

# **Quarterly Financial Report For The Period Ended March 31, 2011**

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**Submitted to the Board of Education**

**May 19, 2011**

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**by**

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**Jeffco Public Schools**

**Quarterly Financial Report**  
**For The Year Ended March 31, 2011**

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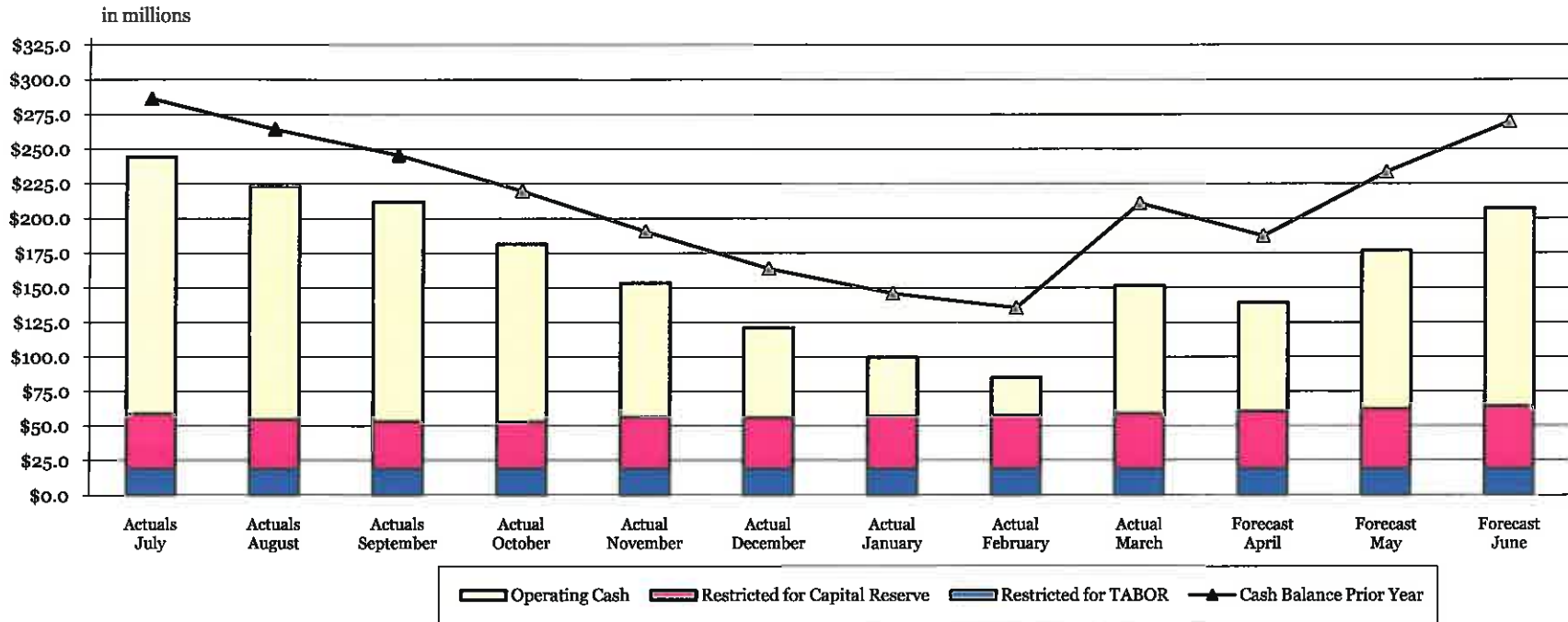
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## Cash Management

The total operating cash balance at March 31, 2011 was \$151.5 million compared to \$210.9 million at March 31, 2010. This includes Operating & Capital Reserve Funds. End of year cash balances are lower this year primarily due to State rescissions and the spend down of the Capital Reserve Fund.

**Jeffco Public Schools**  
**Ending Cash Balances: July 2010 through June 2011**  
**As of March 31, 2011**



Jefferson County School District, No. R-1  
Schedule of Investments  
As of March 31, 2011

Financial Institution	Purchase Date	Maturity Date	Yield	S & P Rating	Balance as of March 31, 2011	Percent of Portfolio
US Bank - Cash Concentration	3/31/2011	4/1/2011	0.23%		\$ 93,884.04	0.06%
US Bank Sweep <sup>1</sup>	3/31/2011	4/1/2011	0.10%		14,929,456.81	9.86%
1st Bank <sup>2</sup>	5/1/2010	5/1/2011	0.90%		5,126,624.44	3.38%
Colostrust - Operating Plus	3/31/2011	4/1/2011	0.14%	AAAm	80,577,503.26	53.20%
Cutwater Investment - FDA Proceeds <sup>3</sup>	9/17/2007	1/11/2016	1.52%		50,743,875.55	33.50%
<u>Invested/Total Pooled Cash<sup>4</sup></u>					<u>\$ 151,471,344.09</u>	100.00%
Weighted Average of yield and maturity on March 31, 2011			0.62%			
<u>Weighted Average as of March 31, 2010</u>			<u>0.70%</u>			
Change			-0.08%			
<u>Wells Fargo Bond Redemption Fund</u>					<u>35,905,097.49</u>	
Funds Held in Trust					<u>\$ 35,905,097.49</u>	

<sup>1</sup>The rate from US Bank Sweep Account is based on the Target Federal Funds rate.

<sup>2</sup> Renewed 12 month Certificate of Deposit on May 1, 2010 at an APR of 0.90%.

<sup>3</sup>The Cutwater Investment is presented at fair value. The yield is a fair representation of the weighted average yield with the assumption that investments are held to maturity.

<sup>4</sup> Pooled cash includes reserves for TABOR and Bond FDA, and amounts transferred to the Capital Reserve Fund according to state law.

Jefferson County School District  
Schedule of Cash Receipts and Disbursements  
As of March 31, 2011

	2010/2011 YTD Actual	2009/2010 YTD Actual	Variance Increase (Decrease)
<b>Total Cash Flow for All Funds (excluding Debt Service)</b>			
<b>Operating Cash Balance</b>	\$ 269,833,958	\$ 320,794,510	\$ (50,960,552)
<b>Receipts</b>			
Property Tax	81,525,957	82,152,352	(626,395)
Property Tax - Mill Override - 1999	10,400,622	10,423,014	(22,392)
Performance Promise	4,394,384	4,411,070	(16,686)
Additional Mill Levy - 2004	16,118,055	16,146,340	(28,284)
Specific Ownership Tax	17,873,716	18,728,415	(854,699)
State Equalization <sup>1</sup>	246,221,598	273,785,158	(27,563,560)
Other State Revenues	16,793,373	17,285,688	(492,315)
Food Service Receipts <sup>2</sup>	16,145,216	14,990,437	1,154,779
School Based Fees (including Child Care)	33,456,003	32,548,999	907,004
Grant Receipts <sup>3</sup>	25,184,900	30,639,152	(5,454,252)
Investment Earnings	507,010	1,132,492	(625,482)
Other Receipts	9,236,749	9,208,015	28,734
<b>Grand Total Receipts</b>	<u>477,857,584</u>	<u>511,451,131</u>	<u>(33,593,547)</u>
<b>Disbursements</b>			
Payroll - Employee <sup>4</sup>	417,000,736	420,690,229	(3,689,493)
Payroll Related - Benefits <sup>5</sup>	60,952,780	57,770,336	3,182,444
Capital Reserve Projects <sup>6</sup>	24,531,483	49,291,064	(24,759,581)
Non-Compensatory Operating Expenses	93,735,199	93,606,984	128,215
<b>Grand Total Disbursements</b>	<u>596,220,198</u>	<u>621,358,613</u>	<u>(25,138,415)</u>
<b>Net increase (decrease) in cash</b>	(118,362,614)	(109,907,482)	(8,455,132)
<b>Total Cash on hand</b>	\$ 151,471,344	\$ 210,887,028	\$ (59,415,684)
TABOR Reserve (3%)	(18,742,800)	(19,322,669)	579,869
District & Board of Education Reserve (4%)	(17,728,900)	(25,687,000)	7,958,100
<b>Total Operating Cash</b>	<u>\$ 114,999,644</u>	<u>\$ 165,877,359</u>	<u>\$ (50,877,715)</u>

<sup>1</sup> State equalization lower due to fiscal stabilization factor and Edujobs (to grants) in the School Finance Act.

<sup>2</sup> Food service receipts higher due to timing of Federal Reimbursement payments.

<sup>3</sup> Receipts are lower due to delays in CDE's approval of our IDEA grant applications.

<sup>4</sup> Salary expenses are lower due to vacant positions and staff reductions.

<sup>5</sup> Employee benefits are higher due to increases in employer PERA contributions.

<sup>6</sup> Disbursements for bond projects are lower in the capital reserve fund.

Jefferson County School District  
General Fund Revenues  
As of March 31, 2011

	2010/2011 Y-T-D Revenue	2009/2010 Y-T-D Revenue	Variance Increase/(Decrease)	Percentage Increase/(Decrease)
Taxes <sup>1</sup>	\$ 129,225,401	\$ 130,398,427	\$ (1,173,026)	(1)%
State of Colorado <sup>2</sup>	241,458,593	267,844,147	(26,385,554)	(10)%
Interest	11	21	(10)	(48)%
Tuition and Fees	7,311,883	7,297,813	14,070	0%
Federal and Other <sup>3</sup>	4,106,301	4,314,203	(207,902)	(5)%
<b>Total Revenues</b>	<b>\$ 382,102,189</b>	<b>\$ 409,854,611</b>	<b>\$ (27,752,422)</b>	<b>(7)%</b>

<sup>1</sup> Specific ownership tax is \$1,219,668 lower than the prior year.

<sup>2</sup> State equalization funding is down \$27,022,578 due to the state budget stabilization factor reduction and negative inflation. 2010 rescissions were not taken until June 2010.

<sup>3</sup> Decrease of \$92,852 for indirect cost reimbursements from Grants and Property Management. Timing of sponsorship revenue, \$62,500 received in March of 2010 versus April in 2011.

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Total year-to-date expenditures for fiscal year 2011 are \$443,694,087. Expenditures were lower than prior year-to-date expenditures of \$463,984,936. A breakout by expenditure objects is reflected below:

**General Fund Expenditures by Type**  
**For the nine months ended March 31, 2011**

Account Description	Y-T-D Expenditures 2010/2011	Y-T-D Expenditures 2009/2010	Variance Increase (Decrease)	Percent Increase (Decrease)	Comments
Salaries	\$ 314,084,729	\$ 329,300,967	\$ (15,216,238)	-5%	Increase/Decrease: The budgeted reductions for the current fiscal year include the reduction 136 FTE's. For FY2011, employees that are eligible will receive step increases. EduJobs funding accounts for \$10.4M of this General Fund savings as EduJobs salary expenditures will be accounted for in the Grants Fund.
Benefits	76,718,331	77,856,459	\$ (1,138,128)	-1%	PERA contributions have increased due to legislatively mandated employer contribution rate. PERA rate effective January 1, 2011 is 14.75%. The increase is offset by benefits associated with FTE reductions as well as the decrease in employee benefits as related to EduJobs funding.
Purchased Services	37,844,839	39,445,400	\$ (1,600,561)	-4%	Increase/Decrease Meals/Refreshments \$(106,000) Technology services \$(1.4M) Legal Fees/ADA \$(188,000) Contract Maintenance/Repairs \$(133,000) Out of district/Special Education \$738,000 Construction Maintenance/Repair Bldg \$(627,000) Utilities \$240,000 Voice Communication Line \$205,000 Election Expense - \$(168,000) Software Purchase \$(87,000) Contract Services/Consultants \$243,000 Unemployment Compensation \$(173,000) Athletic Trainer \$(196,000) Timing of invoices
Materials and Supplies	14,560,912	16,587,052	\$ (2,026,140)	(12)%	Increase/Decrease Office Materials/Supplies & Equipment \$45,000 Clinic Supplies \$(106,000) Textbooks \$319,000 Maintenance Materials/Supplies \$(135,000) Fuel \$(42,000) Custodial Supplies \$(150,000) Vehicle parts/Supplies \$(35,000) Instructional Materials/Equipment \$(1.95M)
Capital Outlay	485,276	795,058	\$ (309,782)	-39%	Increase/Decrease: Plant/Shop Equipment \$(57,000) Buses \$26,000 Building Improvements \$(290,000) Office Equipment \$13,000
<b>Total Expenditures</b>	<b>\$ 443,694,087</b>	<b>\$ 463,984,936</b>	<b>\$ (20,290,849)</b>	<b>(4.37)%</b>	

Note: Compensation & benefits increases include Steps = approximately 2.5% for eligible employees.



**Transfers:**

The following table summarizes the transfers from the General Fund:

<b>Summary of Transfers From the General Fund</b>		
	<u>2010/2011</u> <u>Year to date</u>	<u>2009/2010</u> <u>Year to date</u>
<b>Mandatory and Other Transfers</b>		
Colorado Preschool funding <sup>1</sup>	3,068,404	3,363,481
Mandatory transfer to Capital Reserve <sup>2</sup>	17,406,000	3,500,000
Mandatory transfer to Risk Management	<u>5,136,625</u>	<u>5,063,550</u>
<b>Total mandatory and required transfers</b>	<b>25,611,029</b>	<b>11,927,031</b>
<b>Additional Transfers</b>		
Transfer to Technology for infrastructure	1,837,500	1,837,500
Transfer to Campus Activity to cover waived fees	<u>287,471</u>	<u>317,860</u>
<b>Total additional transfers</b>	<b><u>2,124,971</u></b>	<b><u>2,155,360</u></b>
<b>Total transfers</b>	<b><u>\$ 27,736,000</u></b>	<b><u>\$ 14,082,391</u></b>

<sup>1</sup> Colorado Preschool funding is down due to state rescissions.

<sup>2</sup> For fiscal year 2010/2011 the Capital Reserve allocation is being transferred equally over twelve months.  
The prior three years were transferred in the spring.

**General Fund - Expenditures by Activity for the nine months ended March 31, 2011**

Description	Y-T-D Expenditures 2010/2011	Y-T-D Expenditures 2009/2010	Variance Increase (Decrease)	Percent Increase (Decrease)	Comments
<b>General Administration:</b>					
					Increase/Decrease: Legal Fees \$(99,000) Fees for Dist. Membership \$(14,000) Election Expense \$(168,000) Audit Fees \$12,000 Meals & Refreshments \$(6,500)
Board of Education	\$ 178,072	\$ 451,802	(273,730)	(61)%	
					Increase/Decrease: Compensation and Benefits \$96,000 Office Mat./Supplies \$14,000 Employee Train./Conf. \$(11,000) Printing \$(5,900) Consultants/Contract Services \$18,000 Community Relations \$12,000 Meals/Refreshments \$(5,100)
District Wide Administration	2,612,657	2,493,368	119,289	5%	
<b>Direct Instruction:</b>					
School Staffing (Teachers, Substitute Teachers and Media Specialists)	208,061,871	221,927,377	(13,865,506)	(6)%	Increase/Decrease: Compensation and Benefits \$(13.8M) - due to staff reductions and EduJobs expenditures moved to Grants Fund
					Increase/Decrease: Compensation and Benefits \$(856,000).
Exceptional Student Services	42,249,516	43,088,995	(839,479)	(2)%	
					Increase/Decrease: Compensation and Benefits \$1.2M
Other School Programs (Miller, Multicultural, JCAAP, Mt. View Detention, Summer School)	7,827,098	6,614,078	1,213,019	18%	
					Increase/Decrease: Compensation and Benefits \$152,000
Other School Support Programs (Outdoor labs, Gifted & Talented, Johnson Program, Homebound)	2,916,599	2,762,510	154,090	6%	
					Increase/Decrease: Compensation and Benefits \$(260,000) Instructional Mat/Equip. \$(1.5M) Textbooks \$321,000 Meals/Refreshments \$(68,000) Buses \$82,000 Contract Services/Consultants \$59,000
School Discretionary Spending	24,645,247	26,041,712	(1,396,465)	(5)%	
<b>Total Direct Instruction</b>	<b>\$ 285,700,331</b>	<b>\$ 300,434,672</b>	<b>\$ (14,734,341)</b>	<b>(5)%</b>	

**General Fund - Expenditures by Activity for the nine months ended March 31, 2011**

Description	Y-T-D Expenditures 2010/2011	Y-T-D Expenditures 2009/2010	Variance Increase (Decrease)	Percent Increase (Decrease)	Comments
<b>Indirect Instruction:</b>					
School Indirect Instruction Staffing	\$ 44,505,581	\$ 45,351,815	\$ (846,234)	(2)%	Increase/Decrease: Compensation and Benefits \$(864,000)
Other School Programs (Miller, Multicultural, JCAAP, Mt. View Detention, Summer School)	3,087,251	3,789,206	(701,955)	(19)%	Increase/Decrease: Compensation and Benefits \$(310,000) Instructional Mat/Supplies \$(438,000) Office Materials/ Equipment \$13,000 Curriculum Dev. \$4,200 Copier Usage/Printing \$6,000 Contract Services \$8,300 Software Purchase \$3,200
Other School Support Programs (Outdoor labs, Gifted & Talented, Johnson Program, Homebound)	3,985,791	3,389,601	596,190	18%	Increase/Decrease: Compensation and Benefits \$(68,000) Out of District/Spec. Ed. \$738,000 Employee Train/Conf. \$11,600 Clinic Supplies \$(102,000) Telephone/Pagers \$12,000
Total Athletics (Central and Stadiums)	5,374,901	5,509,152	(134,252)	(2)%	Increase/Decrease: Compensation and Benefits \$33,000 Game Officials \$8,000 Building Rental \$6,000 Plant Shop Equip. \$12,000 Athletic Trainers \$(196,000) - Timing of invoices
Exceptional Student Services	3,673,080	3,716,620	(43,540)	(1)%	Increase/Decrease: Compensation and Benefits \$(158,000) Legal Fees/ADA Settlements \$(87,000) Contracted Services \$47,000 Student Transportation \$41,000 Instructional Mat./Equip. \$82,000 Mileage/Travel \$(9,800) Office Supplies/Equip \$39,000

