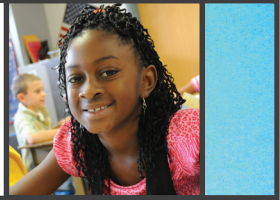


# Dollars & Sense



 **JEFFCO**  
PUBLIC SCHOOLS  
*Building Bright Futures*

**2011/2012 Adopted Budget**

July 2011

# District Fund Summary

Thank you for your interest in the Jeffco Public Schools' Budget. The Budget was developed with the input from a two-year public outreach effort, integrated with recommended strategies from the inaugural 2011 **Employee Summit** and ultimately solidified by the direction of the Board of Education.

The District remains financially sound and strategically well-managed to weather these unprecedented economic times. Jeffco is not alone. All districts in Colorado, and across the nation, are working with fewer funds to meet appropriately higher expectations.

## Quick Facts

### Student Membership 2010-2011: 85,971\*

*\*Membership is the number of students actively enrolled and attending in grades preschool-12 during the October count window. Membership also includes charter school students.*

#### Ethnic Distribution:\*

American Indian/Alaska Native.....	1%
Asian, Pacific Islander or other.....	6%
Black.....	1%
Hispanic .....	23%
White .....	69%

*\*From 2010/2011 School Year*

State Total Program Funding  
for 2011/2012 .....\$6,163

#### Number of Schools:

Elementary.....	92**
Middle.....	19***
High Schools.....	17
Charter Schools.....	14
Option Schools.....	10
<i>(including the online school)</i>	
Outdoor Laboratory Schools.....	2

*\*\*Includes three schools with grades K-8*

*\*\*\* Includes one school with grades 5-8*

#### Staffing Overview:

The District employs more than 14,000 full and part-time employees. Of the 14,000, 10,000 are regularly scheduled employees that are converted to approximately 9,100 full time equivalents (FTEs) consisting of:

57.58% .... teacher & other licensed  
36.69% .... support  
5.73% ..... administration & professional/technical

In addition, the District employs approximately 4,000 employees that are not converted to FTEs because they hold positions such as substitutes, athletic coaches and athletic game workers which have varying hours and no set schedules.

# District Fund Summary

	<b>Adopted 2011/2012</b>	<b>% of Total</b>
General Fund	\$619,607,500	66.5%
Capital Project Funds	31,488,700	3.4%
Debt Service Fund	74,099,600	7.9%
Special Revenue Funds	87,358,000	9.4%
Enterprise Funds	39,664,400	4.2%
Internal Service Funds	40,066,900	4.3%
Charter Schools	40,000,000	4.3%
<b>Total Adopted Budget</b>	<b>932,285,100</b>	<b>100%</b>

As a governmental entity, the District must utilize fund accounting to track revenues and expenditures. Basically, dollars are put in separate accounts, to ensure funds are spent for their intended purpose. Following is a high level summary of the District Funds.

## General Fund

This fund is used for the routine operations funded by property taxes 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 Fund

This fund is authorized by Colorado School Law and is used to fund ongoing capital needs such as site acquisition, building construction, and equipment purchases.

## Debt Service Fund

This fund manages the accumulation of resources for the payment of general long-term debt - principal, interest, and related costs.

## Special Revenue Funds

Special Revenue Funds account for revenues that are legally and managerially restricted to expenditures for particular purposes.

## Enterprise Funds

Enterprise Funds are used to manage operations financed in a manner similar to a 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.

## Adopted Operating Budget with Mandatory Transfers

<b>Revenue</b>	
Property Tax .....	\$255,664,500
State Revenue .....	\$292,899,200
Specific Ownership Tax.....	\$24,761,200
Investment Earnings .....	\$1,000,000
Tuition, Fees, Other .....	\$12,591,000
<b>Total Revenue.....</b>	<b>\$586,915,900</b>
<b>Expenditures</b>	
General Administration.....	\$27,795,200
School Administration .....	\$48,975,900
General Instruction.....	\$324,851,500
Special Ed Instruction .....	\$50,003,900
Instructional Support .....	\$57,511,600
Operations and Maintenance.....	\$63,062,200
<b>Total General Fund Operating .....</b>	<b>\$572,200,300</b>
<b>Transfers to Other Funds.....</b>	<b>\$47,407,200*</b>
<b>Total Expenditures &amp; Transfers....</b>	<b>\$619,607,500</b>

