%	4.1%							●	●		●															●	●			\$3,011,705	9/2020 - 8/2021
Lasley Elementary	15.5%	6.3%							●	●		●														●	●	●	●	\$1,497,502	9/2021 - 8/2022	
Patterson International Elementary	35.1%	17.3%							●	●	●	●									●						●	●			\$2,119,131	9/2021 - 8/2022
Rose Stein International Elementary	27.2%	15.2%						●	●												●										\$463,102	9/2022 - 8/2023

\*\*FCI is a measurement of the physical condition of the school's interior, exterior & grounds.

● Good: less than 10%   ● Fair: 11% to 30%   ● Poor: greater than 30%.

\*\*\* Estimated cost of proposed improvements subject to change per final project scope.

\*\*\*\* Estimated project time line subject to change.

# ARVADA ARTICULATION AREA\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

Current Building Condition/FCI\*\*  
 Future Building Condition/FCI  
 Build new facility on same property  
 Expand with addition  
 Remodel building interior  
 Additional/renovations for programs  
 Growth accommodations  
 Remove modular buildings  
 Security camera & lock updates  
 Secure entries & office locations  
 New, more secure exterior doors  
 More secure & energy-efficient windows  
 Update existing technology  
 Landscaping & field improvements  
 Update interior paint, wall-coverings  
 Update electrical wiring & increase capacity  
 Update HVAC, plumbing & piping  
 Update caulking, trim & window sills  
 Repair & update exterior finish  
 New paint to protect exterior  
 Commercial kitchen improvements  
 Parking lot & sidewalk improvements  
 Replace old playground equipment  
 Replace old furniture  
 Replace old carpet & floor tile  
 Replace movable partitions  
 Replace old sinks, cabinets & shelving  
 Replace interior lighting with LEDs  
 Replace old ceilings  
 Replace worn roofing  
 Estimated cost of proposed improvements\*\*\*  
 Estimated project time line\*\*\*\*

	Current Building Condition/FCI**	Future Building Condition/FCI	Build new facility on same property	Expand with addition	Remodel building interior	Additional/renovations for programs	Growth accommodations	Remove modular buildings	Security camera & lock updates	Secure entries & office locations	New, more secure exterior doors	More secure & energy-efficient windows	Update existing technology	Landscaping & field improvements	Update interior paint, wall-coverings	Update electrical wiring & increase capacity	Update HVAC, plumbing & piping	Update caulking, trim & window sills	Repair & update exterior finish	New paint to protect exterior	Commercial kitchen improvements	Parking lot & sidewalk improvements	Replace old playground equipment	Replace old furniture	Replace old carpet & floor tile	Replace movable partitions	Replace old sinks, cabinets & shelving	Replace interior lighting with LEDs	Replace old ceilings	Replace worn roofing	Estimated cost of proposed improvements***	Estimated project time line****
Arvada High	29.2%	18%		●	●	●			●	●				●					●	●	●	●	●	●	●	●	●	●	●	\$14,765,828	5/2019 - 12/2021	
Arvada K-8	21.2%	12.8%			●	●			●	●				●									●		●	●	●			\$2,397,906	8/2019 - 8/2020	
Fitzmorris Elementary	28.8%	13.6%							●	●				●					●		●	●	●	●	●	●	●			\$1,891,794	8/2020 - 8/2021	
Foster Elementary	41.3%	15.9%		●	●			●	●	●	●	●	●			●	●					●	●	●	●	●	●	●	●	\$5,949,807	1/2019 - 8/2020	
Hackberry Hill Elementary	11.7%	3.2%							●	●					●	●			●	●	●	●								\$1,075,477	8/2020 - 8/2021	
Lawrence Elementary	30%	5.7%			●				●	●				●	●					●	●	●								\$2,831,578	8/2021 - 8/2022	
North Arvada Middle	19.7%	8%				●			●	●					●					●	●		●	●						\$3,324,436	1/2019 - 8/2020	
Peck Elementary	37.3%	14.5%			●				●	●	●					●				●		●	●	●						\$2,385,520	8/2022 - 8/2023	
Secret Elementary	22.4%	9.1%							●	●	●			●	●				●	●		●								\$1,485,500	8/2022 - 8/2023	
Swanson Elementary	38.1%	13.8%					●	●	●						●						●	●	●							\$3,273,650	8/2022 - 8/2023	
Thomson Elementary	34.6%	17%						●	●						●	●					●	●	●	●	●	●	●	●	●	\$2,074,473	9/2021 - 8/2022	

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\*\*\* Estimated cost of proposed improvements subject to change per final project scope.

Good: less than 10% Fair: 11% to 30% Poor: greater than 30%.

\*\*\*\* Estimated project time line subject to change.

# ARVADA WEST ARTICULATION AREA\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

Current Building Condition(FCI)\*\*  
 Future Building Condition(FCI)  
 Build new facility on same property  
 Expand with addition  
 Remodel building interior  
 Additions/renovations for programs  
 Growth accommodations  
 Remove modular buildings  
 Security camera & lock updates  
 Secure entries & office locations  
 New, more secure exterior doors  
 More secure & energy-efficient windows  
 Update existing technology  
 Landscaping & field improvements  
 Update interior paint, wall-coverings  
 Update electrical wiring & increase capacity  
 Update HVAC, plumbing & piping  
 Repair & update exterior finish  
 New paint to protect exterior  
 Commercial kitchen improvements  
 Parkinglot & sidewalk improvements  
 Replace old furniture  
 Replace old carpet & floor tile  
 Replace movable partitions  
 Replace old sinks, cabinets & shelving  
 Replace interior lighting with LEDs  
 Replace old ceilings  
 Replace worn roofing  
 Estimated cost of proposed improvements\*\*\*  
 Estimated project time line\*\*\*\*

	Current Building Condition(FCI)**	Future Building Condition(FCI)	Build new facility on same property	Expand with addition	Remodel building interior	Additions/renovations for programs	Growth accommodations	Remove modular buildings	Security camera & lock updates	Secure entries & office locations	New, more secure exterior doors	More secure & energy-efficient windows	Update existing technology	Landscaping & field improvements	Update interior paint, wall-coverings	Update electrical wiring & increase capacity	Update HVAC, plumbing & piping	Repair & update exterior finish	New paint to protect exterior	Commercial kitchen improvements	Parkinglot & sidewalk improvements	Replace old furniture	Replace old carpet & floor tile	Replace movable partitions	Replace old sinks, cabinets & shelving	Replace interior lighting with LEDs	Replace old ceilings	Replace worn roofing	Estimated cost of proposed improvements***	Estimated project time line****
Allendale Elementary	19.6%	6.9%						•	•		•				•				•	•				•	•			\$1,259,382	9/2020 - 8/2022	
Arvada West High	4.3%	2.3%						•	•		•			•	•			•										\$1,567,998	9/2021 - 8/2022	
Campbell Elementary	39.7%	16%				•	•	•			•				•			•	•	•	•			•	•	•		\$2,514,071	8/2022 - 8/2023	
Drake Middle School	16.1%	11.9%					•	•		•	•			•				•				•			•			\$1,010,260	8/2023 - 8/2024	
Fairmount Elementary	21.2%	7.8%					•	•			•			•	•			•	•	•	•		•		•	•	•	\$2,111,708	8/2022 - 8/2023	
Fremont Elementary	19.9%	9.2%				•	•	•		•				•			•	•	•	•	•		•	•	•	•		\$1,214,621	1/2019 - 8/2020	
Stott Elementary	23.8%	12.5%					•	•		•		•	•	•				•		•		•	•		•	•		\$1,243,613	8/2020 - 8/2021	
Vanderhoof Elementary	33.3%	15%				•	•	•		•		•	•	•				•		•	•		•	•				\$1,995,235	8/2019 - 8/2020	

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\*\*\* Estimated cost of proposed improvements subject to change per final project scope.

Good: less than 10% Fair: 11% to 30% Poor: greater than 30%.

\*\*\*\* Estimated project time line subject to change.