**General Fund - Expenditures by Activity for the nine months ended March 31, 2011**

Description	Y-T-D Expenditures 2010/2011	Y-T-D Expenditures 2009/2010	Variance Increase (Decrease)	Percent Increase (Decrease)	Comments
Learning & Educational Achievement (Curriculum & Instruction, Educational Technology, Assessment, Career Development, Educational Equity)	12,990,054	13,104,321	(114,267)	(1)%	Increase/Decrease: Compensation and Benefits \$(166,000) Student Admin./Entry Fee \$(53,000) Permit/License/Fees \$(33,000) Instructional Mat/Equip \$(111,000) Contract Serv/Labor \$242,000 Technology Services \$(45,000) Software Purchase \$35,000 Employee Train/Conf. \$(19,000) Office Mat/Equip. \$31,000
School Management	1,195,838	1,210,212	(14,374)	(1)%	Increase/Decrease: Compensation and Benefits \$(4,700) Legal Fees \$(4,600) Meals/Refreshments \$(2,000) Mileage/Travel \$(3,100)
<b>Total Indirect Instruction</b>	<b>\$ 74,812,496</b>	<b>\$ 76,070,927</b>	<b>\$ (1,258,431)</b>	<b>(2)%</b>	
<b>Support Services:</b>					
Transportation	15,018,588	15,168,004	(149,416)	(1)%	Increase/Decrease: Buses \$(56,000) Fuel \$(43,000) Fleet Maint. \$(10,000) Vehicle Supplies/Parts \$(35,000) Software Purchase/Lease \$17,000 Student Transportation \$46,000 Contract Repairs \$(67,000)
Custodial Services	19,712,837	20,424,372	(711,535)	(3)%	Increase/Decrease: Compensation and Benefits \$(565,000) Custodial Supplies \$(148,000)
Field Services and Property Management	12,880,342	14,809,185	(1,928,843)	(13)%	Increase/Decrease: Compensation and Benefits \$(652,000) Const. Maint./Repair Bldg. \$(616,000) Contract Serv./Consultants \$(102,000) Permits/Licenses/Fees \$(14,000) Maint. Materials/Supplies \$(136,000) Building Improvements \$(321,000) Plant/Shop Equipment/Tools \$(66,000) Equipment Rental \$(11,000) Contract Maint./Equip. Repair \$(10,000)

**General Fund - Expenditures by Activity for the nine months ended March 31, 2011**

Description	Y-T-D Expenditures 2010/2011	Y-T-D Expenditures 2009/2010	Variance Increase (Decrease)	Percent Increase (Decrease)	Comments
Telecommunications and Network Services	3,932,181	3,700,487	231,694	6%	Increase in District bandwidth.
Utilities:					
Refuse & Dump Fees	253,587	253,273	314	0%	
Natural Gas	2,121,045	2,875,412	(754,368)	(26)%	Decrease in consumption and rates
Propane	94,440	89,329	5,112	6%	Refill needs
Electricity	7,680,798	7,225,169	455,629	6%	Rate Increase
Water & Sanitation	2,105,408	1,569,944	535,464	34%	Increase in consumption
Waste Water Management	211,720	213,223	(1,502)	(1)%	
<b>Total Telecommunications and Network Services and Utilities</b>	<b>\$ 16,399,179</b>	<b>\$ 15,926,837</b>	<b>\$ 472,343</b>	<b>3%</b>	
Business Services (Budget, Accounting, Accounts Payable, Purchasing and Warehouse, Treasurer's Fees, Technology Services)	\$ 11,247,215	\$ 12,739,046	\$ (1,491,831)	(12)%	Increase/Decrease: Compensation and Benefits \$(56,000) Contract Serv./Consultants \$(18,000) Postage \$(6,500) Technology Services \$(1.37M) Community Relations \$(4,000) Printing \$(7,000) Contract Maint./Equip. Repair \$(8,600) OfficeMat./Equip. \$(16,000)
Human Resources	3,150,354	3,444,175	(293,821)	(9)%	Increase/Decrease: Compensation and Benefits \$(40,000) Contract Services \$5,200 Legal Fees \$(19,000) Postage \$(10,000) Contract Maint./Equip. Repair \$(68,000) Marketing/Advertising \$9,800 Unemployment Comp. Insurance \$(172,000)
<b>Total Business Services, Human Resources</b>	<b>\$ 14,397,569</b>	<b>\$ 16,183,220</b>	<b>\$ (1,785,652)</b>	<b>(11)%</b>	
District Wide	383,721	423,222	(39,501)	(10)%	Increase/Decrease: Jefferson Foundation \$(26,000) Deer Creek MS shooting costs \$(16,000)
Debt Service - COP's	1,598,296	1,599,329	(1,033)	0%	
<b>Total Expenditures</b>	<b>\$ 443,694,087</b>	<b>\$ 463,984,936</b>	<b>\$ (20,290,850)</b>	<b>(4)%</b>	

Note: Compensation & benefits increases include STEPS = approximately 2.5%

**Jefferson County School District, No. R-1**  
**Comparative Schedule of Beginning Fund Balance, Revenue, Expenditures, and Ending Fund Balance**  
**For the nine months ended March 31, 2011**  
**General Fund**

	June 30, 2009 Actuals	2009/2010 Revised Budget	March 31, 2010 Actuals	2009/2010 Y-T-D % of Budget	June 30, 2010 Actuals	* 2010/2011 Revised Budget	March 31, 2011 Actuals	2010/2011 Y-T-D % of Budget
<b>Beginning Fund Balance</b>								
Reserve for TABOR	\$ 16,658,292	\$ 16,943,784	\$ 16,943,784	100.00%	\$ 16,943,784	\$ 17,249,094	\$ 17,249,094	100.00%
Reserve for District/Board of Education	24,945,000	24,613,766	24,613,766	100.00%	24,613,766	25,044,587	25,044,587	100.00%
Reserve for School Carry Forward	9,250,000	11,200,000	11,200,000	100.00%	11,200,000	12,700,000	12,700,000	100.00%
Reserve for Maintenance Operations	4,000,000	3,000,000	3,000,000	100.00%	3,000,000	3,000,000	3,000,000	100.00%
Reserve for School Operations	3,000,000	1,500,000	1,500,000	100.00%	1,500,000	-	-	-
Unallocated	117,541,556	109,031,743	109,031,743	100.00%	109,031,743	90,772,768	90,772,768	100.00%
<b>Total</b>	<b>175,394,848</b>	<b>166,289,293</b>	<b>166,289,293</b>	<b>100.00%</b>	<b>166,289,293</b>	<b>148,766,449</b>	<b>148,766,449</b>	<b>100.00%</b>
<b>Revenues</b>								
Property taxes	268,037,205	265,903,100	111,479,686	41.92%	268,115,110	266,171,000	111,526,328	41.90%
State of Colorado	327,223,284	339,593,500	267,844,147	78.87%	340,083,668	318,085,000	241,458,593	75.91%
Specific ownership taxes	26,428,023	24,861,500	18,918,741	76.10%	24,730,646	25,000,000	17,699,073	70.80%
Interest earnings	4,311,036	1,700,000	21	0.00%	2,849,279	2,000,000	11	0.00%
Tuition and fees	9,346,380	9,164,000	7,297,813	79.64%	9,791,867	8,470,000	7,311,888	86.33%
Other	6,147,135	5,386,600	4,314,203	80.09%	6,168,458	5,196,000	4,106,301	79.03%
<b>Total revenues</b>	<b>641,493,063</b>	<b>646,608,700</b>	<b>409,854,611</b>	<b>63.39%</b>	<b>651,739,028</b>	<b>624,922,000</b>	<b>382,102,189</b>	<b>61.14%</b>
<b>Expenditures</b>								
<b>Current:</b>								
Direct instruction	394,926,266	417,509,570	300,434,672	71.96%	403,382,086	403,727,000	285,700,331	70.77%
Indirect instruction	101,824,843	101,184,219	76,070,927	75.18%	103,784,460	104,047,400	74,812,496	71.90%
Transportation	21,517,649	22,639,010	15,168,004	67.00%	20,724,672	21,811,600	15,018,588	68.86%
Custodial services	26,578,601	27,543,948	20,424,372	74.15%	27,115,015	27,411,900	19,712,837	71.91%
Field services and property management	20,899,658	20,650,435	14,809,185	71.71%	19,400,656	18,123,800	12,880,342	71.07%
Telecommunications, network, utilities	19,036,775	20,867,180	15,926,837	76.32%	20,786,072	21,095,000	16,399,179	77.74%
Business Services, human Resources	22,821,225	23,103,549	16,183,220	70.05%	22,781,661	20,160,600	14,397,569	71.41%
General administration	3,328,778	4,676,843	2,945,169	62.97%	4,099,449	4,425,900	2,790,728	63.05%
Districtwide	980,773	795,246	423,222	53.22%	833,926	750,900	383,721	51.10%
<b>Debt service:</b>								
Principal	1,225,000	1,295,000	635,000	49.03%	1,295,000	1,360,000	665,000	48.90%
Interest	1,974,710	1,910,600	964,329	50.47%	1,911,679	1,845,500	933,296	50.57%
<b>Total expenditures</b>	<b>615,114,278</b>	<b>642,175,600</b>	<b>463,984,936</b>	<b>72.25%</b>	<b>626,114,676</b>	<b>624,759,600</b>	<b>443,694,087</b>	<b>71.02%</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>26,378,785</b>	<b>4,433,100</b>	<b>(54,130,325)</b>	<b>-1221.05%</b>	<b>25,624,352</b>	<b>162,400</b>	<b>(61,591,898)</b>	<b>-37926.05%</b>
<b>Other financing sources (uses):</b>								
<b>Transfers in (out):</b>								
Child care fund	(3,867,041)	(4,470,700)	(3,363,481)	75.23%	(4,468,518)	(4,226,100)	(3,068,404)	72.61%
Construction management	(22,128,000)	(28,980,100)	(3,500,000)	12.08%	(28,980,100)	(23,208,000)	(17,406,000)	75.00%
Risk management	(7,039,300)	(6,751,400)	(5,063,550)	75.00%	(6,751,400)	(6,627,500)	(5,136,625)	77.50%
Technology	(2,450,000)	(2,450,000)	(1,837,500)	75.00%	(2,450,000)	(2,450,000)	(1,837,500)	75.00%
Campus activity	-	(525,000)	(317,860)	60.54%	(497,178)	(500,000)	(287,471)	0.00%
<b>Total other financing sources (uses)</b>	<b>(35,484,341)</b>	<b>(43,177,200)</b>	<b>(14,082,391)</b>	<b>32.62%</b>	<b>(43,147,196)</b>	<b>(37,011,600)</b>	<b>(27,736,000)</b>	<b>74.94%</b>
<b>Net change in fund balance</b>	<b>(9,105,556)</b>	<b>(38,744,100)</b>	<b>(68,212,716)</b>	<b>176.06%</b>	<b>(17,522,844)</b>	<b>(36,849,200)</b>	<b>(89,327,898)</b>	<b>242.41%</b>
<b>Ending Fund Balance</b>								
Reserve for TABOR	\$ 16,943,784	\$ 19,265,300	\$ 17,249,094	89.53%	\$ 17,249,094	\$ 18,742,800	\$ 18,742,800	100.00%
Reserve for Fiscal Emergency	-	11,033,000	11,033,000	100.00%	-	-	-	-
Reserve for District/Board of Education	24,604,571	25,687,000	25,044,587	97.50%	25,044,587	24,990,360	24,990,360	100.00%
Reserve for School Carry Forward	11,200,000	8,900,000	12,700,000	142.70%	12,700,000	8,500,000	8,500,000	100.00%
Reserve for Maintenance Operations	3,000,000	2,000,000	3,000,000	150.00%	3,000,000	2,000,000	2,000,000	100.00%
Reserve for School Operations	1,500,000	-	-	-	-	-	-	-
Unallocated	109,040,937	60,659,893	29,049,896	47.89%	90,772,768	57,684,089	5,205,391	9.02%
<b>Total</b>	<b>\$ 166,289,292</b>	<b>\$ 127,545,193</b>	<b>\$ 98,076,577</b>	<b>76.90%</b>	<b>\$ 148,766,449</b>	<b>\$ 111,917,249</b>	<b>\$ 59,438,551</b>	<b>53.11%</b>

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**Jefferson County School District, No. R-1  
Budget Reconciliation  
March 31, 2011**

	<u>Revenue Budget</u>	<u>Appropriation Budget</u>	<u>Org Budget</u>
<b>2010/2011 Original Adopted Budget</b>	624,922,000	661,771,200	661,771,200
<b>Supplemental Appropriation Adjustments:</b>			
<b>2010/2011 Revised Budget</b>	<u>624,922,000</u>	<u>661,771,200</u>	<u>661,771,200</u>

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**Accruals and Estimates**

Accruals and estimates are used to fairly present activity associated with the current period. The following table is a summary of accruals included in this report.

**Accruals and estimates for unrecorded expenses for the  
nine months ended March 31, 2011**

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General Fund	\$	252,927
Grants		22,751
Employee Benefits		220,659
Technology		15,918
Campus Activity		30,759
Central Services		8,429
Food Services		2,869
<b>Total accruals and estimates</b>		<b><u>554,312</u></b>



## **Capital Funds:**

### **Debt Service Fund**

The Debt Service Fund has begun receiving the spring property taxes in the third quarter. The taxes collected will be used to make the interest payments due in June 2011 of \$12,757,794 and the December 2011 principal and interest of \$62,837,794.

### **Capital Reserve Fund**

Russell Elementary was sold to Jefferson County on November 30th, 2010 for \$2 million. The proceeds from the sale are shown on the special item line of the schedule. Arvada West Cottages were sold on March 28th, 2011 for \$299,900, the proceeds from this sale are in the other revenue line. Expenditures will grow in the fourth quarter as we ramp up for summer projects. A supplemental budget will be requested to match the timing of the project expenditures.

**Jefferson County School District, No. R-1**  
**Debt Service**  
**Comparative Schedule of Revenues, Expenditures and Changes in Fund Balance**  
**For the nine months ended March 31, 2011**

	June 30, 2009 Actuals	2009/2010 Revised Budget	March 31, 2010 Actuals	2009/2010 Y-T-D % of Budget	June 30, 2010 Actuals	2010/2011 Revised Budget	March 31, 2011 Actuals	2010/2011 Y-T-D % of Budget
<b>Revenue:</b>								
Property tax	\$ 81,427,715	\$ 81,600,000	\$ 33,987,583	41.65%	\$ 81,748,765	\$ 81,900,000	\$ 33,948,908	41.45%
Interest	123,329	25,000	2,415	9.66%	2,877	75,000	1,242	1.66%
Total revenues	<u>81,551,044</u>	<u>81,625,000</u>	<u>33,989,998</u>	<u>41.64%</u>	<u>81,751,642</u>	<u>81,975,000</u>	<u>33,950,151</u>	<u>41.42%</u>
<b>Expenditures:</b>								
<b>Debt service</b>								
Principal retirements	42,385,000	45,120,000	45,120,000	100.00%	45,120,000	50,925,000	50,925,000	100.00%
Interest and fiscal charges	33,263,964	28,424,984	17,048,024	59.98%	28,423,042	27,002,000	14,225,744	52.68%
Total debt service	<u>75,648,964</u>	<u>73,544,984</u>	<u>62,168,024</u>	<u>84.53%</u>	<u>73,543,042</u>	<u>77,927,000</u>	<u>65,150,744</u>	<u>83.60%</u>
Excess of revenues over (under) expenditures	5,902,080	8,080,016	(28,178,026)	-348.74%	8,208,600	4,048,000	(31,200,593)	-770.77%
<b>Other financing sources (uses)</b>								
General obligation bond proceeds	-	233,400,000	233,400,000	100%	233,400,000	-	-	-
Payment to refunded bond escrow agent	-	(278,158,016)	(278,158,016)	100%	(278,158,016)	-	-	-
Premium from refunding bonds	-	35,855,500	35,855,493	100%	35,855,493	-	-	-
Total other financing sources (uses)	<u>-</u>	<u>(8,902,516)</u>	<u>(8,902,523)</u>	<u>100%</u>	<u>(8,902,523)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess of revenues and other financing sources & uses over (under) expenditures	5,902,080	(822,500)	(37,080,549)	4508.27%	(693,923)	4,048,000	(31,200,593)	-770.77%
Fund balance - beginning	<u>63,022,587</u>	<u>68,924,667</u>	<u>68,924,667</u>	<u>100.00%</u>	<u>68,924,667</u>	<u>68,230,744</u>	<u>68,230,744</u>	<u>100.00%</u>
Fund balance - ending	<u>\$ 68,924,667</u>	<u>\$ 68,102,167</u>	<u>\$ 31,844,118</u>	<u>46.76%</u>	<u>\$ 68,230,744</u>	<u>\$ 72,278,744</u>	<u>\$ 37,030,151</u>	<u>51.23%</u>

Jefferson County School District, No. R-1  
 Capital Reserve  
 Comparative Schedule of Revenues, Expenditures and Changes in Fund Balance  
 For the nine months ended March 31, 2011

	June 30, 2009	2009/2010	March 31, 2010	2009/2010	June 30, 2010	2010/2011	March 31, 2011	2010/2011
	Actuals	Revised Budget	Actuals	Y-T-D % of Budget	Actuals	Revised Budget	Actuals	Y-T-D % of Budget
<b>Revenue:</b>								
Interest	\$ 1,343,113	\$ 225,000	\$ 3	0.00%	\$ 188,557	\$ 225,000	\$ 1	0.00%
Other	569,173	350,000	449,194	128.34%	474,589	425,000	505,285	118.89%
Total revenues	1,912,286	575,000	449,197	78.12%	663,146	650,000	505,286	77.74%
<b>Expenditures:</b>								
Capital outlay								
New buildings and land	7,078,201	69,179,500	7,678,726	11.10%	8,341,042	32,524,800	1,522,315	4.68%
School additions/improvements	26,071,256	-	23,793,811	0.00%	29,230,700	-	7,594,836	0.00%
Grounds improvements	246,784	-	738,512	0.00%	943,169	-	794,234	0.00%
Mechanical/electrical improvements	3,901,812	-	5,988,105	0.00%	8,288,540	-	4,639,621	0.00%
Roof replacement	6,678	-	183,742	0.00%	1,908,946	-	2,377,450	0.00%
Vehicles and large equipment	95,464	1,032,800	1,555,593	150.62%	1,641,183	2,234,900	305,267	13.66%
Total capital outlay	37,400,195	70,212,300	39,938,490	71.72%	50,353,580	34,759,700	17,233,722	49.58%
Debt service								
Payment on COPs	1,200,000	5,185,000	1,235,000	23.82%	5,185,000	-	-	-
Interest on COPs	200,913	238,200	91,906	38.58%	164,053	-	-	-
Total debt service	1,400,913	5,423,200	1,326,906	24.47%	5,349,053	-	-	-
Total expenditures	38,801,108	75,635,500	41,265,396	54.56%	55,702,633	34,759,700	17,233,722	49.58%
Excess of revenues over (under) expenditures	(36,888,822)	(75,060,500)	(40,816,199)	54.38%	(55,039,487)	(34,109,700)	(16,728,437)	49.04%
Other financing sources (uses)								
Operating transfer in	22,128,000	28,980,100	3,500,000	12.08%	28,980,100	23,208,000	17,406,000	75.00%
Total other financing sources (uses)	22,128,000	28,980,100	3,500,000	12.08%	28,980,100	23,208,000	17,406,000	75.00%
Special item:								
Sale of property	-	-	-	0.00%	-	-	2,000,000	0.00%
Excess of revenues and other financing sources & uses over (under) expenditures	(14,760,822)	(46,080,400)	(37,316,199)	80.98%	(26,059,387)	(10,901,700)	2,677,563	-24.56%
Fund balance - beginning	77,218,868	62,458,046	62,458,046	100.00%	62,458,046	36,398,659	36,398,659	100.00%
Fund balance - ending	\$ 62,458,046	\$ 16,377,646	\$ 25,141,847	153.51%	\$ 36,398,659	\$ 25,496,959	\$ 39,076,222	153.26%

## **Special Revenue Funds:**

### **Grants Fund**

The Grants Fund has less revenue than expenditures of \$325,782 for the quarter ended March 31, 2011.