*\*Includes Capital, Preschool, Transportation and Insurance/  
Risk Management*

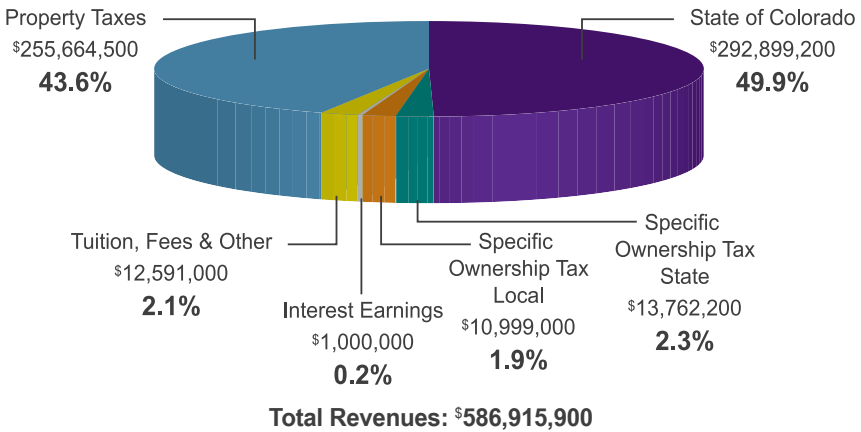


# General Fund

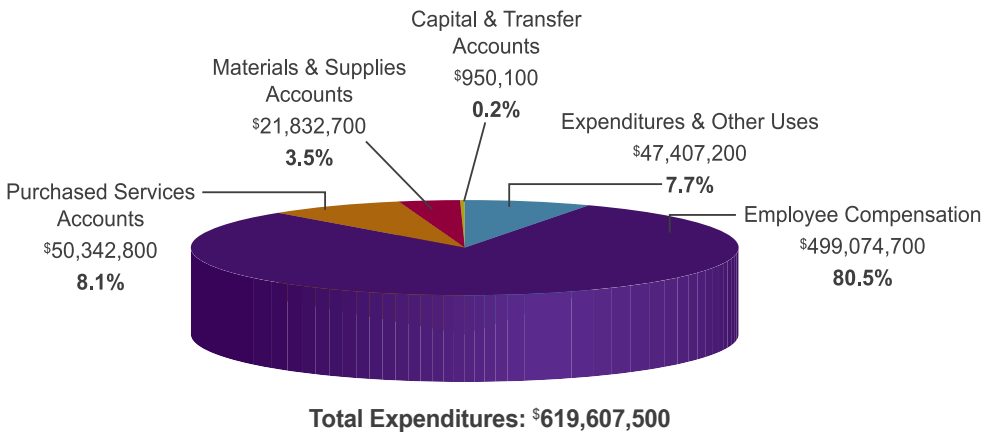
## Revenues & Expenditures

The General Fund reflects general operations of the District. The majority of expenditures are spent on compensation for teachers in the classroom.