# BEAR CREEK ARTICULATION AREA\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

	Current Building Condition/FCI**	Future Building Condition/FCI	Build new facility on same property	Expand with addition	Remodel building interior	Additions/renovations for programs	Growth accommodations	Remove modular buildings	Security camera & lock updates	Secure entries & office locations	New, more secure exterior doors	More secure & energy-efficient windows	Update existing technology	Landscaping & field improvements	Update interior paint, wall-coverings	Update electrical wiring & increase capacity	Update HVAC, plumbing & piping	Repair & update caulking, trim & window sills	New paint to protect exterior	Commercial kitchen improvements	Parking lot & sidewalk improvements	Replace old furniture	Replace old carpet & floor tile	Replace movable partitions	Replace old sinks, cabinets & shelving	Replace interior lighting with LEDs	Replace old ceilings	Replace worn roofing	Estimated cost of proposed improvements***	Estimated project time line****
Bear Creek High	3%	0.9%						●	●		●	●			●	●													\$1,196,747	8/2020 - 8/2021
Bear Creek K-8	2.3%	0.5%						●	●		●				●	●									●	●		\$515,481	8/2023 - 8/2024	
Carmody Middle	15.8%	7.2%					●	●	●		●			●	●	●			●			●		●	●	●		\$2,123,880	8/2019 - 8/2020	
Green Gables Elementary	41.1%	29%		●			●	●	●	●	●	●	●	●	●	●			●	●	●	●	●	●	●	●	●	●	\$2,463,767	1/2020 - 8/2022
Kendallvue Elementary	36%	17.7%					●	●	●	●	●				●	●			●		●		●	●	●	●		\$1,577,970	8/2022 - 8/2023	
Kendrick Lakes Elementary	58.2%	0%	●																									\$22,287,576	1/2019 - 8/2021	
Peiffer Elementary	49.1%	16.7%					●	●	●		●				●	●			●	●	●		●					\$1,844,963	8/2022 - 8/2023	
Red Rocks Elementary	35.8%	17%						●	●		●				●	●			●	●	●	●	●	●	●	●		\$2,071,031	8/2023 - 8/2024	
Westgate Elementary	28.4%	10.7%					●	●	●	●	●				●	●			●			●	●	●	●	●		\$2,336,484	8/2023 - 8/2024	

\*\*FCI is a measurement of the physical condition of the school's interior, exterior & grounds.

● Good: less than 10%    ● Fair: 11% to 30%    ● Poor: greater than 30%.

\*\*\* Estimated cost of proposed improvements subject to change per final project scope.

\*\*\*\* Estimated project time line subject to change.

# CHATFIELD ARTICULATION AREA\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

Current Building Condition(FCI)\*\*  
 Future Building Condition(FCI)  
 Build new facility on same property  
 Expand with addition  
 Remodel building interior  
 Additions/renovations interior  
 Growth accommodations for programs  
 Remove modular buildings  
 Security camera & lock updates  
 Secure entries & office locations  
 New, more secure exterior doors  
 More secure & energy-efficient windows  
 Update existing technology  
 Landscaping & field improvements  
 Update interior paint, wall-coverings  
 Update electrical wiring & increase capacity  
 Update HVAC, plumbing & piping  
 Update caulking, trim & window sills  
 Repair & update exterior finish  
 New paint to protect exterior  
 Commercial kitchen improvements  
 Parkinglot & sidewalk improvements  
 Replace old playground equipment  
 Replace old furniture  
 Replace old carpet & floor tile  
 Replace movable partitions  
 Replace old sinks, cabinets & shelving  
 Replace interior lighting with LEDs  
 Replace old ceilings  
 Replace worn roofing  
 Estimated cost of proposed improvements\*\*\*  
 Estimated project time line\*\*\*\*

	Current Building Condition(FCI)**	Future Building Condition(FCI)	Build new facility on same property	Expand with addition	Remodel building interior	Additions/renovations interior	Growth accommodations for programs	Remove modular buildings	Security camera & lock updates	Secure entries & office locations	New, more secure exterior doors	More secure & energy-efficient windows	Update existing technology	Landscaping & field improvements	Update interior paint, wall-coverings	Update electrical wiring & increase capacity	Update HVAC, plumbing & piping	Update caulking, trim & window sills	Repair & update exterior finish	New paint to protect exterior	Commercial kitchen improvements	Parkinglot & sidewalk improvements	Replace old playground equipment	Replace old furniture	Replace old carpet & floor tile	Replace movable partitions	Replace old sinks, cabinets & shelving	Replace interior lighting with LEDs	Replace old ceilings	Replace worn roofing	Estimated cost of proposed improvements***	Estimated project time line****	
Bradford K-8 North	10.8%	6.8%						•	•		•				•						•	•	•			•				\$452,758	8/2019 - 8/2020		
Bradford K-8 South	20.9%	8%						•	•		•				•	•						•	•			•				\$1,522,904	8/2019 - 8/2020		
Chatfield High	12.6%	7.8%		•	•			•	•		•	•					•					•	•		•	•				\$4,887,763	8/2020 - 8/2022		
Coronado Elementary	38%	13.4%		•				•	•		•									•		•	•	•	•	•	•	•			\$2,854,490	9/2021 - 8/2022	
Deer Creek Middle	21.8%	17%						•	•		•		•	•	•								•	•	•	•	•				\$1,402,297	9/2021 - 8/2022	
Falcon Bluffs Middle	7.3%	2%						•	•		•									•			•	•			•				\$1,484,505	8/2022 - 8/2023	
Mortensen Elementary	18.3%	13.3%						•	•		•												•	•							\$611,995	8/2022 - 8/2023	
Shaffer Elementary	13.4%	6.5%						•	•	•	•											•	•	•		•					\$924,001	8/2022 - 8/2023	
Stony Creek Elementary	33.8%	22.3%						•	•	•	•											•	•	•		•	•	•				\$1,352,382	8/2022 - 8/2023
Ute Meadows Elementary	19.4%	10.5%						•	•	•	•		•	•	•								•	•	•	•	•					\$1,009,038	8/2022 - 8/2023

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\*\*\* Estimated cost of proposed improvements subject to change per final project scope.

Good: less than 10% Fair: 11% to 30% Poor: greater than 30%.

\*\*\*\* Estimated project time line subject to change.

# COLUMBINE ARTICULATION AREA\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

	Current Building Condition/FCI**	Future Building Condition/FCI	Build new facility on same property	Expand with addition	Remodel building interior	Additions/renovations for programs	Growth accommodations	Remove modular buildings	Security camera & lock updates	New, more secure entrances & office locations	More secure exterior doors	Update existing technology	Landscaping & field improvements	Update interior paint, wall-coverings	Update electrical wiring & increase capacity	Update HVAC, plumbing & piping	Repair & update caulking, trim & window sills	New paint to protect exterior	Commercial kitchen improvements	Parking lot & sidewalk improvements	Replace old furniture	Replace old carpet & floor tile	Replace movable partitions	Replace old sinks, cabinets & shelving	Replace interior lighting with LEDs	Replace old ceilings	Replace worn roofing	Estimated cost of proposed improvements***	Estimated project time line****	
Columbine High	21%	10.3%																										\$14,129,966	1/2019 - 8/2021	
Columbine Hills Elementary	20.7%	5.6%																											\$1,730,679	8/2021 - 8/2022
Dutch Creek Elementary	24.2%	9.9%																											\$1,723,226	8/2021 - 8/2022
Governor's Ranch Elementary	22.8%	14.8%																											\$921,597	8/2021 - 8/2022
Ken Caryl Middle	17%	8.9%																											\$1,797,006	8/2023 - 8/2024
Leawood Elementary	15.9%	7.6%																											\$955,138	8/2023 - 8/2024
Normandy Elementary	26.6%	16.5%																											\$1,443,121	8/2023 - 8/2024

\*\*FCI is a measurement of the physical condition of the school's interior, exterior & grounds.

Good: less than 10% Fair: 11% to 30% Poor: greater than 30%

\*\*\* Estimated cost of proposed improvements subject to change per final project scope.

\*\*\*\* Estimated project time line subject to change.

# CONIFER ARTICULATION AREA\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

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	Current Building Condition/FCI**	Future Building Condition/FCI	Build new facility on same property	Expand with addition	Remodel building interior	Additions/renovations for programs	Growth accommodations	Remove modular buildings	Security camera & lock updates	Secure entries & office locations	New, more secure exterior doors	More secure & energy-efficient windows	Update existing technology	Landscaping & field improvements	Update interior paint, wall-coverings	Update electrical wiring & increase capacity	Update HVAC, plumbing & piping	Repair & update exterior finish	New paint to protect exterior	Commercial kitchen improvements	Parkinglot & sidewalk improvements	Replace old furniture	Replace old carpet & floor tile	Replace movable partitions	Replace old sinks, cabinets & shelving	Replace interior lighting with LEDs	Replace old ceilings	Replace worn roofing	Estimated cost of proposed improvements***	Estimated project time line****
Conifer High	21%	5.7%																											\$9,820,651	5/2020 - 12/2022
Elk Creek Elementary	22.4%	14.6%																											\$950,302	8/2023 - 8/2024
Marshdale Elementary	53.8%	0%																											\$19,986,323	8/2020 - 8/2022
West Jefferson Elementary	11.9%	5.9%																											\$688,499	8/2023 - 8/2024
West Jefferson Middle	26.1%	17%																											\$2,323,535	8/2020 - 8/2021

\*\*FCI is a measurement of the physical condition of the school's interior, exterior & grounds.