This is lower than the prior year by \$502,465. Expenditures for the third quarter are significantly higher than in the prior year by \$14,509,407.

The major expenditure variances are:

- Increased spending for the Education Jobs Grant fund of \$14,352,800 which is a federal program that provided assistance to states to save education jobs. The District used the funding to cover one month of salary and benefits for classroom teachers at elementary and middle schools that was originally funded with General Fund dollars.
- Increased spending for IDEA - Special Ed of \$720,100 in instructional supplies, contracted services and a three year license for video based lesson plans for special education students.
- Increased spending in year 2010/2011 from new funding sources including Teacher Incentive Fund and Alternative Compensation Teachers grants in the amount of \$406,200.
- Increased spending for a new charter school of \$465,600 to cover start-up instructional supply costs for Two Roads.
- Decreased spending for Title I-A - Services to Disadvantaged Students \$357,100 due to the timing of ARRA expenditures. Most of the spending for instructional supplies and equipment for Title I was purchased during 2009/2010 to be used throughout the two year grant period.
- Decreased spending for Title III - English Language Learners of \$181,00 in instructional supplies.
- Decreased spending for various grants that ended in 2009/2010 in the amount of \$238,400.
- Decreased spending for Medicaid and Title IV-Safe and Drug Free in the amount of \$246,700 due to reduced funding.

### **Campus Activity Fund**

The Campus Activity Fund has net income of \$2,274,997 higher than the prior year by \$265,983.

Fletcher Miller school received a donation of \$500,000 for 2011, in 2010 the school received \$292,000.

**Jefferson County School District, No. R-1  
Grants  
Comparative Schedule of Revenues, Expenditures and Changes in Fund Balance  
For the nine months ended March 31, 2011**

	June 30, 2009 Actuals	2009/2010 Revised Budget	March 31, 2010 Actuals	2009/2010 Y-T-D % of Budget	June 30, 2010 Actuals	2010/2011 Revised Budget	March 31, 2011 Actuals	2010/2011 Y-T-D % of Budget
<b>Revenue:</b>								
Federal government	\$ 31,517,137	\$ 42,560,000	\$ 25,932,184	60.93%	\$ 42,577,618	\$ 44,880,000	\$ 40,473,772	90.18%
State of Colorado	1,323,920	2,490,000	1,448,651	58.18%	2,486,644	2,080,000	1,061,545	51.04%
Gifts and grants	1,347,251	650,000	744,954	114.61%	639,765	470,000	597,414	127.11%
Total revenues	<u>34,188,308</u>	<u>45,700,000</u>	<u>28,125,789</u>	<u>61.54%</u>	<u>45,704,027</u>	<u>47,430,000</u>	<u>42,132,731</u>	<u>88.83%</u>
<b>Expenditures:</b>								
Elementary instruction	6,928,713	8,033,700	5,355,640	66.66%	8,018,701	8,530,000	17,427,338	204.31%
Middle level instruction	1,035,243	1,314,800	867,112	65.95%	1,312,299	1,050,000	504,597	48.06%
Senior high instruction	759,746	448,700	276,481	61.62%	447,907	620,000	1,171,041	188.88%
Instructional services	10,042,276	13,055,100	7,890,633	60.44%	13,035,061	10,940,000	9,189,454	84.00%
Exceptional student services	15,636,972	22,007,700	13,559,240	61.61%	21,969,470	26,260,000	14,166,083	53.95%
Total expenditures	<u>34,402,950</u>	<u>44,860,000</u>	<u>27,949,106</u>	<u>62.30%</u>	<u>44,783,438</u>	<u>47,400,000</u>	<u>42,458,513</u>	<u>89.57%</u>
Excess of revenue over expenditures	(214,642)	840,000	176,683	21.03%	920,589	30,000	(325,782)	-1085.94%
<b>Other financing sources</b>								
Transfer to campus activity fund	-	(40,000)	-	-	(32,522)	-	-	-
Total other financing sources (uses)	-	(40,000)	-	-	(32,522)	-	-	-
Excess of revenues and other financing sources and uses over (under) expenditures	(214,642)	800,000	176,683	22.09%	888,067	30,000	(325,782)	-1085.94%
Fund balance - beginning	1,357,569	1,142,927	1,142,927	100.00%	1,142,927	2,030,994	2,030,994	100.00%
Fund balance - ending	<u>\$ 1,142,927</u>	<u>\$ 2,702,927</u>	<u>\$ 1,496,293</u>	<u>55.36%</u>	<u>\$ 2,030,994</u>	<u>\$ 2,060,994</u>	<u>\$ 1,705,212</u>	<u>82.74%</u>

**Jefferson County School District, No. R-1**  
**Campus Activity**  
**Comparative Schedule of Revenues, Expenditures and Changes in Fund Balance**  
**For the nine months ended March 31, 2011**

	June 30, 2009 Actuals	2009/2010 Revised Budget	March 31, 2010 Actuals	2009/2010 Y-T-D % of Budget	June 30, 2010 Actuals	2010/2011 Revised Budget	March 31, 2011 Actuals	2010/2011 Y-T-D % of Budget
<b>Revenue:</b>								
Interest	\$ 4,069	\$ 5,000	\$ 2,242	44.84%	\$ 3,059	\$ 2,000	\$ 3,155	157.73%
Student activities	6,243,921	7,366,000	4,320,567	58.66%	5,979,390	6,212,200	5,059,789	81.45%
Fund raising	5,019,131	5,484,000	3,742,798	68.25%	4,597,050	4,989,800	3,771,924	75.59%
Fees and dues	7,326,834	6,609,000	6,222,983	94.16%	6,854,129	6,951,000	6,037,087	86.85%
Donations	2,117,942	1,915,000	1,958,679	102.28%	2,797,171	2,193,500	2,426,770	110.63%
Other	3,221,886	5,079,000	1,828,309	36.00%	2,369,051	3,166,700	1,384,654	43.73%
Total revenues	<u>23,933,783</u>	<u>26,458,000</u>	<u>18,075,517</u>	<u>68.32%</u>	<u>22,599,850</u>	<u>23,515,200</u>	<u>18,683,378</u>	<u>79.45%</u>
<b>Expenditures:</b>								
Athletics and activities	24,006,384	26,383,000	16,584,363	62.86%	22,497,219	24,394,600	16,895,852	69.26%
Total expenditures	<u>24,006,384</u>	<u>26,383,000</u>	<u>16,584,363</u>	<u>62.86%</u>	<u>22,497,219</u>	<u>24,394,600</u>	<u>16,895,852</u>	<u>69.26%</u>
Excess of revenue over (under) expenditures	(72,601)	75,000	1,491,155	1988.21%	102,631	(879,400)	1,787,526	-203.27%
Transfer from other funds	200,000	765,000	517,860	67.69%	729,700	700,000	487,471	69.64%
Excess of revenues and other financing sources and uses over (under) expenditures	127,399	840,000	2,009,014	239.17%	832,331	(179,400)	2,274,997	-1268.11%
Fund balance - beginning	9,036,855	9,164,254	9,164,254	100.00%	9,164,254	9,996,585	9,996,585	100.00%
Fund balance - ending	<u>\$ 9,164,254</u>	<u>\$ 10,004,254</u>	<u>\$ 11,173,268</u>	<u>111.69%</u>	<u>\$ 9,996,585</u>	<u>\$ 9,817,185</u>	<u>\$ 12,271,582</u>	<u>125.00%</u>

## Enterprise Funds:

### Food Services Fund

The Food Services fund has a net income of \$187,438 for the quarter end. The prior year loss at this time was (\$407,015). Several changes made within the program have contributed to this improved performance. The average cost of food for March dropped to \$39,000 per day, down from the average through February of \$42,800. The hours for food service hourly workers was reduced by about 246 hours per day program wide. The average number of meals served per day increased in March, indicating a potential turnaround in participation. Based on the trends for March, if continued through year end, the program will end the year close to plan. The supplies line is high compared to budget. A portion of the budget for this expense is in the administrative services line. The repairs and maintenance line is over budget from repair work at multiple kitchens. A supplemental appropriation for \$200,000 may be requested to ensure adequate appropriation for unplanned cost increases.

### Child Care Fund

The Child Care Fund has net income year to date of \$897,610, an increase from the prior year of \$12,352. The Child Care Fund consists of the following programs:

**Extended Day Kindergarten** - is a fee based program to provide all day Kindergarten options. These programs are managed by the principal in the school they are located within. Extended Day Kindergarten has net income of \$657,173 and ending net assets of \$1,396,900. Net income for the prior year quarter end was \$405,999. The fourth quarter is usually a net loss for the program due to salaries being paid in May and June and no offsetting revenues. The budget for the program projects a spend down of \$3,700. The program may end slightly better than plan due to conservative spending.

**Preschool Program** - This program accounts for the preschool programs managed by the Jeffco central preschool departments. The revenue sources are from the Colorado Preschool funding and tuition charges. The preschool program has year to date net income of \$279,804 and ending net assets of \$2,091,563. Net income for the prior year was \$392,805. Colorado Preschool funding is estimated to be lower than the prior year due to rescissions but a supplemental appropriation will be needed to adjust the transfer for final enrollment.

**Site managed School Age Child Care (SACC)** - Red Rocks Elementary is the only site managed school age child care in the program. This program is managed by the principal at the school. The program has net income of \$21,030 for the quarter. The ending net assets for the program is \$80,224.



**Centrally managed School Age Child Care (SAE)** - These programs provide before and after care for elementary students. The sites are managed by the Central department for School Age Enrichment. Centrally managed SAE has a loss of \$(60,397) and net assets of \$1,146,613 for the quarter end. The prior quarter had a net loss of \$(79,600). The program had planned to spend down net assets by \$(69,300) for the year. The program was flagged for the first quarter due to the larger than anticipated loss. Several issues account for the loss; lower than anticipated enrollment, start-up costs for Arvada K-8 and higher salary costs (including several maternity leaves). The coordinator has worked with accounting staff and communicated changes to the program. There have been consolidations of programs during breaks and non-student contact days to achieve savings. Ratio's have been closely monitored to ensure overstaffing doesn't occur. Staff start times have been adjusted and supply expenses limited. Current estimates are for the program to end the year with a loss of \$(149,100). The program does have net assets that will be able to absorb a spend down for the year.

**For FY 2012:** Three programs have been designated to close after the school year due to low enrollment. The coaching position will also be eliminated for next year. Two director positions have been changed to 9 months from 12 months, summer fees have been raised, sibling discounts reduced, high ratio field trips have been limited, and the number of sub directors and their hours have been reduced.

### **Property Management Fund**

The Property Management Fund has net income of \$152,816. The fund paid for \$750,000 of the capital asset master planning services in the prior year. The current year supply line contains one time work for the Education Center \$4,400 and stadium of \$14,154.



**Jefferson County School District, No. R-1**  
**Food Service**  
**Comparative Schedule of Revenues, Expenses and Changes in Retained Earnings**  
**For the nine months ended March 31, 2011**

	June 30, 2009 Actuals	2009/2010 Revised Budget	March 31, 2010 Actuals	2009/2010 Y-T-D % of Budget	June 30, 2010 Actuals	2010/2011 Revised Budget	March 31, 2011 Actuals	2010/2011 Y-T-D % of Budget
<b>Revenue:</b>								
Food sales	\$ 12,380,857	\$ 13,030,000	\$ 9,553,559	73.32%	\$ 11,259,632	\$ 12,720,000	\$ 9,396,893	73.87%
Service contracts	351,931	327,000	358,740	109.71%	477,141	450,000	427,724	95.05%
Total Revenues	<u>12,732,788</u>	<u>13,357,000</u>	<u>9,912,299</u>	<u>74.21%</u>	<u>11,736,773</u>	<u>13,170,000</u>	<u>9,824,617</u>	<u>74.60%</u>
<b>Expenses:</b>								
Purchased food	8,641,400	9,464,000	7,078,003	74.79%	9,251,600	9,714,000	7,093,779	73.03%
USDA commodities	1,483,285	1,500,000	348,214	23.21%	1,288,277	1,500,000	97,979	6.53%
Salaries and employee benefits	10,420,267	11,107,100	8,406,679	75.69%	11,478,474	11,398,000	8,649,927	75.89%
Administrative services	684,458	971,300	775,204	79.81%	964,327	1,166,900	616,572	52.84%
Utilities	355,941	365,000	264,404	72.44%	358,616	375,000	265,867	70.90%
Supplies	1,450,737	1,378,000	911,722	66.16%	1,384,426	1,124,000	996,230	88.63%
Repairs and maintenance	52,818	140,000	127,451	91.04%	154,793	50,000	51,611	103.22%
Depreciation	304,358	325,000	218,312	67.17%	290,729	315,000	236,121	74.96%
Other	1,851	6,000	3,953	50.88%	3,862	6,000	2,883	48.05%
Total expenses	<u>23,395,115</u>	<u>25,256,400</u>	<u>18,133,042</u>	<u>71.80%</u>	<u>25,175,104</u>	<u>25,648,900</u>	<u>18,010,969</u>	<u>70.22%</u>
Income (loss) from operations	(10,662,327)	(11,899,400)	(8,220,743)	69.09%	(13,438,331)	(12,478,900)	(8,186,352)	65.60%
<b>Non-operating revenues (expenses):</b>								
Donated commodities	1,344,642	1,600,000	330,528	20.66%	1,211,084	1,500,000	112,620	7.51%
Contributed capital	338,000	-	-	0.00%	1,172,164	-	131,537	0.00%
Federal/state reimbursement	8,735,385	9,180,000	7,483,200	81.52%	9,753,337	9,895,000	8,129,633	82.16%
Interest revenues	86,217	30,000	-	0.00%	13,583	15,000	-	0.00%
Loss on sale of capital assets	(30,066)	(15,000)	-	0.00%	(25,868)	(15,000)	-	0.00%
Total non-operating revenue (expenses)	<u>10,474,178</u>	<u>10,795,000</u>	<u>7,813,728</u>	<u>72.38%</u>	<u>12,124,300</u>	<u>11,395,000</u>	<u>8,373,790</u>	<u>73.49%</u>
Net income (loss)	(188,149)	(1,104,400)	(407,015)	118.98%	(1,314,031)	(1,083,900)	187,438	-17.29%
Net assets - beginning	<u>8,220,544</u>	<u>8,032,395</u>	<u>8,032,395</u>	<u>100.00%</u>	<u>8,032,395</u>	<u>6,718,364</u>	<u>6,718,364</u>	<u>100.00%</u>
Net assets - ending	<u>\$ 8,032,395</u>	<u>\$ 6,927,995</u>	<u>\$ 7,625,380</u>	<u>110.07%</u>	<u>\$ 6,718,364</u>	<u>\$ 5,634,464</u>	<u>\$ 6,905,802</u>	<u>122.56%</u>

**Jefferson County School District, No. R-1**  
**Child Care**  
**Comparative Schedule of Revenues, Expenses and Changes in Retained Earnings**  
**For the nine months ended March 31, 2011**