### Where the \$'s come from



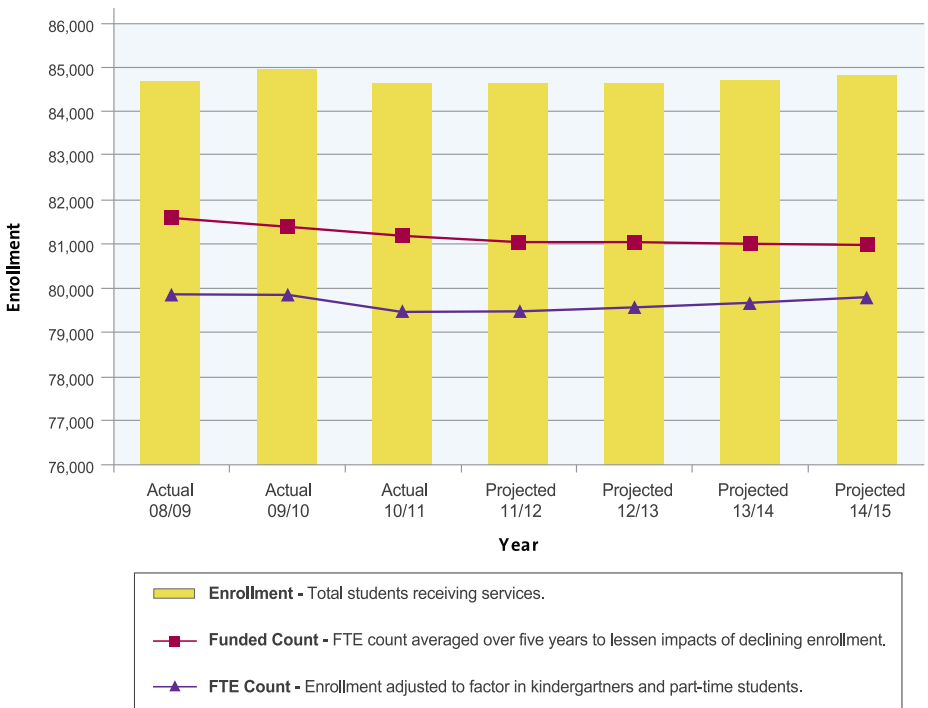
### Where the \$'s go



# Budget Driver - Enrollment

School districts receive funding based on a per pupil structure. There are many factors that affect funding from the State such as inflation and state budget concerns, but student enrollment is the largest funding factor that is used as an input from the district. Our official October student count is the basis for our annual funding calculation. Jeffco has been challenged with declining enrollment for the past decade which has negatively impacted funding each year. The enrollment estimates indicate that pupil counts for Jeffco level off in the coming years.

## Projected Student Enrollment One-Day Count

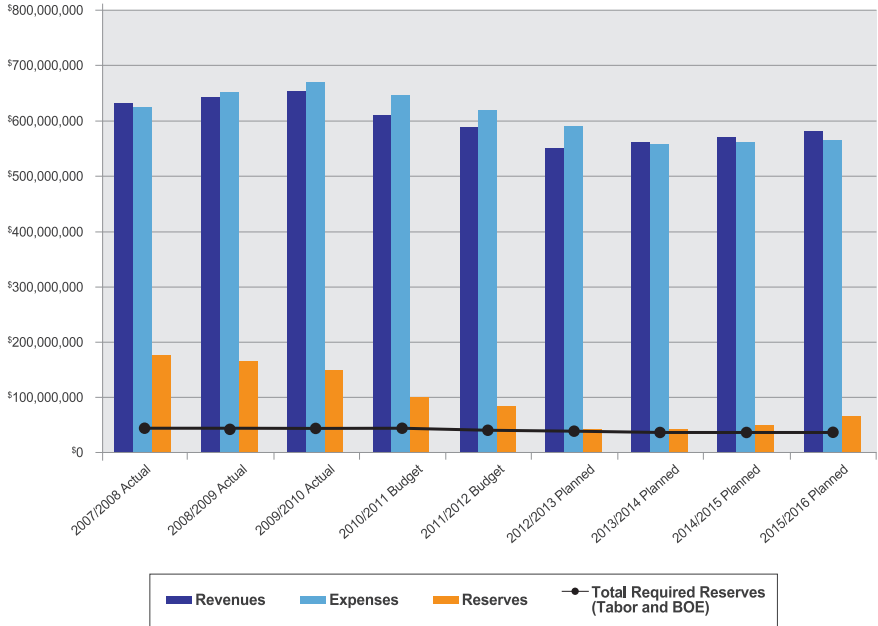


“ Jeffco has been challenged by declining enrollment for the past decade which has negatively impacted funding each year. ”

# Revenue, Expenditures & Reserves

## Revenue, Expenditures, and Reserves Including Future Budget Reductions

Jeffco Public Schools has intentionally built up reserves and there is a plan for strategically spending down reserves over the next two years. Reserves are one-time funds that should not be committed for (spent on) on-going costs. Without reserves, the district would be implementing more than \$70.0 M of reductions in 2011/2012.



Reserve levels are mandated by Board of Education policies and state statute (TABOR), but the reality is, we all need to maintain some level of reserves. It is the financially responsible thing to do.