Good: less than 10%    Fair: 11% to 30%    Poor: greater than 30%.

\*\*\* Estimated cost of proposed improvements subject to change per final project scope.

\*\*\*\* Estimated project time line subject to change.

# DAKOTA RIDGE ARTICULATION AREA\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

Current Building Condition/FCI\*\*  
 Future Building Condition/FCI  
 Build new facility on same property  
 Expand with addition  
 Remodel building interior  
 Addition/renovations for programs  
 Growth accommodations  
 Remove modular buildings  
 Security camera & lock updates  
 Secure entries & office locations  
 New, more secure exterior doors  
 More secure & energy-efficient windows  
 Update existing technology  
 Landscaping & field improvements  
 Update interior paint, wall-coverings  
 Update electrical wiring & increase capacity  
 Update HVAC, plumbing & piping  
 Update caulking, trim & window sills  
 Repair & update exterior finish  
 New paint to protect exterior  
 Commercial kitchen improvements  
 Parking lot & sidewalk improvements  
 Replace old playground equipment  
 Replace old furniture  
 Replace old carpet & floor tile  
 Replace movable partitions  
 Replace old sinks, cabinets & shelving  
 Replace interior lighting with LEDs  
 Replace old ceilings  
 Replace worn roofing  
 Estimated cost of proposed improvements\*\*\*  
 Estimated project time line\*\*\*\*

	Current Building Condition/FCI**	Future Building Condition/FCI	Build new facility on same property	Expand with addition	Remodel building interior	Addition/renovations for programs	Growth accommodations	Remove modular buildings	Security camera & lock updates	Secure entries & office locations	New, more secure exterior doors	More secure & energy-efficient windows	Update existing technology	Landscaping & field improvements	Update interior paint, wall-coverings	Update electrical wiring & increase capacity	Update HVAC, plumbing & piping	Update caulking, trim & window sills	Repair & update exterior finish	New paint to protect exterior	Commercial kitchen improvements	Parking lot & sidewalk improvements	Replace old playground equipment	Replace old furniture	Replace old carpet & floor tile	Replace movable partitions	Replace old sinks, cabinets & shelving	Replace interior lighting with LEDs	Replace old ceilings	Replace worn roofing	Estimated cost of proposed improvements***	Estimated project time line****
Blue Heron Elementary	11.3%	7%						•	•	•		•			•	•	•				•			•							\$569,931	8/2023 - 8/2024
Colorow Elementary	43.1%	25.7%						•	•	•		•		•	•	•				•	•	•	•	•	•	•					\$1,867,313	8/2023- 8/2024
Dakota Ridge High	12.4%	6.5%		•	•			•	•	•		•	•	•	•		•				•		•	•		•	•				\$5,000,847	8/2020 - 8/2022
Mount Carbon Elementary	11.7%	5%						•	•	•		•			•	•	•				•	•				•					\$832,680	8/2023 - 8/2024
Powderhorn Elementary	21.3%	9.7%		•				•	•	•		•		•	•	•							•		•	•	•	•			\$5,756,358	8/2020 - 8/2022
Summit Ridge Middle	14.5%	6.3%						•	•		•		•	•	•		•				•					•		•			\$2,464,889	8/2023 - 8/2024
Westridge Elementary	30.8%	15%						•	•	•		•		•	•	•						•	•	•	•		•	•			\$1,878,659	8/2019 - 8/2020

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\*\*\* Estimated cost of proposed improvements subject to change per final project scope.

Good: less than 10% Fair: 11% to 30% Poor: greater than 30%.

\*\*\*\* Estimated project time line subject to change.



# EVERGREEN ARTICULATION AREA\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

CO

- Current Building Condition/FCI\*\*
- Future Building Condition/FCI
- Build new facility on same property
- Expand with addition
- Remodel building interior
- Additions/renovations for programs
- Growth accommodations
- Remove modular buildings
- Security camera & lock updates
- Secure entries & office locations
- New, more secure exterior doors
- More secure & energy-efficient windows
- Update existing technology
- Landscaping & field improvements
- Update interior paint, wall-coverings
- Update electrical wiring & increase capacity
- Update HVAC, plumbing & piping
- Repair & update caulking, trim & window sills
- New paint to protect exterior
- Commercial kitchen improvements
- Parking lot & sidewalk improvements
- Replace old furniture
- Replace old playground equipment
- Replace old carpet & floor tile
- Replace movable partitions
- Replace old sinks, cabinets & shelving
- Replace interior lighting with LEDs
- Replace old ceilings
- Replace worn roofing
- Estimated cost of proposed improvements\*\*\*
- Estimated project time line\*\*\*\*

	Current Building Condition/FCI**	Future Building Condition/FCI	Build new facility on same property	Expand with addition	Remodel building interior	Additions/renovations for programs	Growth accommodations	Remove modular buildings	Security camera & lock updates	Secure entries & office locations	New, more secure exterior doors	More secure & energy-efficient windows	Update existing technology	Landscaping & field improvements	Update interior paint, wall-coverings	Update electrical wiring & increase capacity	Update HVAC, plumbing & piping	Repair & update caulking, trim & window sills	New paint to protect exterior	Commercial kitchen improvements	Parking lot & sidewalk improvements	Replace old furniture	Replace old playground equipment	Replace old carpet & floor tile	Replace movable partitions	Replace old sinks, cabinets & shelving	Replace interior lighting with LEDs	Replace old ceilings	Replace worn roofing	Estimated cost of proposed improvements***	Estimated project time line****
Bergen Meadow Elementary	55.9%	12.6%						•	•		•	•			•	•			•	•	•	•	•	•	•	•			\$5,320,270	9/2021 - 8/2023	
Bergen Valley Intermediate	8.6%	5.1%						•	•		•			•							•	•			•				\$355,429	9/2021 - 8/2022	
Evergreen High	11.3%	4.1%		•	•			•	•		•	•	•	•	•								•	•	•	•	•	•	\$11,552,175	5/2020 - 12/2022	
Evergreen Middle	8.5%	4.4%		•	•		•	•	•		•	•	•	•	•				•					•	•	•	•		\$7,111,914	8/2020 - 8/2022	
Parmalee Elementary	29.8%	15.6%		•	•			•	•		•	•	•	•	•		•		•	•	•	•	•	•	•	•	•		\$3,566,148	1/2019 - 8/2020	
Wilmot Elementary	23.8%	12.8%		•	•			•	•		•	•	•	•	•				•	•	•	•	•	•	•	•	•		\$3,894,141	1/2019 - 8/2020	

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- Good: less than 10%
- Fair: 11% to 30%
- Poor: greater than 30%

\*\*\* Estimated cost of proposed improvements subject to change per final project scope.

\*\*\*\* Estimated project time line subject to change.

# GOLDEN ARTICULATION AREA\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

CU

	Current Building Condition/FCI**	Future Building Condition/FCI	Build new facility on same property	Expand with addition	Remodel building interior	Additions/renovations for programs	Growth accommodations	Remove modular buildings	Security camera & lock updates	New, more secure office locations	More secure exterior doors	Update existing technology	Landscaping & field improvements	Update interior paint, wall-coverings	Update electrical wiring & increase capacity	Update HVAC, plumbing & piping	Repair & update exterior finish	New paint to protect exterior	Commercial kitchen improvements	Parking lot & sidewalk improvements	Replace old playground equipment	Replace old furniture	Replace old carpet & floor tile	Replace movable partitions	Replace old sinks, cabinets & shelving	Replace interior lighting with LEDs	Replace old ceilings	Replace worn roofing	Estimated cost of proposed improvements***	Estimated project time line****
Bell Middle	18.3%	10.2%		●	●	●		●	●	●		●	●					●				●	●	●	●			\$7,041,686	5/2019 - 8/2021	
Golden High	3.9%	2%						●	●			●	●											●				\$1,333,040	8/2023 - 8/2024	
Kyffin Elementary	53.8%	16.5%				●	●	●		●	●		●	●				●		●	●	●	●	●	●			\$4,656,340	9/2021 - 8/2023	
Mitchell Elementary	13.1%	6.1%				●	●	●		●	●		●	●		●		●	●	●	●			●				\$855,531	8/2023 - 8/2024	
Ralston Elementary	17.8%	10.1%					●	●			●		●	●	●				●		●	●	●	●	●			\$959,329	1/2019 - 8/2020	
Shelton Elementary	24.1%	13.2%					●	●			●		●	●	●			●			●			●				\$1,397,841	8/2022 - 8/2023	
Welchester Elementary	31.1%	12.8%					●	●			●		●	●	●			●		●	●	●	●	●	●			\$1,871,160	1/2019 - 8/2020	

\*\*FCI is a measurement of the physical condition of the school's interior, exterior & grounds.