	June 30, 2009 Actuals	2009/2010 Revised Budget	March 31, 2010 Actuals	2009/2010 Y-T-D % of Budget	June 30, 2010 Actuals	2010/2011 Revised Budget	March 31, 2011 Actuals	2010/2011 Y-T-D % of Budget
<b>Revenue:</b>								
Service contracts	\$ 1,306,740	\$ 1,158,000	\$ 889,319	76.80%	\$ 1,128,846	\$ 1,146,200	\$ 895,143	78.10%
Tuition	9,713,006	9,586,000	7,502,795	78.27%	9,167,085	9,673,000	7,489,805	77.43%
Total revenues	<u>11,019,746</u>	<u>10,744,000</u>	<u>8,392,114</u>	<u>78.11%</u>	<u>10,295,931</u>	<u>10,819,200</u>	<u>8,384,948</u>	<u>77.50%</u>
<b>Expenses:</b>								
Salaries and employee benefits	11,575,138	12,009,500	8,594,505	71.56%	11,637,396	12,064,000	8,498,392	70.44%
Administrative services	1,386,933	1,748,400	1,091,605	62.43%	1,577,647	1,617,100	984,412	60.88%
Utilities	4,688	7,000	3,122	44.60%	6,868	4,600	12,104	263.13%
Supplies	870,808	780,000	654,866	83.96%	808,669	845,100	543,336	64.29%
Repairs and maintenance	47,833	22,500	18,367	81.63%	19,510	31,200	2,711	8.69%
Rent	650,191	690,000	493,294	71.49%	659,314	663,000	497,636	75.06%
Depreciation	8,698	14,800	11,730	79.26%	15,639	14,500	14,229	98.13%
Other	3,055	6,000	2,848	47.47%	3,179	4,500	2,922	64.93%
Total expenses	<u>14,547,344</u>	<u>15,278,200</u>	<u>10,870,337</u>	<u>71.15%</u>	<u>14,728,222</u>	<u>15,244,000</u>	<u>10,555,742</u>	<u>69.25%</u>
Income (loss) from operations	(3,527,598)	(4,534,200)	(2,478,223)	54.66%	(4,432,291)	(4,424,800)	(2,170,794)	49.06%
<b>Non-operating revenues (expenses):</b>								
Contributed capital	32,738	-	-	-	20,288	-	-	0.00%
Interest revenues	76,129	-	-	-	-	40,000	-	0.00%
Loss on sale of capital assets	-	-	-	-	-	-	-	0.00%
Total non-operating revenue (expenses)	<u>108,867</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>20,288</u>	<u>40,000</u>	<u>-</u>	<u>0.00%</u>
Income (loss) before operating transfers	(3,418,731)	(4,534,200)	(2,478,223)	54.66%	(4,412,003)	(4,384,800)	(2,170,794)	49.51%
Operating transfer from general fund	3,867,041	4,470,700	3,363,481	75.23%	4,468,518	4,226,100	3,068,404	72.61%
Net income (loss)	448,310	(63,500)	885,258	-1394.11%	56,515	(158,700)	897,610	-565.60%
Net assets - beginning	3,312,865	3,761,175	3,761,175	100.00%	3,761,175	3,817,690	3,817,690	100.00%
Net assets - ending	<u>\$ 3,761,175</u>	<u>\$ 3,697,675</u>	<u>\$ 4,646,433</u>	<u>125.66%</u>	<u>\$ 3,817,690</u>	<u>\$ 3,658,990</u>	<u>\$ 4,715,300</u>	<u>128.87%</u>

**Jefferson County School District, No. R-1**  
**Property Management**  
**Comparative Schedule of Revenues, Expenses and Changes in Retained Earnings**  
**For the nine months ended March 31, 2011**

	June 30, 2009 Actuals	2009/2010 Revised Budget	March 31, 2010 Actuals	2009/2010 Y-T-D % of Budget	June 30, 2010 Actuals	2010/2011 Revised Budget	March 31, 2011 Actuals	2010/2011 Y-T-D % of Budget
<b>Revenue:</b>								
Building rental	\$ 1,728,955	\$ 1,700,000	\$ 1,247,569	73.39%	\$ 1,674,886	\$ 1,625,000	\$ 1,297,759	79.86%
Total revenues	<u>1,728,955</u>	<u>1,700,000</u>	<u>1,247,569</u>	<u>98.52%</u>	<u>1,674,886</u>	<u>1,625,000</u>	<u>1,297,759</u>	<u>79.86%</u>
<b>Expenses:</b>								
Salaries and employee benefits	826,480	910,700	629,869	69.16%	856,478	848,600	613,623	72.31%
Administrative services	102,730	990,000	852,834	86.14%	878,855	199,200	70,531	35.41%
Utilities	193,560	210,000	135,831	64.68%	181,108	200,000	150,897	75.45%
Supplies	33,389	55,000	30,414	55.30%	48,843	66,500	60,721	91.31%
Repairs and maintenance	-	-	1,061	-	7,663	5,000	100	0.00%
Other	52,482	30,000	-	0.00%	62,194	20,000	-	0.00%
Depreciation expense	16,983	65,000	46,677	71.81%	14,539	65,000	49,071	75.49%
Total expenses	<u>1,225,624</u>	<u>2,260,700</u>	<u>1,696,686</u>	<u>75.05%</u>	<u>2,049,680</u>	<u>1,404,300</u>	<u>944,943</u>	<u>67.29%</u>
Income (loss) from operations	503,331	(560,700)	(449,117)	80.10%	(374,794)	220,700	352,816	159.86%
<b>Non-operating revenues (expenses):</b>								
Interest revenues	61,621	-	-	-	14,415	20,000	-	0.00%
Gain (loss) on sale of capital assets	-	-	-	-	(1,558)	-	-	0.00%
Total non-operating revenue (expenses)	<u>61,621</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>12,857</u>	<u>20,000</u>	<u>-</u>	<u>0.00%</u>
Transfer to campus activity fund	(200,000)	(200,000)	(200,000)	100.00%	(200,000)	(200,000)	(200,000)	0.00%
Net income (loss)	<u>364,952</u>	<u>(760,700)</u>	<u>(649,117)</u>	<u>85.33%</u>	<u>(561,937)</u>	<u>40,700</u>	<u>152,816</u>	<u>375.47%</u>
Net assets - beginning	4,096,226	4,461,178	4,461,178	100.00%	4,461,178	3,899,241	3,899,241	100.00%
Net assets - ending	<u>\$ 4,461,178</u>	<u>\$ 3,700,478</u>	<u>\$ 3,812,061</u>	<u>103.02%</u>	<u>\$ 3,899,241</u>	<u>\$ 3,939,941</u>	<u>\$ 4,052,057</u>	<u>102.85%</u>

### **Central Services Fund**

Central Services has net income of \$57,560 for the quarter. Additional small copier purchases for the fourth quarter are being made as planned. Effective in January, the Printing Shop did reduce staff by one print operator due to the reduction of work. This will result in a savings to the fund for this year and future years. Based on copier usage to date and other fund activities, the fund is anticipating to end the year with net income of \$59,000.

### **Employee Benefits Fund**

The Employee Benefits Fund for vision, dental and group life self-insurance ended the quarter with net income of \$40,547. Wellness expenditures increased over the prior year, covered by funding received from Kaiser. The total spent on wellness for the first six months is \$233,824. The fund is budgeted to spend down net assets as it uses this prior year funding to support wellness efforts. Claims for group life are lower than the prior year by \$346,000.

### **Risk Management Fund**

The Risk Management Fund has a loss of \$467,414 for the quarter. Increased claim expense is due to the ongoing work to repair damage from the 2009 hail storm. This quarter had \$542,232 increase in hail expense compared to the prior quarter. Property insurance premiums increased 22 percent over the prior year due to the District's high loss ratio. A supplemental budget appropriation will be requested in the fourth quarter to cover the increased cost of claims which will also include a mandatory transfer for emergency preparedness.

### **Technology Fund**

The Technology Fund has a net loss of \$(1,418,269) for the quarter end, as spend down of net assets is planned for the year. Revenues are at 71 percent of budget as a result of a slight delay in receipt of ERate revenues, although full receipt of planned ERate revenue is anticipated by year end. A year end under spend is anticipated in administration costs, as spending on project consultants will likely be less than previously expected. Accelerated timing of projects will require a supplemental appropriation prior to year end. Overall projects remain within budget.

**Jefferson County School District, No. R-1**  
**Central Services**  
**Comparative Schedule of Revenues, Expenses and Changes in Retained Earnings**  
**For the nine months ended March 31, 2011**

	June 30, 2009 Actuals	2009/2010 Revised Budget	March 31, 2010 Actuals	2009/2010 Y-T-D % of Budget	June 30, 2010 Actuals	2010/2011 Revised Budget	March 31, 2011 Actuals	2010/2011 Y-T-D % of Budget
<b>Revenue:</b>								
Services	\$ 3,669,970	\$ 3,816,000	\$ 2,848,505	74.65%	\$ 3,729,903	\$ 3,634,700	\$ 2,669,884	73.46%
Total revenues	<u>3,669,970</u>	<u>3,816,000</u>	<u>2,848,505</u>	<u>74.65%</u>	<u>3,729,903</u>	<u>3,634,700</u>	<u>2,669,884</u>	<u>73.46%</u>
<b>Expenses:</b>								
Salaries and employee benefits	1,163,570	1,179,300	816,753	69.26%	1,090,519	1,160,900	827,609	71.29%
Utilities	8,830	10,600	7,662	72.28%	9,169	11,100	7,260	65.41%
Supplies	1,461,178	1,578,800	1,015,456	64.32%	1,349,615	1,447,000	1,021,030	70.56%
Repairs and maintenance	511,871	494,200	432,676	87.55%	612,305	521,000	392,881	75.41%
Depreciation	361,603	268,700	178,036	66.26%	234,813	337,000	178,412	52.94%
Other	3,044	2,000	1,886	94.30%	1,945	2,300	166	7.22%
Administration	263,060	258,900	157,792	60.95%	223,396	275,100	173,274	62.99%
Total expenses	<u>3,773,156</u>	<u>3,792,500</u>	<u>2,610,261</u>	<u>68.83%</u>	<u>3,521,762</u>	<u>3,754,400</u>	<u>2,600,632</u>	<u>69.27%</u>
Income (loss) from operations	(103,186)	23,500	238,244	1013.80%	208,141	(119,700)	69,252	-57.85%
<b>Non-operating revenues (expenses):</b>								
Interest revenue	17,566	2,000	-	-	5,530	2,000	-	0.00%
Interest expense	-	-	-	-	-	-	-	0.00%
Loss on sale of capital assets	-	-	-	-	(2,569)	-	(11,692)	0.00%
Total non-operating revenue (expenses)	<u>17,566</u>	<u>2,000</u>	<u>-</u>	<u>-</u>	<u>2,961</u>	<u>2,000</u>	<u>(11,692)</u>	<u>-584.60%</u>
Net income (loss)	(85,620)	25,500	238,244	934.29%	211,102	(117,700)	57,560	-48.90%
Net assets - beginning	<u>1,806,597</u>	<u>1,720,977</u>	<u>1,720,977</u>	<u>100.00%</u>	<u>1,720,977</u>	<u>1,932,079</u>	<u>1,932,079</u>	<u>100.00%</u>
Net assets - ending	<u>\$ 1,720,977</u>	<u>\$ 1,746,477</u>	<u>\$ 1,959,221</u>	<u>112.18%</u>	<u>\$ 1,932,079</u>	<u>\$ 1,814,379</u>	<u>\$ 1,989,639</u>	<u>109.66%</u>

**Jefferson County School District, No. R-1**  
**Employee Benefits**  
**Comparative Schedule of Revenues, Expenses and Changes in Retained Earnings**  
**For the nine months ended March 31, 2011**

	June 30, 2009 Actuals	2009/2010 Revised Budget	March 31, 2010 Actuals	2009/2010 Y-T-D % of Budget	June 30, 2010 Actuals	2010/2011 Revised Budget	March 31, 2011 Actuals	2010/2011 Y-T-D % of Budget
<b>Revenue:</b>								
Insurance premiums	\$ 9,279,877	\$ 9,002,000	\$ 5,391,981	59.90%	\$ 8,840,289	\$ 6,990,000	\$ 5,191,967	74.28%
Total revenues	9,279,877	9,002,000	5,391,981	59.90%	8,840,289	6,990,000	5,191,967	74.28%
<b>Expenses:</b>								
Salaries and employee benefits	69,506	116,700	48,258	41.35%	65,469	164,000	144,382	88.04%
Claim losses	5,416,591	6,580,000	4,668,159	70.94%	5,750,768	6,635,000	4,321,602	65.13%
Premiums paid	362,295	360,000	240,241	66.73%	317,978	360,000	214,966	59.71%
Administration	493,308	782,600	354,019	45.24%	548,959	905,100	470,470	51.98%
Total expenses	6,341,700	7,839,300	5,310,677	67.74%	6,683,174	8,064,100	5,151,420	63.88%
Income (loss) from operations	2,938,177	1,162,700	81,304	6.99%	2,157,115	(1,074,100)	40,547	-3.77%
<b>Non-operating revenues:</b>								
Interest revenue	199,171	18,000	-	-	55,659	100,000	-	0.00%
Total non-operating revenue (expenses)	199,171	18,000	-	-	55,659	100,000	-	0.00%
Net income (loss)	3,137,348	1,180,700	81,304	6.89%	2,212,774	(974,100)	40,547	-4.16%
Net assets - beginning	8,698,016	11,835,364	11,835,364	100.00%	11,835,364	14,048,138	14,048,138	100.00%
Net assets - ending	\$ 11,835,364	\$ 13,016,064	\$ 11,916,668	91.55%	\$ 14,048,138	\$ 13,074,038	\$ 14,088,685	107.76%

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**Jefferson County School District, No. R-1**  
**Risk Management**  
**Comparative Schedule of Revenues, Expenses and Changes in Retained Earnings**  
**For the nine months ended March 31, 2011**

	June 30, 2009 Actuals	2009/2010 Revised Budget	March 31, 2010 Actuals	2009/2010 Y-T-D % of Budget	June 30, 2010 Actuals	2010/2011 Revised Budget	March 31, 2011 Actuals	2010/2011 Y-T-D % of Budget
<b>Revenue:</b>								
Insurance premiums	\$ 1,100,617	\$ 3,132,600	\$ 2,363,539	75.45%	\$ 4,038,050	\$ 2,399,000	\$ 1,574,295	65.62%
Services	51,675	62,000	39,078	63.03%	50,513	72,000	65,607	91.12%
<b>Total revenues</b>	<b>1,152,292</b>	<b>3,194,600</b>	<b>2,402,617</b>	<b>75.21%</b>	<b>4,088,563</b>	<b>2,471,000</b>	<b>1,639,902</b>	<b>66.37%</b>
<b>Expenses:</b>								
Salaries and employee benefits	1,999,087	1,935,500	1,485,727	76.76%	2,013,508	1,978,800	1,518,040	76.72%
Depreciation	25,865	27,000	19,362	71.71%	27,357	27,000	23,452	86.86%
Claim losses	3,030,261	6,696,000	3,713,441	55.46%	5,169,196	4,309,000	4,003,455	92.91%
Premiums	1,942,950	2,115,000	1,291,359	61.06%	1,742,969	2,008,000	1,477,828	73.60%
Administration	360,567	490,000	341,026	69.60%	569,455	530,000	221,166	41.73%
<b>Total expenses</b>	<b>7,358,730</b>	<b>11,263,500</b>	<b>6,850,915</b>	<b>60.82%</b>	<b>9,522,485</b>	<b>8,852,800</b>	<b>7,243,941</b>	<b>81.83%</b>
<b>Income (loss) from operations</b>	<b>(6,206,438)</b>	<b>(8,068,900)</b>	<b>(4,448,298)</b>	<b>55.13%</b>	<b>(5,433,922)</b>	<b>(6,381,800)</b>	<b>(5,604,039)</b>	<b>87.81%</b>
<b>Non-operating revenues (expenses):</b>								
Interest revenue	137,578	13,000	-	-	43,572	13,000	-	0.00%
Loss on sale of capital assets	(4,862)	-	(5,691)	-	(5,691)	-	-	0.00%
<b>Total non-operating revenue (expenses)</b>	<b>132,716</b>	<b>13,000</b>	<b>(5,691)</b>	<b>(0)</b>	<b>37,881</b>	<b>13,000</b>	<b>-</b>	<b>0.00%</b>
<b>Operating transfer from general fund</b>	<b>7,039,300</b>	<b>6,751,400</b>	<b>5,063,550</b>	<b>75.00%</b>	<b>6,751,400</b>	<b>6,627,500</b>	<b>5,136,625</b>	<b>77.50%</b>
<b>Net income (loss)</b>	<b>965,578</b>	<b>(1,304,500)</b>	<b>609,561</b>	<b>-46.73%</b>	<b>1,355,359</b>	<b>258,700</b>	<b>(467,414)</b>	<b>-180.68%</b>
<b>Net assets - beginning</b>	<b>5,983,034</b>	<b>6,948,612</b>	<b>6,948,612</b>	<b>100.00%</b>	<b>6,948,612</b>	<b>8,303,971</b>	<b>8,303,971</b>	<b>100.00%</b>
<b>Net assets - ending</b>	<b>\$ 6,948,612</b>	<b>\$ 5,644,112</b>	<b>\$ 7,558,173</b>	<b>133.91%</b>	<b>\$ 8,303,971</b>	<b>\$ 8,562,671</b>	<b>\$ 7,836,557</b>	<b>91.52%</b>


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**Jefferson County School District, No. R-1**  
**Technology**  
**Comparative Schedule of Revenues, Expenses and Changes in Retained Earnings**  
**For the nine months ended March 31, 2011**