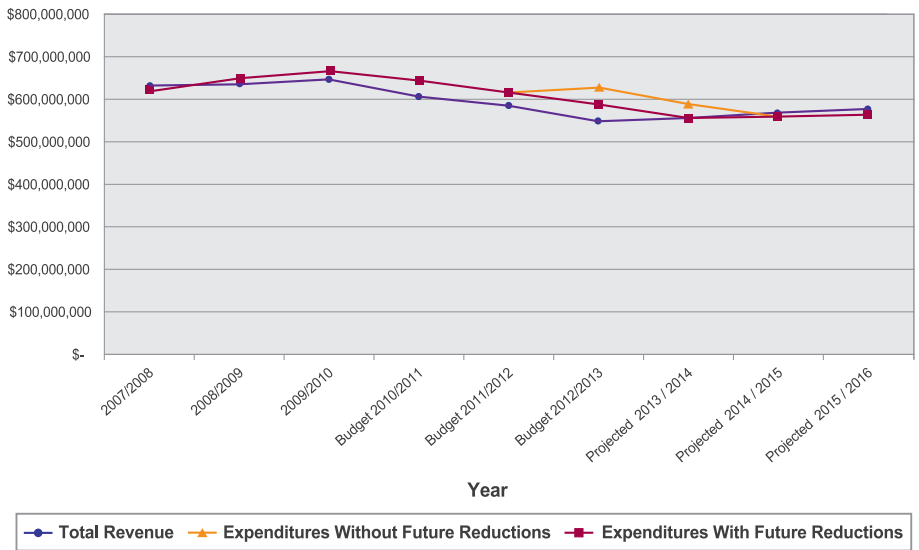


## Budget Cuts for 2011/2012

The approved budget cuts for 2011/2012 include closing two schools, having two furlough days (two fewer days in the classrooms) and eliminating four non-student contact work days. This results in a 3% reduction in compensation for teachers and ALL other staff. In addition, other reductions include reducing more than 200 teachers and staff, and establishing a \$100 bus fee per student (\$150 for option schools).

## Revenue Projections vs Expenditure Projections

Jeffco Public Schools Total Expenditures and Revenue  
With and Without Future Budget Reductions



Even with a total of planned reductions of \$76M for 2012/2013 and 2013/2014, Jeffco will be spending down reserves by a total of more than \$73M in 2011/2012 and 2012/2013. Legislated funding changes could further negatively impact the budget.

## Salary & Benefits

Jeffco is a labor intensive organization. General Fund compensation accounts for more than 80% of Jeffco expenditures. Approximate General Fund salary and benefit costs for the 2011/2012 School Year = \$499.1M

## Compensation for 2011/2012

Teachers and all Jeffco staff will receive a 3% compensation reduction, due to the 2 student contact furlough days and the 4 days of work year reduction, which equates to a budget savings of about \$16M.

## Teachers

Jeffco Public Schools has approximately 4,700 teachers. Our teachers are highly qualified. Many have advanced degrees and several have earned national and state recognition.

99.65% ..... Highly Qualified\*

57.9% ..... Masters Degrees

1.1% ..... Ph.Ds

*\*According to Federal No Child Left Behind Requirements*

## Citizens' Budget Academy

The 2012/2013 Budget Development Process will begin with a Citizens' Budget Academy which will be a series of meetings to inform and educate the community about the financial aspects of Jeffco. The Citizens' Budget Academy will be followed by several stages in the budget development process which will include a wide variety of participants and input opportunities.



# What Does the Budget Buy?

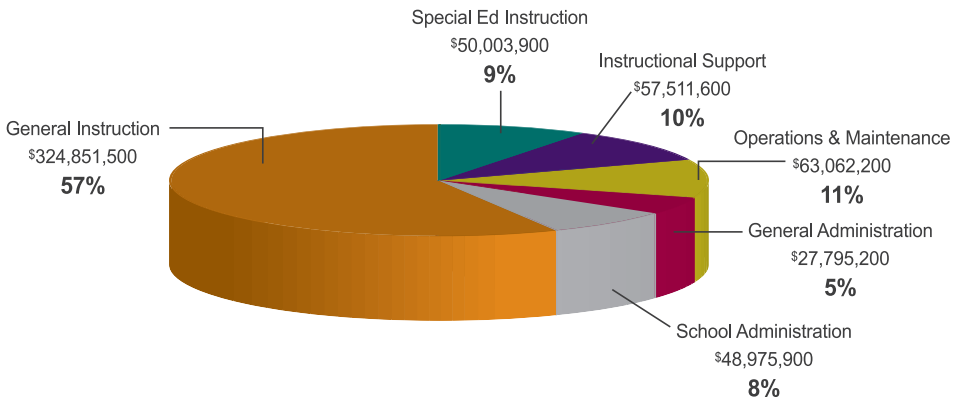
Over the 173 day school year, it cost Jeffco Public Schools about \$42 per day to educate each of the 85,971 students and operate the District with the \$619.6 million General Fund budget – less than taking a family to the movies.