● Good: less than 10%    ● Fair: 11% to 30%    ● Poor: greater than 30%.

\*\*\* Estimated cost of proposed improvements subject to change per final project scope.

\*\*\*\* Estimated project time line subject to change.

# GREEN MOUNTAIN ARTICULATION AREA\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

C12

Current Building Condition/FCI\*\*  
 Future Building Condition/FCI  
 Build new facility on same property  
 Expand with addition  
 Remodel building interior  
 Additions/renovations for programs  
 Growth accommodations  
 Remove modular buildings  
 Security camera & lock updates  
 Secure entries & office locations  
 New, more secure exterior doors  
 More secure & energy-efficient windows  
 Update existing technology  
 Landscaping & field improvements  
 Update interior paint, wall-coverings  
 Update electrical wiring & increase capacity  
 Update HVAC, plumbing & piping  
 Repair & update exterior finish  
 New paint to protect exterior  
 Commercial kitchen improvements  
 Parking lot & sidewalk improvements  
 Replace old playground equipment  
 Replace old furniture  
 Replace old carpet & floor tile  
 Replace movable partitions  
 Replace old sinks, cabinets & shelving  
 Replace interior lighting with LEDs  
 Replace old ceilings  
 Replace worn roofing  
 Estimated cost of proposed improvements\*\*\*  
 Estimated project time line\*\*\*\*

	Current Building Condition/FCI**	Future Building Condition/FCI	Build new facility on same property	Expand with addition	Remodel building interior	Additions/renovations for programs	Growth accommodations	Remove modular buildings	Security camera & lock updates	Secure entries & office locations	New, more secure exterior doors	More secure & energy-efficient windows	Update existing technology	Landscaping & field improvements	Update interior paint, wall-coverings	Update electrical wiring & increase capacity	Update HVAC, plumbing & piping	Repair & update exterior finish	New paint to protect exterior	Commercial kitchen improvements	Parking lot & sidewalk improvements	Replace old playground equipment	Replace old furniture	Replace old carpet & floor tile	Replace movable partitions	Replace old sinks, cabinets & shelving	Replace interior lighting with LEDs	Replace old ceilings	Replace worn roofing	Estimated cost of proposed improvements***	Estimated project time line****
Devinny Elementary	20.3%	11.2%						●	●	●				●						●	●	●	●	●	●	●	●		\$1,208,704	9/2021 - 8/2022	
Dunstan Middle	2.7%	0.6%							●	●				●	●											●				\$608,884	8/2023 - 8/2024
Foothills Elementary	22.3%	9.1%						●	●	●				●	●	●				●			●		●	●			\$1,313,600	1/2019 - 8/2020	
Green Mountain Elementary	27.7%	15.1%							●	●				●	●	●				●		●		●	●	●	●	●		\$1,267,243	9/2021 - 8/2022
Green Mountain High	26.6%	14.9%	●	●				●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		\$13,606,922	11/2018 - 1/2022	
Hutchinson Elementary	32.6%	11.8%						●	●	●				●	●					●		●	●	●	●	●	●		\$2,269,596	8/2020 - 1/2022	
Rooney Ranch Elementary	18.3%	7.2%						●	●	●				●	●					●			●			●			\$442,367	8/2023 - 8/2024	

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\*\*\* Estimated cost of proposed improvements subject to change per final project scope.

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\*\*\*\* Estimated project time line subject to change.

# JEFFERSON ARTICULATION AREA\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

Current Building Condition/FCI\*\*  
 Future Building Condition/FCI  
 Build new facility on same property  
 Expand with addition  
 Remodel building interior  
 Additions/renovations for programs  
 Growth accommodations  
 Remove modular buildings  
 Security camera & lock updates  
 Secure entries & office locations  
 New, more secure exterior doors  
 More secure & energy-efficient windows  
 Update existing technology  
 Landscaping & field improvements  
 Update interior paint, wall improvements  
 Update electrical wiring & wall-coverings  
 Update HVAC, plumbing & piping  
 Update caulking, trim & window sills  
 Repair & update exterior finish  
 New paint to protect exterior  
 Commercial kitchen improvements  
 Parking lot & sidewalk improvements  
 Replace old playground equipment  
 Replace old furniture  
 Replace old carpet & floor tile  
 Replace movable partitions  
 Replace old sinks, cabinets & shelving  
 Replace interior lighting with LEDs  
 Replace old ceilings  
 Replace worn roofing  
 Estimated cost of proposed improvements\*\*\*  
 Estimated project time line\*\*\*\*

	Current Building Condition/FCI**	Future Building Condition/FCI	Build new facility on same property	Expand with addition	Remodel building interior	Additions/renovations for programs	Growth accommodations	Remove modular buildings	Security camera & lock updates	Secure entries & office locations	New, more secure exterior doors	More secure & energy-efficient windows	Update existing technology	Landscaping & field improvements	Update interior paint, wall improvements	Update electrical wiring & wall-coverings	Update HVAC, plumbing & piping	Update caulking, trim & window sills	Repair & update exterior finish	New paint to protect exterior	Commercial kitchen improvements	Parking lot & sidewalk improvements	Replace old playground equipment	Replace old furniture	Replace old carpet & floor tile	Replace movable partitions	Replace old sinks, cabinets & shelving	Replace interior lighting with LEDs	Replace old ceilings	Replace worn roofing	Estimated cost of proposed improvements***	Estimated project time line****	
Edgewater Elementary	25.1%	14.9%																														\$5,188,317	8/2022 - 8/2024
Jefferson Jr./Sr. High	18.3%	13.3%																														\$13,456,190	1/2020 - 8/2022
Lumberg Elementary	54.6%	22.2%																														\$7,610,659	8/2019 - 8/2021
Molholm Elementary	44.1%	22.2%																														\$6,104,205	8/2019 - 8/2021

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\*\*\* Estimated cost of proposed improvements subject to change per final project scope.

Good: less than 10%    Fair: 11% to 30%    Poor: greater than 30%.

\*\*\*\* Estimated project time line subject to change.

# LAKWOOD ARTICULATION AREA\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

CI4

Current Building Condition/FCI\*\*  
 Future Building Condition/FCI  
 Build new facility on same property  
 Expand with addition  
 Remodel building interior  
 Addition/renovations for programs  
 Growth accommodations  
 Remove modular buildings  
 Security camera & lock updates  
 Secure entries & office locations  
 New, more secure exterior doors  
 More secure & energy-efficient windows  
 Update existing technology  
 Landscaping & field improvements  
 Update interior paint, wall-coverings  
 Update electrical wiring & increase capacity  
 Update HVAC, plumbing & piping  
 Repair & update exterior finish  
 New paint to protect exterior  
 Commercial kitchen improvements  
 Parking lot & sidewalk improvements  
 Replace old playground equipment  
 Replace old furniture  
 Replace old carpet & floor tile  
 Replace movable partitions  
 Replace old sinks, cabinets & shelving  
 Replace interior lighting with LEDs  
 Replace old ceilings  
 Replace worn roofing  
 Estimated cost of proposed improvements\*\*\*  
 Estimated project time line\*\*\*\*

	Current Building Condition/FCI**	Future Building Condition/FCI	Build new facility on same property	Expand with addition	Remodel building interior	Addition/renovations for programs	Growth accommodations	Remove modular buildings	Security camera & lock updates	Secure entries & office locations	New, more secure exterior doors	More secure & energy-efficient windows	Update existing technology	Landscaping & field improvements	Update interior paint, wall-coverings	Update electrical wiring & increase capacity	Update HVAC, plumbing & piping	Repair & update exterior finish	New paint to protect exterior	Commercial kitchen improvements	Parking lot & sidewalk improvements	Replace old playground equipment	Replace old furniture	Replace old carpet & floor tile	Replace movable partitions	Replace old sinks, cabinets & shelving	Replace interior lighting with LEDs	Replace old ceilings	Replace worn roofing	Estimated cost of proposed improvements***	Estimated project time line****
Belmar Elementary	24.8%	14.7%						●	●	●	●			●	●			●	●	●	●	●	●		●					\$1,016,991	1/2019 - 8/2020
Creighton Middle	6.5%	2.4%							●	●		●			●	●				●						●				\$1,212,764	8/2023 - 8/2024
Eiber Elementary	31.2%	13.8%						●	●	●		●	●	●	●		●	●	●	●	●	●	●		●	●	●	●		\$2,258,107	1/2019 - 8/2020
Glennon Heights Elementary	34.4%	16.7%						●				●			●						●	●	●		●	●	●			\$1,657,919	8/2023 - 8/2024
Lakewood High	8.3%	3.7%		●							●				●	●		●							●		●	●		\$3,127,890	8/2022 - 8/2024
Slater Elementary	22.6%	11.7%						●	●	●					●	●				●					●	●	●			\$1,248,488	8/2022 - 8/2023
South Lakewood Elementary	21.6%	11%						●	●						●					●			●	●		●	●			\$1,339,635	8/2022 - 8/2023

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Good: less than 10% Fair: 11% to 30% Poor: greater than 30%.