	June 30, 2009 Actuals	2009/2010 Revised Budget	March 31, 2010 Actuals	2009/2010 Y-T-D % of Budget	June 30, 2010 Actuals	2010/2011 Revised Budget	March 31, 2011 Actuals	2010/2011 Y-T-D % of Budget
<b>Revenue:</b>								
Services	\$ 17,201,704	\$ 16,869,400	\$ 13,097,612	77.64%	\$ 19,302,931	\$ 15,647,400	\$ 11,049,863	70.62%
Total revenues	<u>17,201,704</u>	<u>16,869,400</u>	<u>13,097,612</u>	<u>77.64%</u>	<u>19,302,931</u>	<u>15,647,400</u>	<u>11,049,863</u>	<u>70.62%</u>
<b>Expenses:</b>								
Salaries and employee benefits	10,044,328	10,796,900	7,666,466	71.01%	10,151,458	9,538,100	7,442,051	78.02%
Utilities	40,139	45,900	34,845	75.92%	63,333	43,900	31,977	72.84%
Supplies	373,161	315,600	414,653	131.39%	542,538	263,900	203,396	77.07%
Repairs and maintenance	2,443,173	2,557,000	1,796,103	70.24%	2,470,203	3,095,600	2,063,156	66.65%
Depreciation	3,293,074	3,264,600	2,391,970	73.27%	3,191,637	3,576,700	2,474,551	69.19%
Other	16,404	23,300	5,745	24.66%	8,049	19,000	19,755	103.97%
Administration	2,718,106	4,503,100	2,279,468	50.62%	3,510,933	3,545,800	2,070,746	58.40%
Total expenses	<u>18,928,385</u>	<u>21,506,400</u>	<u>14,589,250</u>	<u>67.84%</u>	<u>19,938,151</u>	<u>20,083,000</u>	<u>14,305,632</u>	<u>71.23%</u>
Income (loss) from operations	(1,726,681)	(4,637,000)	(1,491,638)	32.17%	(635,220)	(4,435,600)	(3,255,769)	73.40%
<b>Non-operating revenues (expenses):</b>								
Interest revenue	2,082	-	-	-	3,077	-	-	0.00%
Interest expense	(527,584)	(75,000)	-	-	-	(75,000)	-	0.00%
Transfers in	2,450,000	2,450,000	1,837,500	75.00%	2,450,000	2,450,000	1,837,500	75.00%
Loss on sale of capital assets	-	-	-	-	-	-	-	0.00%
Total non-operating revenue (expenses)	<u>1,924,498</u>	<u>2,375,000</u>	<u>1,837,500</u>	<u>77.37%</u>	<u>2,453,077</u>	<u>2,375,000</u>	<u>1,837,500</u>	<u>77.37%</u>
Net income (loss)	197,817	(2,262,000)	345,862	-15.29%	1,817,857	(2,060,600)	(1,418,269)	68.83%
Net assets - beginning	<u>8,575,171</u>	<u>8,772,988</u>	<u>8,772,988</u>	<u>100.00%</u>	<u>8,772,988</u>	<u>10,590,845</u>	<u>10,590,845</u>	<u>100.00%</u>
Net assets - ending	<u>\$ 8,772,988</u>	<u>\$ 6,510,988</u>	<u>\$ 9,118,850</u>	<u>140.05%</u>	<u>\$ 10,590,845</u>	<u>\$ 8,590,245</u>	<u>\$ 9,172,576</u>	<u>107.53%</u>



## Charter Schools



 **Mountain Phoenix** -is borrowing \$(37,708) from the District at the end of the quarter. The school was approved to borrow \$95,000 from the District to pay for paving the parking lot in FY2009. The repayment is due in full in 2014. District staff will continue to monitor the school to assure that continued progress is made on the loan repayment.

 **Rocky Mountain Deaf School** - The school is not borrowing from the District at the end of the third quarter.

**Note:** Nine of the charter schools have received cash from Capital Lease Agreements that is not reflected in the table below. This "restricted cash" is reserved for capital projects and repayment of debt. The schools and remaining restricted cash amounts are as follows:

Compass Montessori Golden \$588,956  
Free Horizon \$659,142  
Jefferson Academy \$531,014  
Collegiate Academy \$1,011,271  
Lincoln Academy \$279,523  
Montessori Peaks \$1,050,629  
Excel Academy \$795,296  
Rocky Mountain Academy of Evergreen \$707,930  
Woodrow Wilson \$691,877  
Total = \$6,315,638

Those marked with a yellow flag are being monitored:

<b>Charter Schools</b>	<b>Operating Cash</b>	<b>TABOR Reserve Cash</b>	<b>Total Cash</b>
Free Horizon	529,610	79,188	608,798
 Mountain Phoenix	(37,708)	6,517	(31,191)
New America	175,124	51,694	226,818
Compass Montessori - Wheat Ridge	63,076	64,325	127,401
Compass Montessori - Golden	111,529	86,774	198,303
Montessori Peaks	717,534	108,242	825,776
Excel Academy	1,407,385	107,775	1,515,160
Rocky Mountain Academy of Evergreen	502,084	97,168	599,252
Jefferson Academy	504,883	184,888	689,771
Collegiate Academy	148,143	113,180	261,323
Lincoln Academy	491,391	108,936	600,327
 Rocky Mountain Deaf School	117,736	46,195	163,931
Two Roads	462,394	53,370	515,764
Woodrow Wilson Academy	1,854,221	111,653	1,965,874

On October 22, 2009, the Board of Education approved two new charter schools for fiscal year 2011. Two Roads Charter and Rocky Mountain Deaf High School. The new charters started on July 1, 2010.

On July 7, 2010 Free Horizon entered into a capital lease for \$6,550,000. The proceeds of the lease were used to purchase and improve the building they have been renting. A supplemental budget appropriation will be done in the spring to adjust for this transaction.

On December 15th, 2010 Rocky Mountain Academy Evergreen refunded their 2008 capital lease. Additional proceeds from the refunding were used to complete renovations on the site. The original capital lease was for \$3.9 million, the refunded capital lease is \$5.3 million.

A supplemental appropriation will be needed for this fund to cover the debt issuance from Free Horizon and Rocky Mountain Evergreen's finance activity in addition to general expenditures from higher enrollment.

**Jefferson County School District, No. R-1  
Charter Schools  
Comparative Schedule of Revenues, Expenditures and Changes in Fund Balance  
For the nine months ended March 31, 2011**

	<b>June 30, 2009</b>	<b>2009/2010</b>	<b>March 31, 2010</b>	<b>2009/2010</b>	<b>June 30, 2010</b>	<b>2010/2011</b>	<b>March 31, 2011</b>	<b>2010/2011</b>
	<b>Actuals</b>	<b>Revised Budget</b>	<b>Actuals</b>	<b>Y-T-D % of Budget</b>	<b>Actuals</b>	<b>Revised Budget</b>	<b>Actuals</b>	<b>Y-T-D % of Budget</b>
<b>Revenue:</b>								
Intergovernmental revenue	\$ 32,128,892	\$ 41,236,000	\$ 25,958,900	62.95%	\$ 34,314,650	\$ 40,088,000	\$ 25,608,278	63.88%
Other revenue	6,036,786	-	5,150,393	-	6,532,633	-	5,765,493	0.00%
<b>Total revenues</b>	<b>38,165,678</b>	<b>41,236,000</b>	<b>31,109,293</b>	<b>75.44%</b>	<b>40,847,283</b>	<b>40,088,000</b>	<b>31,373,771</b>	<b>78.26%</b>
<b>Expenditures:</b>								
Other instructional programs	38,945,496	47,000,000	28,697,575	61.06%	39,621,757	40,000,000	37,428,027	93.57%
<b>Total expenditures</b>	<b>38,945,496</b>	<b>47,000,000</b>	<b>28,697,575</b>	<b>61.06%</b>	<b>39,621,757</b>	<b>40,000,000</b>	<b>37,428,027</b>	<b>93.57%</b>
Excess of revenues over (under) expenditures	(779,818)	(5,764,000)	2,411,718	-41.84%	1,225,526	88,000	(6,054,256)	-6879.84%
<b>Other financing sources (uses)</b>								
Capital lease	4,245,500	-	-	-	-	-	12,148,335	0.00%
Capital lease refunding	(3,082,712)	-	-	-	-	-	(3,837,148)	0.00%
<b>Total other financing sources (uses)</b>	<b>1,162,788</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,311,187</b>	<b>0.00%</b>
Excess of revenues and other financing sources and uses over (under) expenditures	382,970	(5,764,000)	2,411,718	-41.84%	1,225,526	88,000	2,256,931	2564.69%
Fund balance - beginning	8,910,665	9,293,635	9,293,635	100.00%	9,293,635	10,519,161	10,519,161	100.00%
<b>Fund balance - ending</b>	<b>\$ 9,293,635</b>	<b>\$ 3,529,635</b>	<b>\$ 11,705,353</b>	<b>331.63%</b>	<b>\$ 10,519,161</b>	<b>\$ 10,607,161</b>	<b>\$ 12,776,092</b>	<b>120.45%</b>

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# Appendix A

**Jefferson County Public Schools  
FTE Staffing Analysis  
March 31, 2011**

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 Equivalent (FTE). With the conversion the FTE count is just over 9,000. The remaining approximately 4,000 employees can not be converted to a FTE because they hold positions such as substitute bus driver, substitute teacher, substitute custodian, substitute secretary, athletic coach, and/or game worker, all of which have varying rates and no set schedules.

The following report shows the number of budgeted employees and the number of actual employees that were actively working during the month ending March 31, 2011. At this time the District is slightly over budget in the General Fund by 9.31 FTEs. The other funds are slightly under budget by 4.00 FTEs.

The details of the variances are described below.

**Budgeted vs. Actual FTE Variance Notes**

**General Fund:**

\* Administrative net staffing is under budget by 2.5 FTE due to an increase for assistant principals at a schools serving high-risk student populations and a decrease in central department administrators due to unfilled positions. A small portion of the unfilled positions are backfilled with consultants.

\* Licensed staff is under budget by 32.8 FTEs due to conservative staffing in classrooms. Some of the savings are because Jeffco backfills teaching jobs with sub teachers for staff that are out on unpaid leave of absence. The major variances are:

- Elementary teachers are under budget by 38 FTEs.
- Middle teachers are over budget by 9 FTEs.
- Senior teachers are under budget by 3 FTEs.
- Learning and Educational Achievement staff are under budget by 2.8 FTEs.
- Diverse Learners staff are under budget by 7.5 FTEs.
- School and Student Success staff are over budget by 10 FTEs.

\* Support staff is over budget by 44.61 FTEs because managers are allowed to use non-salary discretionary funds to supplement hours for support staff such as paraprofessionals, clinic aides, and other hourly staff. These positions are tagged with an asterisk. The major variances are:

- Paraprofessionals, tutors, Para Educators, and other hourly staff are over budget by 120 FTEs.
- Custodial Service is under budget by 56 FTEs. The department has not filled these custodial vacancies with permanent FTEs, instead electing to backfill a portion with substitute custodians.
- Field Services is under budget by 15 FTEs due to unfilled positions.

**Other Funds:**

The District is under budget in the other funds by 13.31 FTEs. A portion of the unfilled FTEs are due to hiring consultants that have unique skills rather than filling the positions with on-going FTEs.

- \* Capital Reserve Fund is under budget by 3.00 FTEs due to unfilled positions.
- \* Grants Fund is over budget by 7.12 FTEs because of fluctuation in grant funding during the school year.
- \* Campus Activity Fund is under budget by 3.49 FTEs due to fluctuations in hours worked by employees at school sites.
- \* Food Service Fund is under budget by 7.92 FTEs due to fluctuations in staffing at the schools.
- \* Child Care Fund is under budget by 3.34 FTEs due to fluctuations in hours worked by employees at the preschool sites.
- \* Technology Fund is under budget by 1.67 FTEs due to unfilled positions. Some of the vacancies are backfilled with consultants.
- \* Central Services Fund is under budget by 1.00 FTEs due to an unfilled position.

**Budget Variance from Prior Year Notes**

**General Fund:**

\* **Administrative** FTEs decreased by a net of 14.0 FTEs from the prior year. Budget reductions, staffing efficiencies, and a school closure (Russell Elem) resulted in a decrease of 17.0 FTEs and 3.0 FTEs were added for WOTC North assistant principal, an FTE previously funded with Title IV Safe & Drug Free grant funds, and a reorganization within a central department.

\* **Licensed** FTEs decreased by a net of 40.55 FTEs from the prior year due to budget reductions and decreased enrollment resulting in a decrease of 75 FTEs and 34 FTEs were added for WOTC North and OCR mandated teachers in the ESL Dual Language department.

\* **Support** FTEs decreased by a net of 67.48 FTEs from the prior year due to budget reductions, decreased enrollment, and a reorganization within a central department resulted in a decrease of 70 FTEs. An increase of 3 FTEs were added for WOTC North support staff.

**Jefferson County Public Schools**

**FTE Staffing Analysis**

**March 31, 2011**

<b>General Fund</b>	<b>2009/2010</b>			<b>2010/2011</b>			<b>Budget Variance - Increase (Decrease) from Prior Year</b>	<b>Actual Variance - Increase (Decrease) from Prior Year</b>
	<b>Revised Budget</b>	<b>3/31/10 Actuals</b>	<b>Variance</b>	<b>Revised Budget</b>	<b>3/31/11 Actuals</b>	<b>Variance</b>		
<b>Support:</b>								
Accountant I	2.00	2.00	-	2.00	1.00	1.00	-	(1.00)
Specialist - Classified	29.00	31.88	(2.88)	28.50	32.50	(4.00)	(0.50)	0.62
Buyer	1.67	1.34	0.33	1.67	1.67	-	-	0.33
Technician - Classified	109.50	100.00	9.50	105.50	97.50	8.00	(4.00)	(2.50)
Transportation Trainer	5.00	5.00	-	5.00	5.00	-	-	-
Group Leader	16.00	17.00	(1.00)	16.00	16.00	-	-	(1.00)
School Secretary	363.00	363.10	(0.10)	341.50	337.00	4.50	(21.50)	(26.10)
Secretary	28.50	27.00	1.50	26.00	24.38	1.62	(2.50)	(2.62)
Clerk	1.00	1.00	-	1.00	1.00	-	-	-
Buyer Assistant	3.00	3.00	-	3.00	3.00	-	-	-
* Paraprofessional	531.13	627.69	(96.56)	526.80	624.88	(98.08)	(4.33)	(2.81)
* Special Interpreter/Tutor	71.15	62.24	8.91	61.11	41.31	19.80	(10.04)	(20.93)
* Para-Educator	96.87	90.31	6.56	81.78	105.69	(23.91)	(15.09)	15.38
* Clinic Aides	81.13	82.76	(1.63)	81.19	82.71	(1.52)	0.06	(0.05)
Trades Technician	192.00	181.00	11.00	181.00	170.00	11.00	(11.00)	(11.00)
Bus Driver	216.00	222.49	(6.49)	221.50	223.02	(1.52)	5.50	0.53
Custodian	512.00	491.35	20.65	512.00	456.75	55.25	-	(34.60)
Campus Supervisor.	67.00	65.85	1.15	67.00	65.88	1.12	-	0.03
Food Service Manager	2.26	2.00	0.26	2.34	2.00	0.34	0.08	-
* Food Service Hourly Worker	5.60	7.23	(1.63)	3.97	6.63	(2.66)	(1.63)	(0.60)
Warehouse Worker	5.00	4.75	0.25	5.00	4.75	0.25	-	-
* Classified - Hourly	56.90	73.44	(16.54)	54.37	70.17	(15.80)	(2.53)	(3.27)
<b>Total Support</b>	<b>2,395.71</b>	<b>2,462.43</b>	<b>(66.72)</b>	<b>2,328.23</b>	<b>2,372.84</b>	<b>(44.61)</b>	<b>(67.48)</b>	<b>(89.59)</b>
<b>Total General Fund</b>	<b>7,919.18</b>	<b>7,915.87</b>	<b>3.31</b>	<b>7,797.15</b>	<b>7,806.46</b>	<b>(9.31)</b>	<b>(122.03)</b>	<b>(109.41)</b>

**Note:** Positions with asterisks are funded at the school/department manager's discretion. Managers are allowed to use non-salary discretionary funds to supplement hours for employees in these positions.