## For the \$42 a day, Jeffco Public Schools provides each student:

- ✓ Highly skilled and trained teachers that make a difference in students' lives
- ✓ Specialized learning services for students with special needs
- ✓ Access to library resources and technology
- ✓ Guidance, counseling and other support services
- ✓ Materials such as textbooks and equipment
- ✓ Transportation to and from school (subsidized by fees)
- ✓ Extracurricular activities (subsidized by fees)
- ✓ Choices for learning environments
- ✓ Clean and well maintained facilities

## Operating Funds - 2011/2012 Budget

### General Fund Expenditures by Category



### For every \$1 the District spends:

- **57¢** is spent on General Instruction
- **10¢** is spent on Instructional Support
- **9¢** is spent on Special Ed Instruction
- **8¢** on School Administration
- **11¢** is spent on Operations and Maintenance
- **5¢** on General Administration

# What Does the Budget Buy?

## Kids, Schools & Classrooms, & Central Support

	<b>Kids, Schools &amp; Classrooms</b>	<b>Central Support</b>
<b>General Instruction</b>	Teachers Class Size Relief Athletics ESL, Dual Language Summer School Paraprofessionals Materials & Supplies	
<b>Special Ed Instruction</b>	Special Ed Teachers Intervention Services Special Ed Preschool Challenge Program Transition Services	
<b>Instructional Support</b>	Psychologists, Therapists, Social Workers Clinic Aides Gifted/Talented program Guidance/Counseling Health Services Grants Management Career & TechEd	Chief Academic Office Department for Learning & Educational Achievement Assessment & Research Educational Technology
<b>Operations &amp; Maintenance</b>	Custodial Services Utilities	Chief Operating Officer Field Services Property Management
<b>General Administration</b>		Board of Education Superintendent Community Superintendents Business Services Human Resources Communications Employee Relations
<b>School Administration</b>	Principals Assistant Principals School Secretaries	

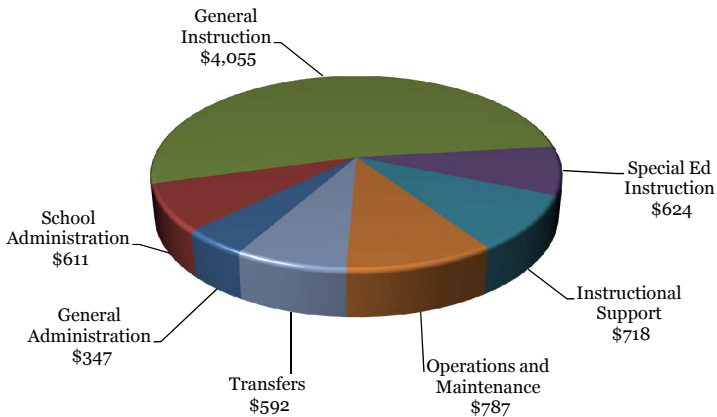


# Per Pupil

Per pupil funding/expenditures cannot be determined by dividing total budget by total number of students. This double-counts revenues and expenditures between funds, does not take into account grant or fee-based revenues and expenditures that do not benefit all students, includes capital expenditures and debt service expenditures and includes charter school expenditures which are technically outside of the District's expenditure structure.

Following the generally accepted practice to support comparability among districts, Jeffco reports per pupil expenditures for the General Fund only. The graph below illustrates the breakout of per pupil expenditures by classification for the General Fund only.