\*\*\*\* Estimated project time line subject to change.

# POMONA ARTICULATION AREA\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

Current Building Condition/FCI\*\*  
 Future Building Condition/FCI  
 Build new facility on same property  
 Expand with addition  
 Remodel building interior  
 Additions/renovations for programs  
 Growth accommodations  
 Remove modular buildings  
 Security camera & lock updates  
 Secure entries & office locations  
 New, more secure exterior doors  
 More secure & energy-efficient windows  
 Update existing technology  
 Landscaping & field improvements  
 Update interior paint, wall-coverings  
 Update electrical wiring & increase capacity  
 Update HVAC, plumbing & piping  
 Repair & update exterior finish  
 New paint to protect exterior  
 Commercial kitchen improvements  
 Parking lot & sidewalk improvements  
 Replace old furniture  
 Replace old carpet & floor tile  
 Replace movable partitions  
 Replace old sinks, cabinets & shelving  
 Replace interior lighting with LEDs  
 Replace old ceilings  
 Replace worn roofing  
 Estimated cost of proposed improvements\*\*\*  
 Estimated project time line\*\*\*\*

	Current Building Condition/FCI**	Future Building Condition/FCI	Build new facility on same property	Expand with addition	Remodel building interior	Additions/renovations for programs	Growth accommodations	Remove modular buildings	Security camera & lock updates	Secure entries & office locations	New, more secure exterior doors	More secure & energy-efficient windows	Update existing technology	Landscaping & field improvements	Update interior paint, wall-coverings	Update electrical wiring & increase capacity	Update HVAC, plumbing & piping	Repair & update exterior finish	New paint to protect exterior	Commercial kitchen improvements	Parking lot & sidewalk improvements	Replace old furniture	Replace old carpet & floor tile	Replace movable partitions	Replace old sinks, cabinets & shelving	Replace interior lighting with LEDs	Replace old ceilings	Replace worn roofing	Estimated cost of proposed improvements***	Estimated project time line****
Little Elementary	36.7%	8.2%						•	•			•		•	•	•				•		•	•	•	•	•	•		\$2,858,749	8/2023 - 8/2024
Moore Middle	24.1%	13.7%						•	•	•	•	•		•	•	•						•			•				\$2,163,362	8/2023 - 8/2024
Parr Elementary	32.8%	20.2%					•	•	•			•	•		•							•		•	•	•	•		\$1,119,772	8/2023 - 8/2024
Pomona High	25.6%	16.8%	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		\$12,798,591	11/2020 - 8/2022
Warder Elementary	22.7%	12.6%						•	•			•			•									•	•	•			\$1,020,410	8/2022 - 8/2023
Weber Elementary	16.7%	10.5%						•	•			•			•				•		•				•	•	•		\$772,128	8/2022 - 8/2023

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\*\*\*\* Estimated project time line subject to change.

# RALSTON VALLEY ARTICULATION AREA\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

C16

Current Building Condition/FCI\*\*  
 Future Building Condition/FCI  
 Build new facility on same property  
 Expand with addition  
 Remodel building interior  
 Additions/renovations for interior  
 Growth accommodations for programs  
 Remove modular buildings  
 Security camera & lock updates  
 Secure entries & office locations  
 New, more secure exterior doors  
 More secure & energy-efficient windows  
 Update existing technology  
 Landscaping & field improvements  
 Update interior paint, wall-coverings  
 Update electrical wiring & increase capacity  
 Update HVAC, plumbing & piping  
 Repair & update exterior finish  
 New paint to protect exterior  
 Commercial kitchen improvements  
 Parking lot & sidewalk improvements  
 Replace old playground equipment  
 Replace old furniture  
 Replace old carpet & floor tile  
 Replace movable partitions  
 Replace old sinks, cabinets & shelving  
 Replace interior lighting with LEDs  
 Replace old ceilings  
 Replace worn roofing  
 Estimated cost of proposed improvements\*\*\*  
 Estimated project time line\*\*\*\*

School	Current Building Condition/FCI**	Future Building Condition/FCI	Build new facility on same property	Expand with addition	Remodel building interior	Additions/renovations for interior	Growth accommodations for programs	Remove modular buildings	Security camera & lock updates	Secure entries & office locations	New, more secure exterior doors	More secure & energy-efficient windows	Update existing technology	Landscaping & field improvements	Update interior paint, wall-coverings	Update electrical wiring & increase capacity	Update HVAC, plumbing & piping	Repair & update exterior finish	New paint to protect exterior	Commercial kitchen improvements	Parking lot & sidewalk improvements	Replace old playground equipment	Replace old furniture	Replace old carpet & floor tile	Replace movable partitions	Replace old sinks, cabinets & shelving	Replace interior lighting with LEDs	Replace old ceilings	Replace worn roofing	Estimated cost of proposed improvements***	Estimated project time line****
Coal Creek Canyon K-8	29.2%	12.5%						•	•		•	•			•	•						•	•			•				\$1,064,126	8/2022 - 8/2021
Meiklejohn Elementary	4%	1.5%							•	•		•			•											•				\$398,650	8/2022 - 8/2023
Oberon Middle	25.2%	9.4%		•	•				•	•		•	•		•	•								•	•	•				\$8,055,552	8/2021 - 8/2023
Ralston Valley High	6.9%	4.4%		•	•	•			•	•		•	•		•	•										•				\$9,397,456	11/2020 - 8/2022
Sierra Elementary	0%	0%																												N/A	N/A
Three Creek K-8	0%	0%		•								•																		\$4,697,000	1/2020 - 8/2021
Van Arsdale Elementary	33.9%	3.7%						•	•	•		•			•	•					•	•	•			•				\$3,773,128	8/2023 - 8/2024
West Woods Elementary	22.1%	5.6%						•	•		•		•	•							•	•	•			•				\$2,214,671	8/2023 - 8/2024

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\*\*\* Estimated cost of proposed improvements subject to change per final project scope.

Good: less than 10% Fair: 11% to 30% Poor: greater than 30%

\*\*\*\* Estimated project time line subject to change.

# STANDLEY LAKE ARTICULATION AREA\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

C17

	Current Building Condition/FCI**	Future Building Condition/FCI	Build new facility on same property	Expand with addition	Remodel building interior	Additions/renovations for programs	Growth accommodations	Remove modular buildings	Security camera & lock updates	Secure entries & office locations	New, more secure exterior doors	More secure & energy-efficient windows	Update existing technology	Landscaping & field improvements	Update interior paint, wall-coverings	Update electrical wiring & increase capacity	Update HVAC, plumbing & piping	Repair & update caulking, trim & window sills	New paint to protect exterior	Commercial kitchen improvements	Parking lot & sidewalk improvements	Replace old playground equipment	Replace old furniture	Replace old carpet & floor tile	Replace movable partitions	Replace old sinks, cabinets & shelving	Replace interior lighting with LEDs	Replace old ceilings	Replace worn roofing	Estimated cost of proposed improvements***	Estimated project time line****					
Adams Elementary	27.3%	15.7%						●	●	●					●	●																\$1,352,437	8/2019 - 8/2020			
Lukas Elementary	17.6%	6.8%							●	●												●	●										\$1,238,065	8/2019 - 8/2020		
Mandalay Middle	17.1%	8.9%							●	●											●		●		●	●	●						\$1,780,216	8/2021 - 8/2022		
Ryan Elementary	30.7%	8%							●	●			●	●	●	●					●	●	●	●									\$2,827,425	8/2019 - 8/2020		
Semper Elementary	15.8%	4.2%							●	●				●	●	●						●												\$1,510,587	8/2019 - 8/2020	
Sheridan Green Elementary	23.7%	10.1%							●	●					●	●						●	●											\$1,521,946	8/2021 - 8/2022	
Standley Lake High	17.7%	7.3%		●	●	●			●	●	●			●	●	●								●	●	●	●	●	●					\$10,810,512	11/2022 - 8/2024	
Wayne Carle Middle	7.9%	5.1%		●					●	●					●	●											●								\$5,188,425	8/2019 - 8/2020
Witt Elementary	38.4%	20.8%							●	●				●	●	●						●	●	●	●		●								\$1,890,155	8/2021 - 8/2022

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\*\*\*\* Estimated project time line subject to change.