**Jefferson County Public Schools  
FTE Staffing Analysis  
March 31, 2011**

General Fund	2009/2010			2010/2011			Budget Variance - Increase (Decrease) from Prior Year	Actual Variance - Increase (Decrease) from Prior Year
	Revised Budget	3/31/10 Actuals	Variance	Revised Budget	3/31/11 Actuals	Variance		
<b>Administration:</b>								
Superintendent	1.00	1.00	-	1.00	1.00	-	-	-
Chief Academic Officer	1.00	1.00	-	1.00	1.00	-	-	-
Chief Operating Officer	1.00	1.00	-	1.00	1.00	-	-	-
Chief Financial Officer	1.00	1.00	-	1.00	1.00	-	-	-
Executive Director	14.00	15.00	(1.00)	16.00	15.00	1.00	2.00	-
Principal	143.00	143.00	-	142.00	143.00	(1.00)	(1.00)	-
Director	36.00	31.00	5.00	34.50	32.50	2.00	(1.50)	1.50
Assistant Director	11.00	11.80	(0.80)	9.00	8.00	1.00	(2.00)	(3.80)
Supervisor	4.00	3.00	1.00	4.00	4.00	-	-	1.00
Assistant Principal	134.50	137.00	(2.50)	122.50	127.00	(4.50)	(12.00)	(10.00)
Community Superintendent	4.00	4.00	-	4.00	4.00	-	-	-
Manager	21.50	19.00	2.50	21.50	22.00	(0.50)	-	3.00
Technical Specialist	22.00	21.83	0.17	23.00	21.00	2.00	1.00	(0.83)
Coordinator - Administrative	6.50	6.50	-	7.00	6.00	1.00	0.50	(0.50)
Administrator	2.50	1.00	1.50	2.50	1.00	1.50	-	-
Administrative Assistant	11.00	11.00	-	10.00	10.00	-	(1.00)	(1.00)
Investigator	2.00	2.00	-	2.00	2.00	-	-	-
<b>Total Administration</b>	<b>416.00</b>	<b>410.13</b>	<b>5.87</b>	<b>402.00</b>	<b>399.50</b>	<b>2.50</b>	<b>(14.00)</b>	<b>(10.63)</b>
<b>Licensed:</b>								
Teacher	4,324.70	4,286.08	38.62	4,289.59	4,242.35	47.24	(35.11)	(43.73)
Counselor	136.00	138.25	(2.25)	135.75	139.46	(3.71)	(0.25)	1.21
Teacher Librarian	132.00	130.90	1.10	130.00	133.50	(3.50)	(2.00)	2.60
Coordinator - Licensed	25.50	22.80	2.70	24.50	22.00	2.50	(1.00)	(0.80)
Resource Teachers	56.40	70.42	(14.02)	55.00	69.14	(14.14)	(1.40)	(1.28)
Instructional Coach	89.50	45.10	44.40	89.00	84.29	4.71	(0.50)	39.19
Physical Therapist	13.60	14.00	(0.40)	13.60	11.50	2.10	-	(2.50)
Occupational Therapist	33.10	34.35	(1.25)	33.60	32.00	1.60	0.50	(2.35)
Nurse	34.00	34.00	-	34.00	35.00	(1.00)	-	1.00
Psychologist	70.50	67.60	2.90	74.00	70.30	3.70	3.50	2.70
Social Worker	58.10	59.40	(1.30)	54.60	57.00	(2.40)	(3.50)	(2.40)
Audiologist	4.00	4.00	-	4.00	4.00	-	-	-
Speech Therapist	115.10	114.88	0.22	115.10	117.70	(2.60)	-	2.82
Certificated - Hourly	14.97	21.53	(6.56)	14.18	15.88	(1.70)	(0.79)	(5.65)
<b>Total Licensed</b>	<b>5,107.47</b>	<b>5,043.31</b>	<b>64.16</b>	<b>5,066.92</b>	<b>5,034.12</b>	<b>32.80</b>	<b>(40.55)</b>	<b>(9.19)</b>

**Jefferson County Public Schools  
FTE Staffing Analysis  
March 31, 2011**

<b>Other Funds</b>	2009/2010			2010/2011			<b>Budget Variance - Increase (Decrease) from Prior Year</b>	<b>Actual Variance - Increase (Decrease) from Prior Year</b>
	<b>Revised Budget</b>	<b>3/31/10 Actuals</b>	<b>Variance</b>	<b>Revised Budget</b>	<b>3/31/11 Actuals</b>	<b>Variance</b>		
<b>Capital Project Funds</b>								
Administration	17.00	12.00	5.00	13.00	11.00	2.00	(4.00)	(1.00)
Licensed		-	-	-	-	-		-
Support	4.00	3.00	1.00	5.00	4.00	1.00	1.00	1.00
<b>Total Capital Project Funds</b>	<b>21.00</b>	<b>15.00</b>	<b>6.00</b>	<b>18.00</b>	<b>15.00</b>	<b>3.00</b>	<b>(3.00)</b>	<b>-</b>
<b>Grant Fund</b>								
Administration	14.00	16.28	(2.28)	14.00	17.10	(3.10)	-	0.82
Licensed	301.00	310.12	(9.12)	301.90	307.93	(6.03)	0.90	(2.20)
Support	384.11	381.39	2.72	367.85	365.84	2.01	(16.26)	(15.56)
<b>Total Grant Fund</b>	<b>699.11</b>	<b>707.80</b>	<b>(8.69)</b>	<b>683.75</b>	<b>690.87</b>	<b>(7.12)</b>	<b>(15.36)</b>	<b>(16.93)</b>
<b>Campus Activity Fund</b>								
Administration	-	-	-	-	-	-	-	-
Licensed	-	-	-	-	-	-	-	-
Support	36.88	36.61	0.27	41.93	38.44	3.49	5.05	1.83
<b>Total Campus Activity Fund</b>	<b>36.88</b>	<b>36.61</b>	<b>0.27</b>	<b>41.93</b>	<b>38.44</b>	<b>3.49</b>	<b>5.05</b>	<b>1.83</b>
<b>Food Service Fund</b>								
Administration	13.00	13.40	(0.40)	13.00	13.00	-	-	(0.40)
Licensed	-	-	-	-	-	-	-	-
Support	289.00	325.88	(36.88)	323.00	315.08	7.92	34.00	(10.81)
<b>Total Food Service Fund</b>	<b>302.00</b>	<b>339.28</b>	<b>(37.28)</b>	<b>336.00</b>	<b>328.08</b>	<b>7.92</b>	<b>34.00</b>	<b>(11.21)</b>
<b>Child Care Fund</b>								
Administration	-	-	-	-	-	-	-	-
Licensed	35.35	34.65	0.70	35.00	31.50	3.50	(0.35)	(3.15)
Support	324.51	319.41	5.10	311.28	311.44	(0.16)	(13.23)	(7.97)
<b>Total Child Care Fund</b>	<b>359.86</b>	<b>354.06</b>	<b>5.80</b>	<b>346.28</b>	<b>342.94</b>	<b>3.34</b>	<b>(13.58)</b>	<b>(11.12)</b>
<b>Property Management Fund</b>								
Administration	-	-	-	-	-	-	-	-
Licensed	-	-	-	-	-	-	-	-
Support	3.00	3.00	-	3.00	3.00	-	-	-
<b>Total Property Management Fund</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Employee Benefits Fund</b>								
Administration	-	-	-	-	-	-	-	-
Licensed	-	-	-	-	-	-	-	-
Support	1.00	1.00	-	1.00	1.00	-	-	-
<b>Total Employee Benefits Fund</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>-</b>



**Jefferson County Public Schools  
FTE Staffing Analysis  
March 31, 2011**

	2009/2010			2010/2011			Budget Variance - Increase (Decrease) from Prior Year	Actual Variance - Increase (Decrease) from Prior Year
	Revised Budget	3/31/10 Actuals	Variance	Revised Budget	3/31/11 Actuals	Variance		
<b>Other Funds</b>								
Insurance Reserve Fund								
Administration	6.00	5.60	0.40	6.00	6.00	-	-	0.40
Licensed	-	-	-	-	-	-	-	-
Support	22.00	22.00	-	23.00	23.00	-	1.00	1.00
<b>Total Insurance Reserve Fund</b>	<b>28.00</b>	<b>27.60</b>	<b>0.40</b>	<b>29.00</b>	<b>29.00</b>	<b>-</b>	<b>1.00</b>	<b>1.40</b>
Technology Fund								
Administration	78.34	75.33	3.01	78.00	74.00	4.00	(0.34)	(1.33)
Licensed	-	-	-	-	-	-	-	-
Support	56.46	55.80	0.66	53.46	55.79	(2.33)	(3.00)	(0.02)
<b>Total Technology Fund</b>	<b>134.80</b>	<b>131.13</b>	<b>3.67</b>	<b>131.46</b>	<b>129.79</b>	<b>1.67</b>	<b>(3.34)</b>	<b>(1.35)</b>
Central Services Fund								
Administration	3.33	3.33	-	4.00	4.00	-	0.67	0.67
Licensed	-	-	-	-	-	-	-	-
Support	12.20	11.20	1.00	11.05	10.05	1.00	(1.15)	(1.15)
<b>Total Central Services Fund</b>	<b>15.53</b>	<b>14.53</b>	<b>1.00</b>	<b>15.05</b>	<b>14.05</b>	<b>1.00</b>	<b>(0.48)</b>	<b>(0.48)</b>
<b>Other Funds</b>								
Administration	131.67	125.94	5.73	128.00	125.10	2.90	(3.67)	(0.84)
Licensed	336.35	344.77	(8.42)	336.90	339.43	(2.53)	0.55	(5.35)
Support	1,133.16	1,159.30	(26.14)	1,140.57	1,127.63	12.94	7.41	(31.67)
<b>Total FTEs Other Funds</b>	<b>1,601.18</b>	<b>1,630.01</b>	<b>(28.83)</b>	<b>1,605.47</b>	<b>1,592.16</b>	<b>13.31</b>	<b>4.29</b>	<b>(37.85)</b>
<b>ALL Funds</b>								
Administration	547.67	536.07	11.60	530.00	524.60	5.40	(17.67)	(11.47)
Licensed	5,443.82	5,388.09	55.74	5,403.82	5,373.55	30.27	(40.00)	(14.54)
Support	3,528.87	3,621.73	(92.86)	3,468.80	3,500.47	(31.67)	(60.07)	(121.26)
<b>Total FTEs ALL Funds</b>	<b>9,520.36</b>	<b>9,545.88</b>	<b>(25.52)</b>	<b>9,402.62</b>	<b>9,398.62</b>	<b>4.00</b>	<b>(117.74)</b>	<b>(147.26)</b>

# Appendix B

Jefferson County School District  
Quarterly Financial Report for The Nine Months Ended March 31, 2011

**Flag Program Criteria - 2010/2011**

**\*\*\*Key factors for being  (OBSERVED) or  (MONITORED)\*\*\***

**Observed:** Programs and functions designated with a red flag are observed closely because an identified risk to the District's financial performance has been identified.  
**Monitored:** Programs and functions designated with a yellow flag are monitored to inform District leadership that a variance from planned activity has been identified.

**An example of the way programs and functions might be affected:**

- they might receive audit comments from Clifton Gunderson.
- they could have unexpected usage of pooled cash.
- they could reflect inconsistencies in expenditures, either positive or negative.

**\*\*\*Changing from  (OBSERVED) to  (MONITORED)\*\*\***

**Areas with programs and functions that are improving and can be changed from a red flag to a yellow flag, or for having the "yellow flag of concern" removed would:**

- communicate a corrective action plan that all parties believe is reasonable.
- identify measurable milestones within the plan.
- demonstrate implementation of a plan.

**\*\*\*Eliminating  (MONITORED)\*\*\***

**Steps that must be taken by areas for programs and functions to have the "yellow flag of concern" removed:**

- actions required to resolve audit comments must be fully implemented.
- develop a revised budget of current and projected expenditures that is less than the area's current budget.
- current and projected revenue must exceed current and projected expenditures.
- ability to operate next budget cycle within available resources.

# Appendix C



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## Performance Indicators

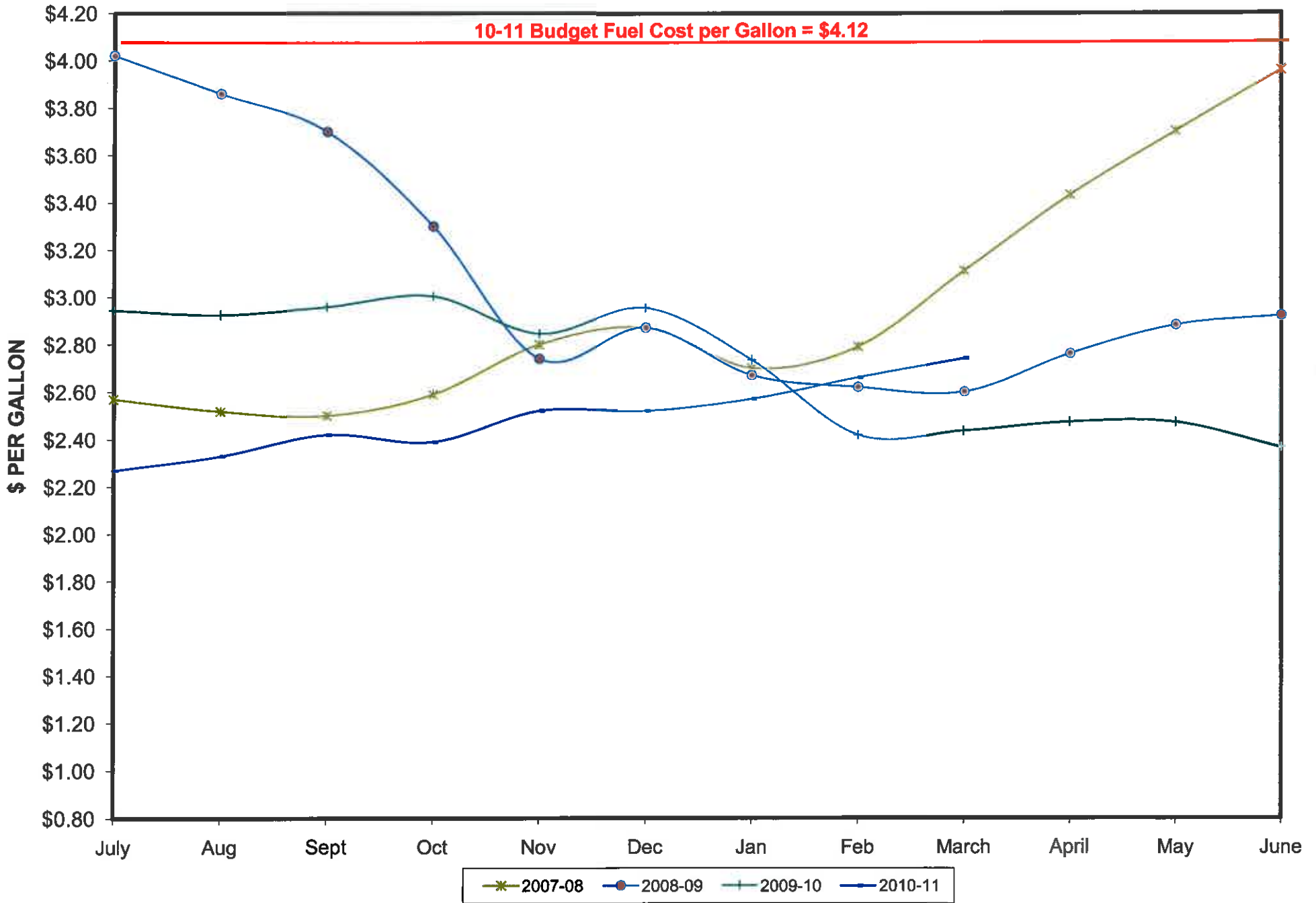
### March 31, 2011

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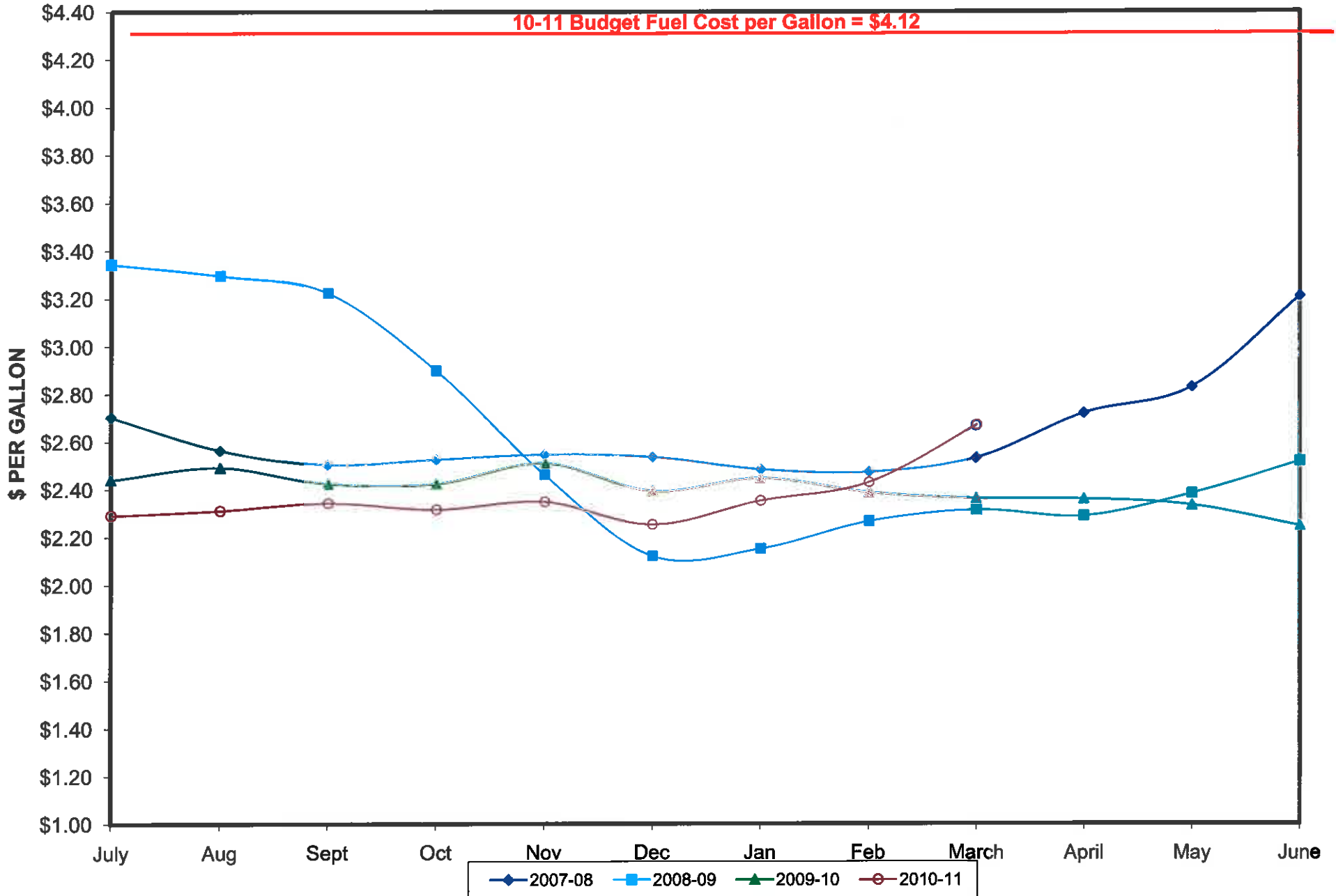
The attached information is provided as an appendix to the Quarterly Financial Report and is intended to respond to the independent auditors' recommendation to provide performance indicators to ensure sound management.