**2011/2012 Operating Expenditures Per Pupil**



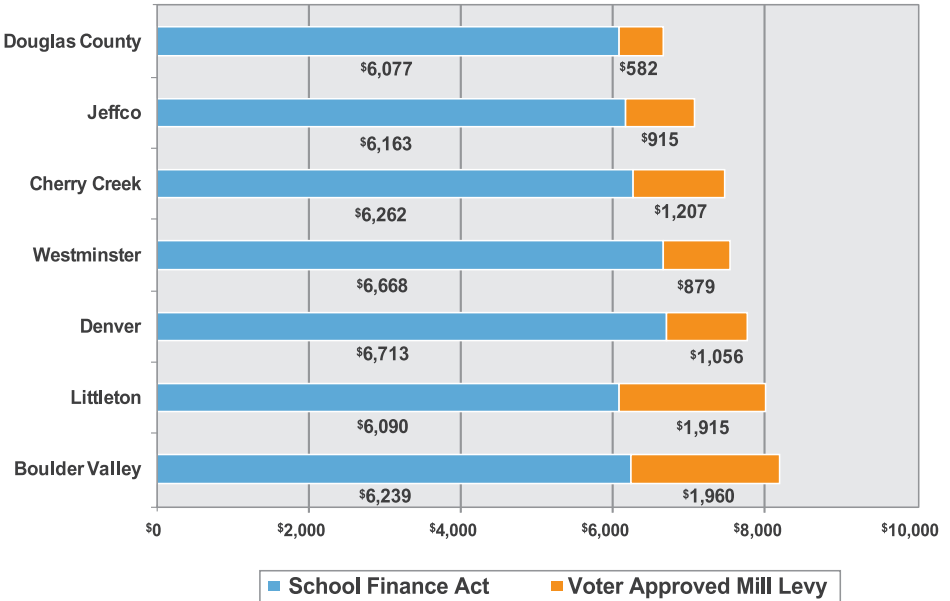
Operating Uses	2010/2011 Per Pupil	2011/2012 Per Pupil
General Administration	\$354	\$347
School Administration	\$656	\$611
General Instruction	\$3,998	\$4,055
Special Ed Instruction	\$637	\$624
Instructional Support	\$797	\$718
Operations and Maintenance	\$839	\$787
Transportation	\$256	\$ -
Transfers	\$461	\$592
<b>Total Operating Uses</b>	<b>\$7,998</b>	<b>\$7,734</b>

**Note:** Transportation category moved to Special Revenue Transportation Fund for 2011/2012  
Per pupil calculations are based on total district pupil membership less charter membership

# 2011/2012 Per Pupil Funding by District Comparison

July 2011\*

Jeffco receives \$691 per pupil less than Denver and \$1,121 less per pupil than Boulder.



\*Prior to November election.



# American Recovery &

## Reinvestment Act (ARRA):

The American Recovery & Reinvestment Act (ARRA) was an economic stimulus package enacted by the Federal Government. These grant funds were one-time money earmarked for specific uses. Most of the grants dictated money was to be spent in school years 2009/2010 and 2010/2011. The largest grant award was for the development and implementation of a performance-based compensation system which is to be spent over a five year period starting in year 2010/2011. The following chart shows a recap of the grants, the total funding, and number of jobs saved or created over the grant period.

ARRA Stimulus Grant Name	Five-Year Budget	Jobs (FTEs) Saved/Created
Teacher Incentive Fund: Performance Based Compensation System	\$38,683,641	5.00
ARRA Stimulus Grant Name	Two-Year Budget	Jobs (FTEs) Saved/Created
IDEA Part B & Preschool: Individuals with Disabilities	\$15,459,840	146.00
Education Jobs Fund Program: Create or Save Education Jobs	\$15,751,611	779.00
Title I-A: Improving the Academic Achievement of the Disadvantaged	\$9,498,743	38.00
State Fiscal Stabilization Fund: Backfill Reduced State Funding	\$6,032,366	334.00
Title I-D: Delinquent Institutions	\$55,633	0
Title II-D: Technology	\$276,999	1.00
Alternative Compensation for Teachers	\$473,932	0
National School Lunch Equipment: Equipment for School Kitchens	\$179,300	0
McKinney-Vento Homeless: Support to Homeless Students	\$70,000	0.26
National Board Certified Teacher Stipend	\$52,242	0

“The [ARRA] grant funds were one-time money that was earmarked for specific uses.”



## Keeping A Watchful Eye . . .

### Board of Education

- Dave Thomas..... President
- Jane Barnes..... First Vice President
- Laura Boggs .....Second Vice President
- Paula Noonan ..... Treasurer
- Robin Johnson..... Secretary
- Dr. Cynthia Stevenson..... Superintendent

More detailed budget information is available by calling  
**303.982.6843**



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