# WHEAT RIDGE ARTICULATION AREA\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

C18

	Current Building Condition/FCI**	Future Building Condition/FCI	Build new facility on same property	Expand with addition	Remodel building interior	Additions/renovations for programs	Growth accommodations	Remove modular buildings	Security camera & lock updates	Secure entries & office locations	New, more secure exterior doors	More secure & energy-efficient windows	Update existing technology	Landscaping & field improvements	Update interior paint, wall-coverings	Update electrical wiring & increase capacity	Update HVAC, plumbing & piping	Repair & update caulking, trim & window sills	New paint to protect exterior	Commercial kitchen improvements	Parkinglot & sidewalk improvements	Replace old furniture	Replace old carpet & floor tile	Replace movable partitions	Replace old sinks, cabinets & shelving	Replace interior lighting with LEDs	Replace old ceilings	Replace worn roofing	Estimated cost of proposed improvements***	Estimated project time line****
Everitt Middle	24.5%	10%						•	•		•		•	•	•				•			•		•	•			\$3,725,125	8/2023 - 8/2024	
Kullerstrand Elementary	30.8%	10.9%					•	•	•		•		•	•	•							•	•	•	•	•		\$1,784,963	8/2023 - 8/2024	
Maple Grove Elementary	16.7%	6.7%								•	•	•			•	•			•		•	•			•			\$1,185,357	8/2023 - 8/2024	
Peak Expeditionary School at Pennington	31.5%	13.7%						•	•		•		•	•	•								•	•	•	•		\$1,624,271	8/2020 - 8/2021	
Prospect Valley Elementary	51.8%	0%	•																									\$22,179,045	8/2022 - 8/2024	
Stevens Elementary	15.7%	8.3%						•	•		•				•	•								•		•		\$2,042,079	8/2021 - 8/2022	
Stober Elementary	56.1%	26.2%					•	•	•	•	•		•	•	•				•	•	•	•	•	•	•	•	•	\$3,431,037	8/2019 - 8/2020	
Vivian Elementary	63.2%	44.3%					•	•	•		•											•		•	•			\$1,586,539	8/2019 - 8/2020	
Wheat Ridge High	30.7%	15.2%		•	•			•	•		•	•										•	•	•	•	•	•	\$13,287,468	1/2022 - 8/2024	
Wilmore-Davis Elementary	27.1%	11.4%		•				•	•	•	•				•	•					•	•	•	•	•	•	•	\$1,501,758	8/2021 - 8/2022	

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Good: less than 10% Fair: 11% to 30% Poor: greater than 30%.

\*\*\* Estimated cost of proposed improvements subject to change per final project scope.

\*\*\*\* Estimated project time line subject to change.

# OPTION SCHOOLS\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

Current Building Condition/FCI\*\*  
Future Building Condition/FCI

	Current Building Condition/FCI**	Future Building Condition/FCI	Improvements	Estimated cost of proposed improvements***	Estimated project time line****	
Brady Exploration School	22.8%	11.7%	<ul style="list-style-type: none"> <li>Add an elevator to the building.</li> <li>Update security cameras &amp; classroom security door hardware.</li> <li>Secure building vestibules, entries &amp; office location.</li> <li>Update existing technology for student learning.</li> <li>Update interior paint, wall-coverings.</li> <li>Repair &amp; update exterior finish.</li> <li>Update old electrical wiring, panels &amp; increase capacity.</li> </ul>	<ul style="list-style-type: none"> <li>Update old heating &amp; cooling equipment, plumbing fixtures &amp; piping.</li> <li>Replace:                             <ul style="list-style-type: none"> <li>Old sink cabinets, overhead shelving &amp; bookcases;</li> <li>Old student furniture, cafeteria tables &amp; library furniture;</li> <li>Interior lighting with energy-efficient LEDs;</li> <li>Old playground equipment; &amp;</li> <li>Old carpet &amp; floor tile.</li> </ul> </li> </ul>	\$1,745,123	8/2020 - 8/2021
Connections Learning Center	6%	1%	<ul style="list-style-type: none"> <li>Update old heating &amp; cooling equipment.</li> </ul>	<ul style="list-style-type: none"> <li>Update old heating &amp; cooling equipment, plumbing fixtures &amp; piping.</li> </ul>	\$252,445	8/0222 - 8/2023
Dennison Elementary	30%	19.7%	<ul style="list-style-type: none"> <li>Replace worn roofing.</li> <li>Replace old carpet &amp; floor tile.</li> <li>Replace old ceilings.</li> <li>Replace old student furniture, cafeteria tables &amp; library furniture.</li> <li>Update existing technology for student learning.</li> <li>Update security cameras &amp; classroom security door hardware.</li> </ul>	<ul style="list-style-type: none"> <li>Secure building vestibules, entries &amp; office location.</li> <li>Replace interior lighting with energy-efficient LEDs.</li> <li>Update old electrical wiring, panels &amp; increase capacity.</li> <li>Update old heating &amp; cooling equipment, plumbing fixtures &amp; piping.</li> <li>Replace old playground equipment.</li> </ul>	\$1,122,733	8/2020 - 8/2021
D'Evelyn Jr./Sr. High School	5.2%	2.6%	<ul style="list-style-type: none"> <li>Update security cameras &amp; classroom security door hardware.</li> <li>Secure building vestibules, entries &amp; office location.</li> <li>Update existing technology for student learning.</li> <li>Improvement to landscaping &amp; athletic fields.</li> <li>Update old electrical wiring, panels &amp; increase capacity.</li> </ul>	<ul style="list-style-type: none"> <li>Update old heating &amp; cooling equipment, plumbing fixtures &amp; piping.</li> <li>Replace:                             <ul style="list-style-type: none"> <li>Old student furniture, cafeteria tables &amp; library furniture;</li> <li>Interior lighting with energy-efficient LEDs; &amp;</li> <li>Old carpet &amp; floor tile.</li> </ul> </li> </ul>	\$912,508	8/2020 - 8/2021
Fletcher Miller Special School	35.3%	19%	<ul style="list-style-type: none"> <li>Remove modular buildings.</li> <li>Update security cameras &amp; classroom security door hardware.</li> <li>Secure building vestibules, entries &amp; office location.</li> <li>New, more secure exterior doors, including front entrance.</li> <li>Update old heating &amp; cooling equipment, plumbing fixtures &amp; piping.</li> <li>Update lighting, hallways &amp; flooring to accommodate students' unique sensory needs.</li> </ul>	<ul style="list-style-type: none"> <li>Replace:                             <ul style="list-style-type: none"> <li>Old playground equipment;</li> <li>Old sink cabinets, overhead shelving &amp; bookcases;</li> <li>Old student furniture, cafeteria tables &amp; library furniture;</li> <li>Movable partitions with new, sound-proof models;</li> <li>Old carpet &amp; floor tile; &amp;</li> <li>Old ceilings.</li> </ul> </li> </ul>	\$2,097,643	8/2020 - 8/2021
Free Horizon Montessori	38.7%	29.9%	<ul style="list-style-type: none"> <li>Update security cameras.</li> <li>Secure building vestibules, entries &amp; office location.</li> <li>Update existing technology for student learning.</li> <li>Repair &amp; update exterior finish, drainage &amp; concrete.</li> <li>Update interior paint, wall-coverings.</li> <li>Update old electrical wiring, panels &amp; increase capacity.</li> <li>Update old heating &amp; cooling equipment, plumbing fixtures &amp; piping.</li> </ul>	<ul style="list-style-type: none"> <li>Replace:                             <ul style="list-style-type: none"> <li>Old playground equipment;</li> <li>Old sink cabinets, overhead shelving &amp; bookcases;</li> <li>Old student furniture, cafeteria tables &amp; library furniture;</li> <li>Interior lighting with energy-efficient LEDs;</li> <li>Old carpet, floor tile &amp; gym floors; &amp;</li> <li>Old ceilings.</li> </ul> </li> </ul>	\$1,000,000	8/2023 - 8/2024
Jeffco Open School	9.3%	0.2%	<ul style="list-style-type: none"> <li>Expand facility with an addition.</li> <li>Remodel of building interior.</li> <li>New, more secure &amp; energy-efficient windows.</li> <li>New, more secure exterior doors.</li> <li>Update security cameras &amp; classroom security door hardware.</li> <li>Secure building vestibules, entries &amp; office location</li> </ul>	<ul style="list-style-type: none"> <li>Improvement to landscaping &amp; athletic fields.</li> <li>Update existing technology for student learning.</li> <li>Update old electrical wiring, panels &amp; increase capacity.</li> <li>Update old heating &amp; cooling equipment, plumbing fixtures &amp; piping.</li> <li>Replace interior lighting with energy-efficient LEDs.</li> <li>Replace worn roofing.</li> </ul>	\$9,307,490	8/2022 - 8/2024

\*\*FCI is a measurement of the physical condition of the school's interior, exterior & grounds.