- **Transportation Department:** C – 1 to C -2  
Refer to page 10. The attached charts show monthly diesel and unleaded fuel prices for each month of the five previous years compared to this year.
- **Food Services:** C – 3 Under development
- **Risk Management:** C - 4  
Refer to pages 27 and 30. The table compares the number of claims by category for this year compared to last year.
- **Technology:** C – 5 to C - 9  
The first metric report details service requests by type for the quarter. The second report details email and internet security quarantines. The third metric report displays technology service issues and outages for major systems and the fourth report summarize copier usage by quarter compared to prior years.

**JEFFERSON COUNTY PUBLIC SCHOOLS TRANSPORTATION DEPARTMENT  
ANNUAL COMPARISON OF AVERAGE DIESEL FUEL PRICES**



**JEFFERSON COUNTY PUBLIC SCHOOLS TRANSPORTATION DEPARTMENT  
ANNUAL COMPARISON OF AVERAGE UNLEADED FUEL PRICES**



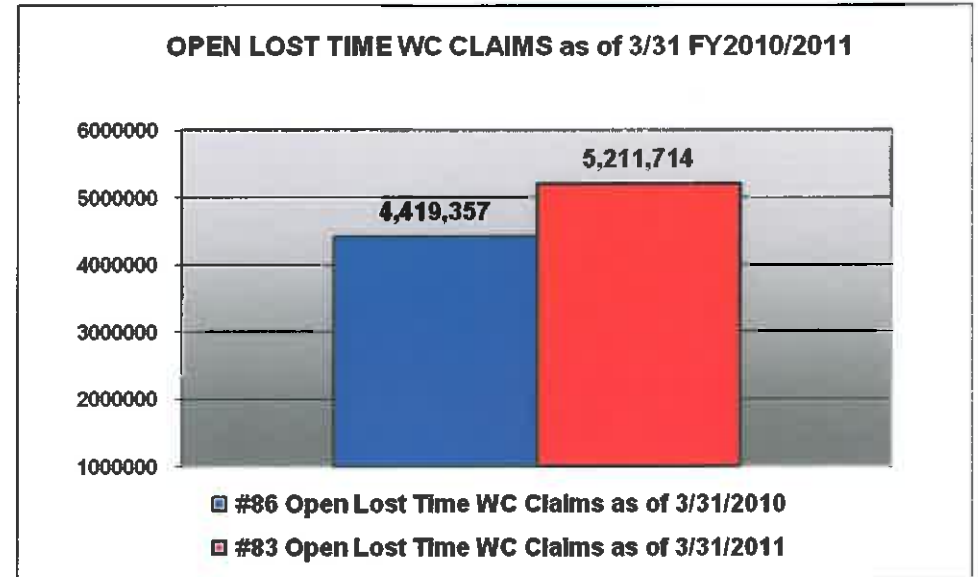
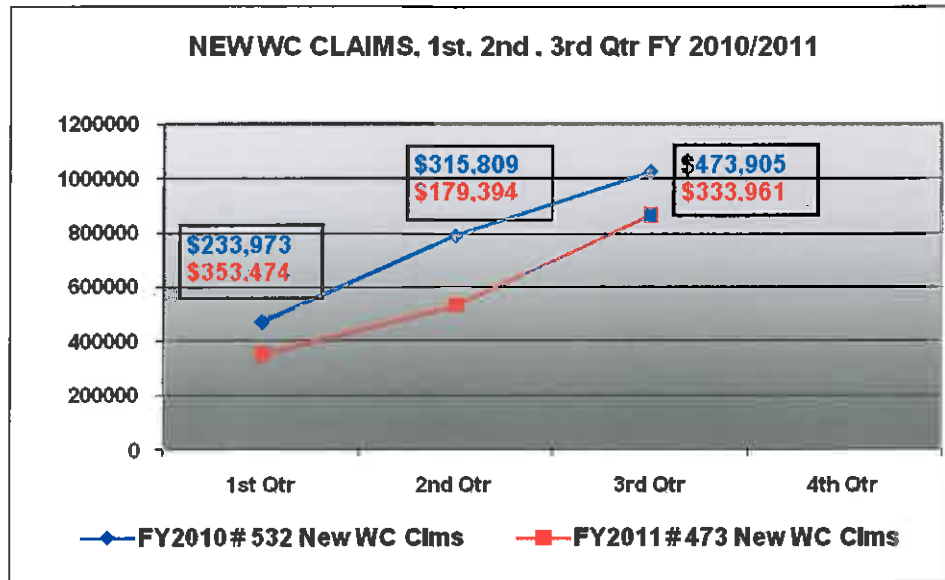
# Food Services

*(Under Development)*



# RISK MANAGEMENT FY 2011 THIRD QUARTERLY REPORT

## Workers' Compensation FY 2010/2011 Cumulative Program Comparison



**ALL OPEN WC CLAIMS AS OF 3/31/2010 #210**

\$4,419,357 Incurred Open Claims Value  
 Average Claim Cost Med Only/Lost Time \$1,938/\$53,713  
 5.95 WC Claims/Incidents/100 Employees  
 1,967 FY 2010 Lost Work Days, 65 Employees

**ALL OPEN WC CLAIMS AS OF 3/31/2011 #167**

\$5,211,714 Incurred Open Claims Value  
 Average Claim Cost Med Only/Lost Time \$2,129/\$63,507  
 5.34 WC Claims/Incidents/100 Employees  
 2,855 FY 2011 Lost Work Days, 58 Employees

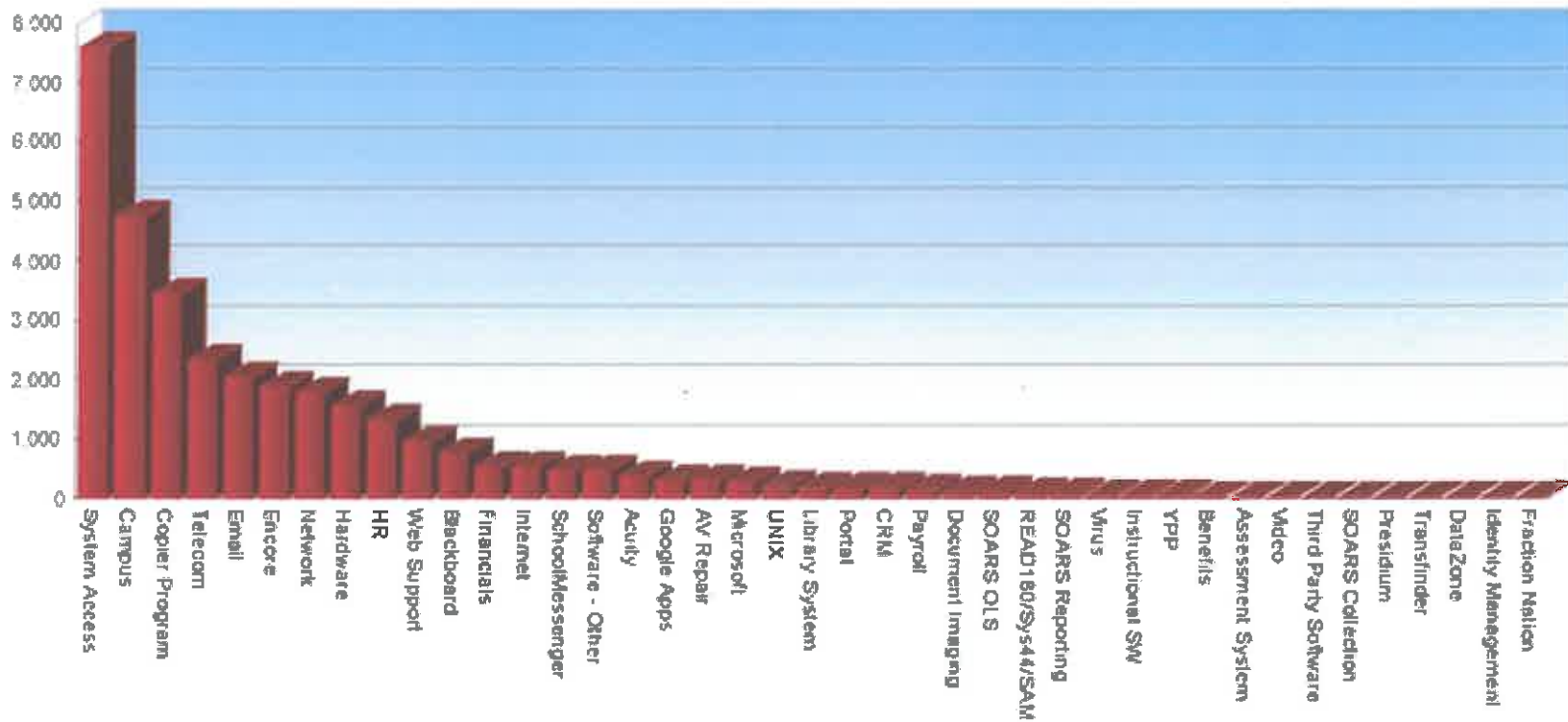
**Property Program Activity Status as of 3/31/2011:** The District experienced three significant weather related events involving property damage at an estimated cost of \$130,000

**Liability Program Activity/Status as of 3/31/2011:** The District experienced 23% fewer automobile liability incidents resulting in 34% lower claim costs compared to last year as of 3/31/2010. This is because of a relatively mild snow year thus far in the metro area.

# IT SERVICE METRICS BY QUARTER

2010-07-01 Through 2011-03-31

## Customer Requests Resolved by Major Services



32,185 – Requests resolved out of 33,481 submitted

73% - Resolved in less than 48 hours

81% - Resolved in 5 days or less

Chart includes all customer requests entered in the IT service request system.

Types of requests include system access, application support, hardware support and network support.

# IT E-MAIL & SECURITY METRICS

January through March 2011

## E-Mail SPAM Metrics

Type	Total
Total E-mails Reviewed	9,304,940
E-mails with Viruses 83.85% increase from previous quarter	72,407
E-mails with Unallowable Attachments 567% increase from previous quarter	27,081
Total E-mails Quarantined as SPAM (denied, quarantined, stripped) 26 % decrease from previous quarter	6,324,177
Total E-mails Allowed (normal delivery)	2,980,763

- 67.97% of external e-mail sent to the District e-mail system in the 3<sup>rd</sup> quarter was SPAM and was automatically quarantined
- Each employee (11,000) would have received an average of about 575 SPAM emails per month

## Security Metrics

- The District security systems blocked 4846 (45% increase from previous quarter) critical internet threats in the 3<sup>rd</sup> qtr.
- The District security systems blocked 299 major internet threats in the 3<sup>rd</sup> quarter.
- The District web filter reviewed 1.87 billion internet pages in the 3<sup>rd</sup> quarter and denied access to about 2% of these pages.

# IT KEY SERVICES AVAILABILITY PERFORMANCE MEASURES

January - March 2011

## Application Availability

Measured from 7:00 to 19:00, Monday thru Friday

Green meets our goal of 99.5 percent availability, Yellow is less than 99.5 but greater than 94.5 percent, and Red is lower than 94.5 percent.

APPLICATION	Availability% Mar 2011	Availability % Feb 2011	Availability % Jan 2011	Availability % Dec 2010	Availability % Nov 2010	Availability % Oct 2010
AM-Blackboard	100.00	100.00	100.00	100.00	100.00	100.00
AM-Campus	100.00	100.00	100.00	100.00	100.00	100.00
AM-LibraryTLC	99.02	99.10	99.42	99.75	100.00	100.00
AM-LibraryYouSeeMore.com	99.58	99.78	99.97	100.00	100.00	100.00
AM-Maximo	100.00	100.00	100.00	100.00	100.00	99.95
AM-PSFinancials	99.97	99.97	99.88	99.97	100.00	99.86
AM-SchoolCenter	97.16	98.20	99.02	99.63	98.49	99.72
AM-SEMS	98.27	100.00	99.50	100.00	100.00	99.92
AM-SOARS	99.05	99.74	99.82	99.97	99.82	100.00
AM-Zonar	99.61	97.59	100.00	100.00	99.62	100.00

# IT KEY SERVICES AVAILABILITY PERFORMANCE MEASURES

January - March 2011

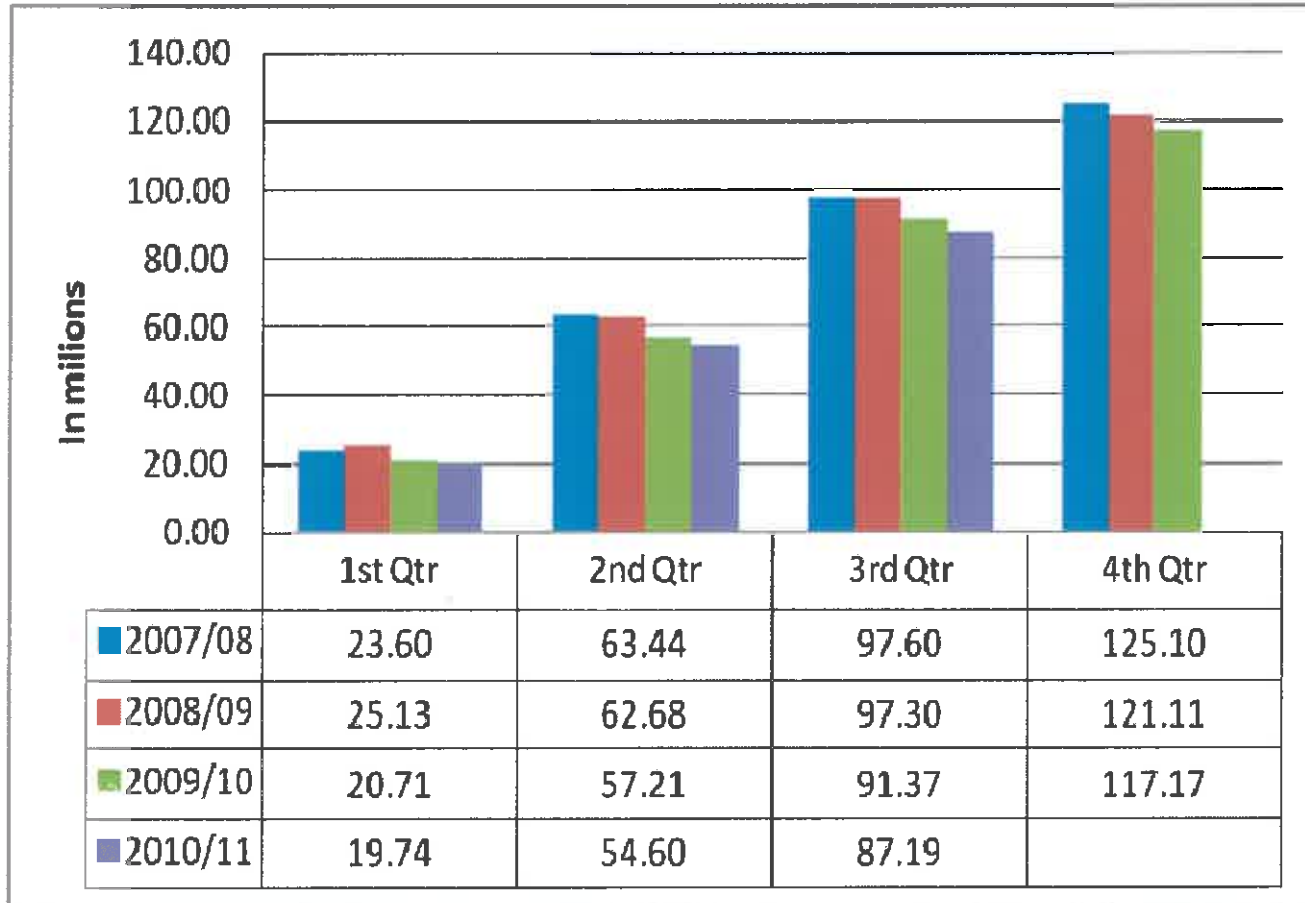
## Usability

This section tries to gauge the satisfaction of the user experience. Measured from 7:00 to 19:00, Monday thru Friday  
Green meets our goal of 90 percent, Yellow is less than 90 but greater than 80 percent, and Red is lower than 80 percent.

APPLICATION	Usability % Mar 2011	Usability % Feb 2011	Usability % Jan 2011	Usability % Dec 2010	Usability % Nov 2010	Usability % Oct 2010	10 Sec	20 Sec
TM-AcuityReport	56.11	76.33	91.92	72.13	81.05	94.10	100	84.7
TM-Aleks	99.54	100.00	100.00	99.89	99.75	100.00	0	0
TM-Applicant	97.52	95.31	97.95	96.63	94.82	93.99	0.6	0.5
TM-Blackboard	98.01	97.95	98.69	99.01	98.41	94.78	1.1	0.7
TM-Campus	99.62	99.77	99.91	87.02	77.53	96.81	0	0
TM-ESS	97.19	98.40	98.50	98.13	98.13	98.76	1.3	0.7
TM-Homepage/SchoolsList	98.90	98.07	98.62	99.38	99.40	92.59	0.8	0.6
TM-HumanResourcesCareer	88.36	93.85	95.26	96.89	93.51	95.71	39.7	15.4
TM-Internet	99.98	99.97	99.97	99.94	99.86	99.86	0.3	0.3
TM-OWA	99.69	99.96	100.00	100.00	100.00	88.93	0.1	0.1
TM-Portal	98.94	98.52	98.05	92.87	83.66	84.89	8	0.6
TM-PSFinancialsVoucher	96.99	97.52	97.82	97.09	98.63	98.71	15.6	1.5
TM-SEMS	97.15	99.37	99.30	99.66	99.85	99.67	0.2	0.1
TM-TLCCatalog	96.23	95.84	96.31	97.70	98.93	98.74	12.5	0.5

# COPIER PROGRAM

## Cumulative Number of Copies by Quarters



# Appendix D

**Appendix D**  
**Glossary of General Fund Expense Description**

**Description of Expense Line**

<b>General Administration</b>	
- Board of Education :	Board of Education Task Budget Advisory
- District Wide Administration:	Chief Academic Office Communications Office Educational Equity Employee Relations Governmental Relations Professional Development Superintendents Office Support Services Management Task Admin Staff Development
<b>Direct Instruction</b> - (Costs within this category are identified by the account within a school or department as having direct contact with students. For example, the salary account within a school for teachers. Some other accounts included are substitute teachers, media specialists, coordinators, resource teachers, physical therapists, nurses, psychologists, social workers and paraprofessionals.	
- School Direct Instruction Staffing:	School (including option schools) salary and benefit costs for direct instruction (includes class size relief).
-Exceptional Student Services:	Challenge (Severe Profound) Child Find Choice area intervention Hearing Program Intervention services cluster Itinerant Jeffco Transition Services Lighthouse Program Sobesky Special Ed preschool
- Other School Programs:	ESL Dual Language JCAPP Jeffco Net Academy Miller Mt. View Detention Summer School
- Other School Support Programs:	Connections Learning (Johnson Program) Gifted & Talented Homebound and Health Services Outdoor Labs
- School Discretionary Spending:	Schools non-salary direct expenses including athletics.