\*\*\* Estimated cost of proposed improvements subject to change per final project scope.

■ Good: less than 10%  
 ■ Fair: 11% to 30%  
 ■ Poor: greater than 30%.

\*\*\*\* Estimated project time line subject to change.

# OPTION SCHOOLS\*



\*Based on 2018 Capital Improvement Plan. Subject to project scope.

Current Building Condition/FCI\*\*  
Future Building Condition/FCI

Improvements

Estimated cost of proposed improvements\*\*\*

Estimated project time line\*\*\*\*

	Current Building Condition/FCI**	Future Building Condition/FCI	Improvements	Estimated cost of proposed improvements***	Estimated project time line****	
Long View High School	42.7%	20.8%	<ul style="list-style-type: none"> <li>Update security cameras &amp; classroom security door hardware.</li> <li>Secure building vestibules, entries &amp; office location.</li> <li>Update existing technology for student learning.</li> <li>Update old electrical wiring, panels &amp; increase capacity.</li> <li>Replace interior lighting with energy-efficient LEDs.</li> </ul>	\$361,970	8/2023 - 8/2024	
Manning Option School	26.2%	13.9%	<ul style="list-style-type: none"> <li>Expand facility with an addition.</li> <li>Remodel of building interior.</li> <li>Remove modular buildings.</li> <li>Update security cameras &amp; classroom security door hardware.</li> <li>Secure building vestibules, entries &amp; office location.</li> <li>Update existing technology for student learning.</li> <li>New paint to protect exterior.</li> <li>Update old electrical wiring, panels &amp; increase capacity.</li> </ul>	<ul style="list-style-type: none"> <li>Update old heating &amp; cooling equipment, plumbing fixtures &amp; piping.</li> <li>Parking lot improvements, sidewalk replacements.</li> <li>Improvement to landscaping &amp; athletic fields.</li> <li>Replace:                             <ul style="list-style-type: none"> <li>Old sink cabinets, overhead shelving &amp; bookcases;</li> <li>Old student furniture, cafeteria tables &amp; library furniture;</li> <li>Interior lighting with energy-efficient LEDs; &amp;</li> <li>Old carpet &amp; floortile.</li> </ul> </li> </ul>	\$6,673,553	8/2019 - 8/2021
McLain High School	8.4%	4.4%	<ul style="list-style-type: none"> <li>Update security cameras &amp; classroom security door hardware.</li> <li>Secure building vestibules, entries &amp; office location.</li> <li>New, more secure &amp; energy-efficient windows.</li> <li>Update existing technology for student learning.</li> <li>Update old electrical wiring, panels &amp; increase capacity.</li> <li>Replace interior lighting with energy-efficient LEDs.</li> <li>Replace worn roofing.</li> </ul>	\$735,640	8/2023 - 8/2024	
Sobesky Academy	21%	11.2%	<ul style="list-style-type: none"> <li>Update security cameras &amp; classroom security door hardware.</li> <li>Secure building vestibules, entries &amp; office location.</li> <li>Update existing technology for student learning.</li> <li>Update old electrical wiring, panels &amp; increase capacity.</li> </ul>	<ul style="list-style-type: none"> <li>Replace:                             <ul style="list-style-type: none"> <li>Old student furniture, cafeteria tables &amp; library furniture;</li> <li>Interior lighting with energy-efficient LEDs; &amp;</li> <li>Old carpet &amp; floortile.</li> </ul> </li> </ul>	\$1,261,431	8/2023 - 8/2024
Warren Tech Central	18.1%	10.1%	<ul style="list-style-type: none"> <li>Update security cameras &amp; classroom security door hardware.</li> <li>Secure building vestibules, entries &amp; office location.</li> <li>New, more secure exterior doors.</li> <li>Update existing technology for student learning.</li> <li>New paint to protect exterior.</li> <li>Update interior paint, wall-coverings.</li> <li>Update old electrical wiring, panels &amp; increase capacity.</li> </ul>	<ul style="list-style-type: none"> <li>Update old heating &amp; cooling equipment, plumbing fixtures &amp; piping.</li> <li>Replace:                             <ul style="list-style-type: none"> <li>Old sink cabinets, shelving &amp; bookcases;</li> <li>Old student furniture &amp; library furniture;</li> <li>Interior lighting with energy-efficient LEDs; &amp;</li> <li>Old ceilings.</li> </ul> </li> </ul>	\$3,170,881	8/2021 - 8/2022
Warren Tech North	18.9%	13.8%	<ul style="list-style-type: none"> <li>Update security cameras &amp; classroom security door hardware.</li> <li>Secure building vestibules, entries &amp; office location.</li> <li>Update existing technology for student learning.</li> <li>Update old electrical wiring, panels &amp; increase capacity.</li> <li>Update old heating &amp; cooling equipment, plumbing fixtures &amp; piping.</li> <li>Replace interior lighting with energy-efficient LEDs.</li> </ul>	\$416,953	8/2021 - 8/2022	

\*\*FCI is a measurement of the physical condition of the school's interior, exterior & grounds.

\*\*\* Estimated cost of proposed improvements subject to change per final project scope.

■ Good: less than 10%
 ■ Fair: 11% to 30%
 ■ Poor: greater than 30%.

\*\*\*\* Estimated project time line subject to change.

# CHARTER SCHOOLS\*



District-authorized charter schools in operation at the time of the election, (excluding those that are on probation or have been in operation for less than five years per Colorado Revised Statute 22-30.5-404 (4)(a)(III)(A)) will be included within the bond. Based on a recommendation from the Jeffco Charter School Consortium, the district will distribute an equal portion of funds to each charter school out of the \$56M designated for charters in the bond.

\*Subject to project scope.

	Improvements	History of Work
Addenbrooke Classical Academy	<ul style="list-style-type: none"> <li>Addition of new athletic field with two new entrances.</li> <li>New roof with new heating &amp; air conditioning units &amp; solar panels.</li> <li>Construction of a fence around the new field.</li> </ul>	Facility acquired & 60,000 of 68,000 sq. ft. renovated in 2015. In 2017, gymnasium & music building was built & 8,000 of existing space was renovated to accommodate additional classrooms.
Collegiate Academy	<ul style="list-style-type: none"> <li>Renovate classrooms.</li> <li>Addition to the property &amp; learning spaces</li> <li>Additional property acquisition</li> <li>Building improvements including roof, heating &amp; air conditioning, fire safety &amp; energy efficiency.</li> <li>Retire a portion of current building bonds.</li> </ul>	Facility acquired in 1999. Remodel of original structure & two-story high school addition completed in 2002. Athletic field completed in 2008. Cafeteria addition completed in 2009. Replacement of boiler & 4 air handlers in 2014.
Compass Montessori Golden	<ul style="list-style-type: none"> <li>Repair &amp; replace facility structural &amp; mechanical systems at end of useful life/failing.</li> <li>Provide new additions &amp; remodeling to existing structure to alleviate classroom overcrowding, enhance campus safety &amp; provide improved space for educational programming.</li> <li>Modify &amp; expand facility space to address overcrowding with focus on high school &amp; middle school.</li> </ul>	Construction of first building in 2002, second building in 2006. Updates to exterior windows, doors & original heating & air conditioning system in 2015.
Compass Montessori Wheat Ridge	<ul style="list-style-type: none"> <li>Repair &amp; replace facility structural &amp; mechanical systems at end of useful life/failing.</li> <li>Provide new additions &amp; remodeling to existing structure to alleviate classroom overcrowding.</li> <li>Replace roof, new windows &amp; upgrade heating &amp; air conditioning system.</li> </ul>	Completion of improvements/upgrades to convert for school use in 2002. Purchase & addition of one temporary building in 2009. Updates to 30% of exterior doors, insulation upgrades & roof gutter replacements in 2015.
Doral Academy	<ul style="list-style-type: none"> <li>Upgrade flooring, building security cameras &amp; partial security fencing.</li> <li>Upgrade classroom media &amp; arts.</li> <li>Playground improvements for arts integration.</li> <li>Upgrade kitchen &amp; obtain "prep kitchen" licensure.</li> <li>Upgrades to multi-purpose gym audio &amp; visual &amp; bleacher seating.</li> </ul>	Doral Academy has occupied the Zerger Elementary building for one year, the 2017-18 school year. Clean-up & preparation of the previously closed Zerger Elementary building took place summer of 2017. Doral Academy has a lease for the 2018-19 school year.
Excel Academy	<ul style="list-style-type: none"> <li>Relocate parking lot to allow for 16,500 building addition, including 11 classrooms &amp; multi-purpose &amp; common areas.</li> <li>Add exterior lighting &amp; cameras.</li> <li>Install building-wide cell signal amplifier &amp; PA system to non-covered areas.</li> <li>Replace counter tops &amp; cabinets in art room &amp; teachers' lounge.</li> <li>Upgrade security system panel, convert to key-less entry/access on exterior doors.</li> <li>Install bell system for middle school.</li> <li>Replace flooring in cafeteria, art room, science lab &amp; front entry.</li> <li>Resurface &amp; upgrade playground.</li> <li>Replace existing roof.</li> </ul>	Repainted interior hallways & classroom areas every summer from 2006 to 2017. Repainted exterior of facility in 2012. Upgraded the front entry security system in 2013. Upgraded PA system & installed building-wide wireless system in 2014. Upgraded auditorium/gym sound system & phone system in 2016. Installed new playground equipment in four phases from 2013 to 2016. Upgraded IT infrastructure in 2017. Replaced countertops, sinks & faucets in student bathrooms in 2018. Installed electronic marquee in 2018.
Great Work Montessori	<ul style="list-style-type: none"> <li>Add operable partitions in classrooms 205, 208 &amp; 211.</li> <li>Convert classroom 202 into a science classroom.</li> <li>Administration &amp; classroom technology refresh.</li> </ul>	New building constructed in 2018.
Jefferson Academy Elementary	<ul style="list-style-type: none"> <li>Playground renovations including Outdoor Learning Pavilion and other shade structures</li> <li>Redesigned play spaces including moving and adding play structures</li> <li>ADA accessibility, ground storm water mitigation and emergency vehicle access</li> <li>Repair and/or replacement of needed facility infrastructure</li> </ul>	Two-story building constructed in 2000 & addition in 2007. Added nine heating & air conditioning units in 2010. Playground improvements in 2013. Replaced windows, doors, heating & air conditioning in 2015. Library/tech lab, kindergarten & offices in 2016.
Jefferson Academy Secondary	<ul style="list-style-type: none"> <li>Addition of four classrooms (visual arts, instrumental music &amp; A/V studio stagecraft)</li> <li>~300 seat auditorium/performance center, MakerSpace, Display Gallery/Foyer</li> <li>Weight room addition, gym expansion and/or auxiliary gym, expanded parking lot</li> </ul>	Converted kitchen to full prep in July 2014. Installed turf field & lights in August 2014. Added gravel overflow student parking lot in October 2014. Constructed exterior restrooms/concession st& building in August 2016.

# CHARTER SCHOOLS\*



District-authorized charter schools in operation at the time of the election, (excluding those that are on probation or have been in operation for less than five years per Colorado Revised Statute 22-30.5-404 (4)(a)(III)(A)) will be included within the bond. Based on a recommendation from the Jeffco Charter School Consortium, the district will distribute an equal portion of funds to each charter school out of the \$56M designated for charters in the bond.

\*Subject to project scope.

	Improvements	History of Work
Lincoln Academy	<ul style="list-style-type: none"> <li>Upgrade campus security to improve lighting, cameras, fencing &amp; traffic barriers.</li> <li>Update old electrical wiring, panels &amp; increase capacity.</li> <li>Update old heating &amp; cooling equipment, plumbing fixtures &amp; piping.</li> <li>Asphalt and sidewalk improvements with additional parking spaces west of the south lot.</li> <li>Upgrade firealarm.</li> </ul>	Building B constructed in 1982 with additions constructed in 1984 & 1986. First phase of Building A constructed in 1985. Additions of student center & cafeteria in 2008-2009. Property purchased in 2013 & completed light renovation & improvements. Purchased previously owned modular in 2016 to accommodate student growth.
Montessori Peaks Academy	<ul style="list-style-type: none"> <li>Reduce current bond debt.</li> <li>Phase III construction on existing land: 13,000 sq. ft. addition to existing building.</li> <li>Miscellaneous repairs &amp; improvements to existing structures &amp; grounds, including playground expansion/addition, replace heating &amp; air conditioning system, replace carpets, replace phone system, new windows, replace marquee, add solar tube lighting, add solar panels, repair/new asphalt in parking lot.</li> </ul>	First phase of main building constructed in 2002. Phase two construction was completed in 2008, adding a full gym, food server, music room, art room & two additional classrooms.
Mountain Phoenix Community School	<ul style="list-style-type: none"> <li>Complete third phase of middle school project, theatre/multi-use building.</li> <li>Add cafeteria &amp; update kitchen.</li> <li>Replace play structure, resurface &amp; install proper drainage on playing field.</li> <li>Security upgrades, replace/repair heating &amp; air conditioning system &amp; replace old windows.</li> <li>Replace ECE play structure.</li> </ul>	Some original structures date back to the 1900s. Primary building built in 2003. Temporary buildings (cottages) built in 2011. Middle school building completed in 2015. Security improvements made between 2015 & 2016.
The New America School	<ul style="list-style-type: none"> <li>Immediate purchase of current school building at a cost of approximately \$2,840,000.</li> <li>Immediate purchase of attached outdoor parking space at a cost of approximately \$660,000</li> </ul>	In 2011, the strip mall portion of the building was renovated & incorporated into the school to create seven general classrooms, two science labs, two computer labs, an office area, a common area & a multipurpose room.
Rocky Mountain Academy of Evergreen	<ul style="list-style-type: none"> <li>Improve Campus Security/Safety: Upgrade/install security systems; Upgrade phone system; Upgrade emergency lighting; Upgrade entryways; Make parking lot improvement</li> <li>Exterior Updates/Repairs: Replace playground; Replace/improve grading; Repair/replace roofing</li> <li>Interior Upgrades/Repairs: Upgrade bathrooms; Replace furniture; Update lighting; Replace carpeting; Painting</li> <li>Reduce/Restructure debt service pursuant to Board of Directors Strategic Plan</li> </ul>	Granted four-acre parcel of land, owned by Jeffco Public Schools, in 2007. Obtained additional two acres & constructed the current manufactured buildings, which were originally to be temporary. Artificial turf field constructed in 2014.
Rocky Mountain Deaf School	<ul style="list-style-type: none"> <li>Security upgrades including system &amp; cameras.</li> <li>Key-less entries/card swipe.</li> <li>Vent for sciencesafety requirement.</li> <li>Appropriate shade/cover structure for the playground.</li> <li>Outdoor learning space/amphitheater.</li> <li>Bus shelter.</li> </ul>	New building constructed in 2014 funded by Colorado's BEST grant.
Two Roads Charter School	<ul style="list-style-type: none"> <li>Major renovations to Building A.</li> <li>New windows, updated electrical &amp; other improvements to oldest buildings.</li> <li>Construct additional building to include a functioning kitchen, cafeteria &amp; library.</li> <li>Update technology, safety &amp; security measures, phone system, furniture &amp; repave parking lot.</li> </ul>	Built additional classrooms, replaced original boiler in Building B & painted the interior of the school.
Woodrow Wilson Academy	<ul style="list-style-type: none"> <li>Create a capital master plan to address building &amp; landscaping needs.</li> <li>Improve existing parking lot including re-grading, paving &amp; striping.</li> <li>Reduce or eliminate existing bond debt.</li> </ul>	Original structure renovated in 1999 & updated with addition in 2006 connecting two separate structures with a new shared-space wing for gym, office & media center/technology lab. Another addition was completed in 2017 to provide six additional classrooms, a dining commons, learning stairs & collaboration space.





# JEFFCO

## PUBLIC SCHOOLS

1829 Denver West Drive, Bldg. 27  
Golden, CO 80401  
[www.jeffcopublicschools.org/futurefunding](http://www.jeffcopublicschools.org/futurefunding)



# Appendix D



## **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:

<b>Fund</b>	<b>Maintain a Positive Cash Balance</b>	<b>Asset Sufficiency of 1 or Greater</b>	<b>3% TABOR</b>	<b>Fund Balance/Net Assets</b>	<b>Positive Net Income</b>
<b>General Fund</b>	X	n/a	X	4%	X
<b>Capital Funds:</b>					
• 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
<b>Special Revenue Funds:</b>					
• Grants	X	n/a	n/a	n/a	n/a
• Campus Activity	X	n/a	X	n/a	n/a
• Food Service	X	X	X	5%	X
• Transportation	X	n/a	n/a	n/a	n/a
<b>Enterprise Funds:</b>					
• Child Care	X	X	X	5%	X
• Property Management	X	X	X	5%	X
<b>Internal Service Funds:</b>					
• 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](http://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  
Reviewed: February 7, 2019  
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:	September 6, 2018
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)