**Appendix D**  
**Glossary of General Fund Expense Description**

**Indirect Instruction** - (Costs within this category are identified by the account within the school or department as having contact with students. For example, the salary account within a school for the principal. Some other indirect accounts are: directors, assistant principals, deans, counselors, chief academic officer, community superintendents, supervisors, managers and secretaries.)

- School Indirect Instruction:	Schools (including option schools) identified indirect accounts.
- Other School Support Programs:	Connections Learning (Johnson Program) Dropout Prevention & Recovery ESL Dual Language Expulsions & Discipline Family Literacy Gifted & Talented Homebound JCAPP Jeffco Net Academy Miller Mt. View Detention Out of District Placement Outdoor Labs Student Outreach Summer School
- Athletics:	School site and Central athletic expenses
- Exceptional Student Services:	Challenge (Severe Profound) Child Find Choice area intervention Grants Management Hearing Program Intervention services cluster Itinerant Jeffco Transition Services Lighthouse Program Sobesky Special Ed preschool
- Learning and Educational Achievement:	Assessment and Research Career & Technical Education Curriculum & Instruction Educational Technology I2a/School Improvement & Support Instructional Data Reporting Library Data Staff Development Student Services
- School Management:	Community Superintendents

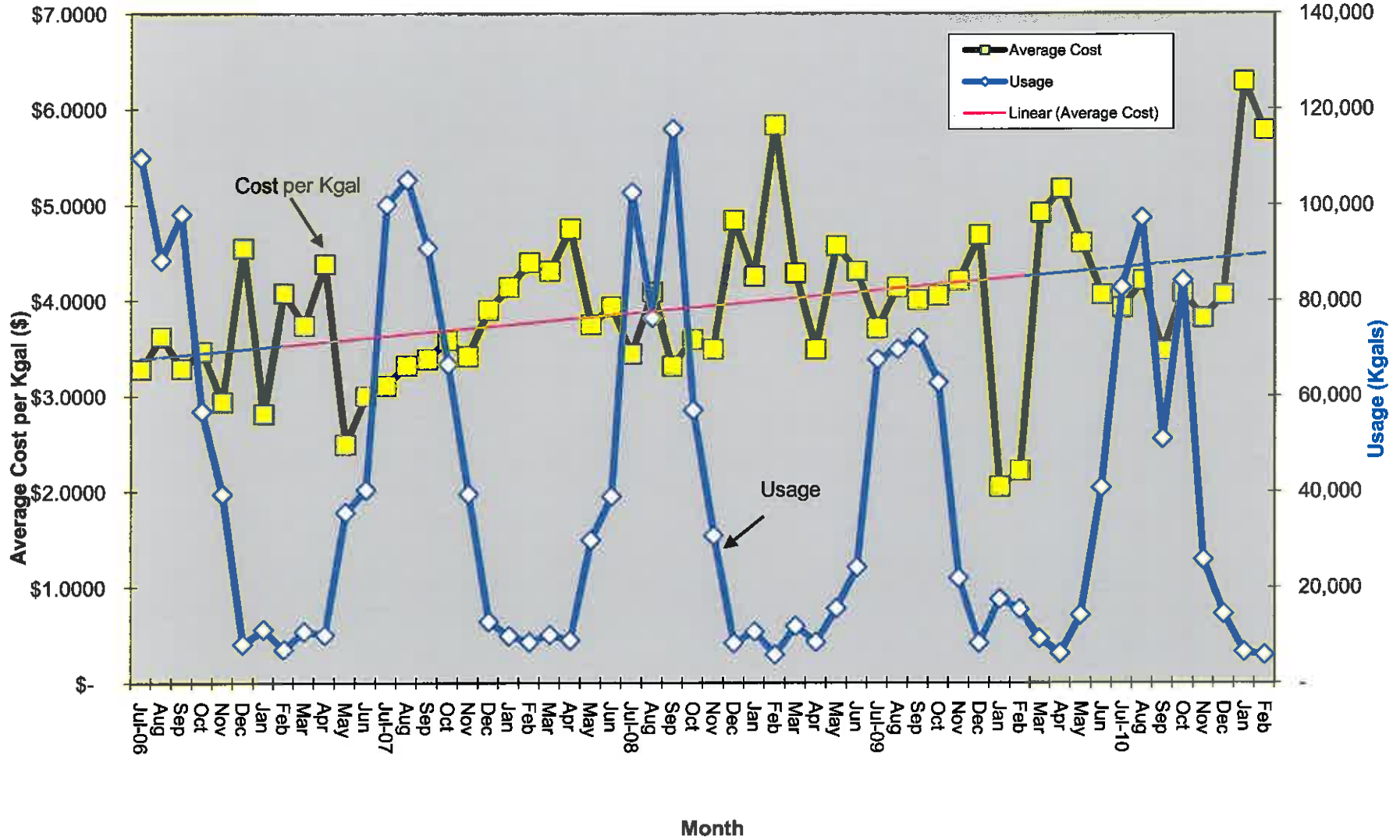
**Appendix D**  
**Glossary of General Fund Expense Description**

<b>Support Services</b> - (Central departments supporting schools by providing transportation, custodial and facility maintenance).	
- Transportation:	All costs for transportation of students.
- Custodial Services :	Custodial costs for schools and departments.
- Facilities Management:	Central facilities operations, landscaping services, environmental services, and small engine repair.
<b>Telecommunications, Network Services and Utilities</b>	
-Telecommunications and Network Services:	Network and data administration and phone service.
- Utilities (by category):	All schools and departments.
<b>Business Services and Human Resources</b> - (Departments that perform centralized support of processes such as hiring, financial reporting, payroll, student data services).	
- Business Services:	Information Technology (billing to the Technology fund) Budget Services Purchasing Payroll Financial Services Accounts Payable Accounting Mailroom Education Center
- Human Resources:	Personnel Management Employee Records Benefits Association Substitutes Employment Services Employee Assistance
<b>Districtwide</b> - (Non departmental/school miscellaneous fees or write off of receivables. County treasurer commissions.)	
<b>Mandatory and Other Transfers</b>	
	Colorado Preschool Child Care funding Capital Reserve funding Individual School transfers to Campus Risk management funding

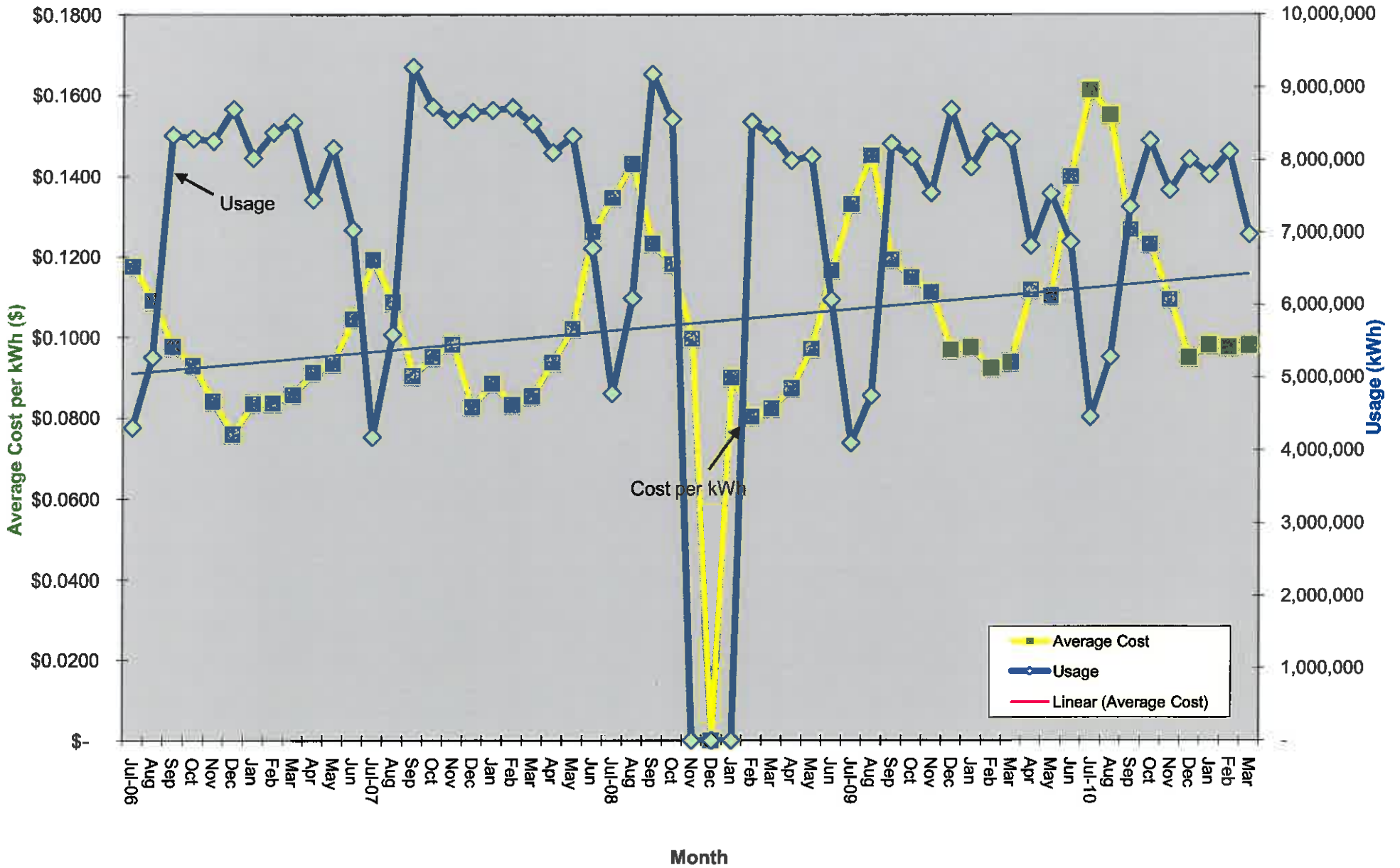
**Note :** Only major departments and schools are identified. Please refer to the budget book for complete listings for categories.

# Appendix E

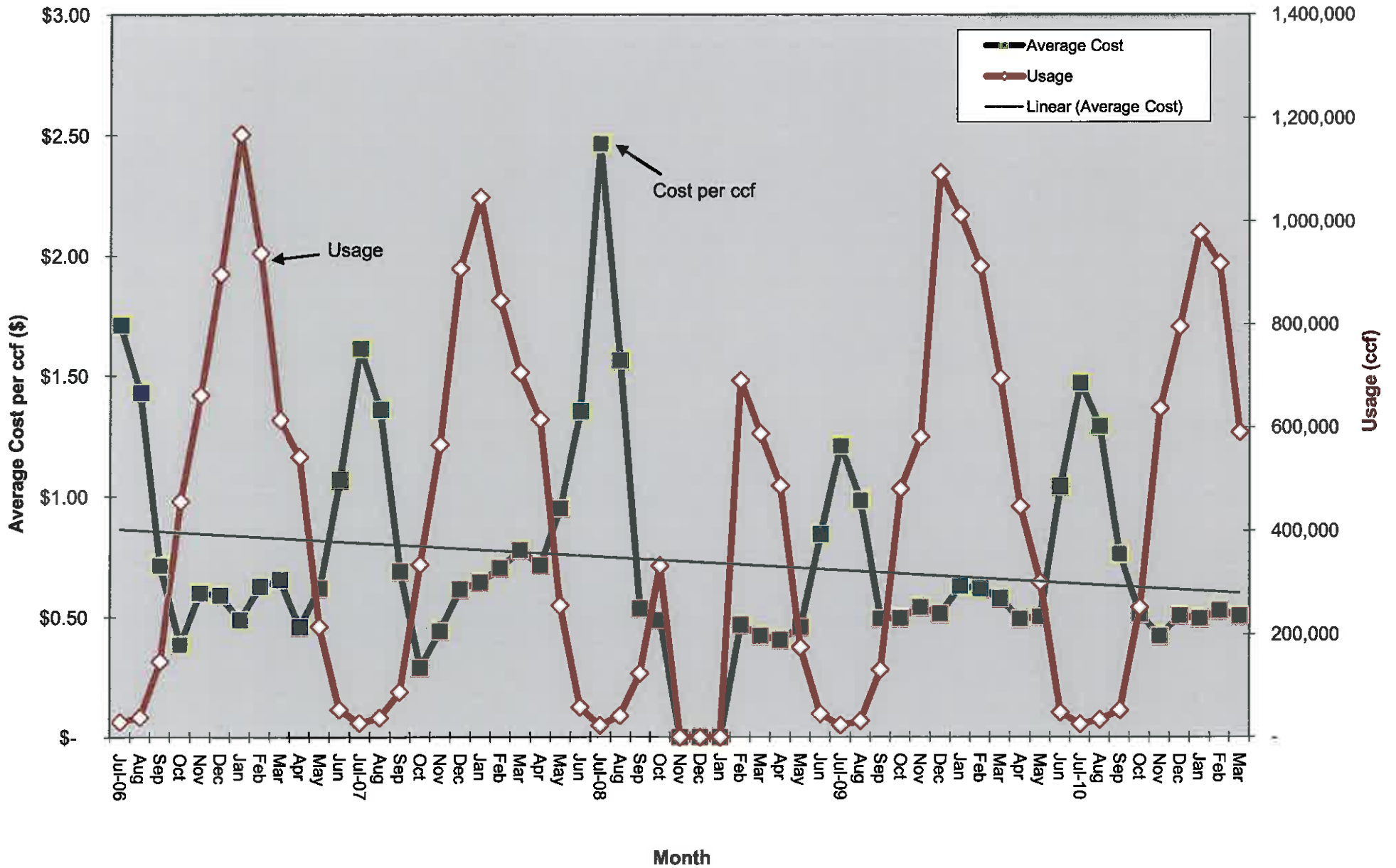
## Jefferson County Public Schools Water Cost and Usage



## Jefferson County Public Schools Electric Cost and Usage



## Jefferson County Public Schools Natural Gas Usage and Cost



# Appendix F

**Executive Limitations - Business Services  
3rd Quarter 2011 Financial Report**

<b>Executive Limitations</b>	<b>Compliant</b>	<b>Notes/Comments</b>
EL - 3 Staff Treatment	✓	
EL - 4 Staff Compensation	✓	
EL - 5 Financial Planning & Budget	✓	
EL - 6 Financial Administration	✓	
EL - 7 Asset Protection	✓	

Detailed information on the Executive Limitations can be found on the Board of Education website on the following link.

<http://www.boarddocs.com/co/jeffco/board.nsf/Public>



# Appendix G

## **ARRA and Other Stimulus Funding**

Jeffco Public Schools received federal grant money through ARRA and other stimulus funding that will be spent over the next several years depending on the individual grant. The funds are one-time money and some of the funding will be gone at the end of the 2010-2011 school year. The district is being strategic in using these funds for one-time costs to avoid on-going expenditures after the money is gone. The following sections detail the initiatives funded with each award, the funding for each award, the actual year to date expenditures and the number of jobs (FTEs) covered by the award.

### **National School Lunch Equipment**

Eleven schools received funds to purchase food service equipment, such as convection ovens, walk-in coolers, new ranges and freezers.

### **National Board Certified Teacher Stipend**

Eligible teachers must have earned national board certification and teach from preschool through twelfth grade. These funds are used to pay stipends to teachers that have earned this certification.

### **IDEA - Part B and Preschool**

IDEA (Individuals with Disabilities Act) – Part B ARRA funds will be used to support students with Individual Educational Plans (IEPs) in transitioning into post-secondary opportunities, ensure curricula, assessments and the tools of technology support schools and severe needs programs to increase academic achievement and behavioral support for students with disabilities, provide educational relevant related services and specialized equipment for student with identified needs, and ensure professional development for all special education leadership and staff that results in improved skills to increase student achievement and instructional leadership capacity.

IDEA Preschool funds will be used to expand the current Child Find team to a district-wide Child Find team serving children birth to age 21. The funds will also provide professional development regarding the appropriate use of data to drive instruction, research-based instructional interventions and progress monitoring for all children, especially those identified with special needs. In addition, professional development will address how to effectively support preschool families during the transition to kindergarten.

### **Title I - A: Improving the Academic Achievement of the Disadvantaged**

Title I-A ARRA funds will be used to close the achievement gaps among groups for some schools. ARRA funds will provide intensive professional development to staff so they can implement data teams in their buildings to determine revisions to instruction and intervention. ARRA funds will be spent on Instructional Coaches to provide high-quality, job-embedded, ongoing professional development. Another goal of Title I ARRA funds is to ensure that activities are provided that support parental involvement. In addition, the district has created a Title I Family Leadership team that ensures coordination and collaboration across all district resources that are available to parents and students.

## **Title I - D: Delinquent Institutions**

Jeffco Schools works with two delinquent facilities – Lost and Found and Jefferson Hills – to ensure that all students at these facilities are receiving, to the greatest extent possible, educational opportunities equal to that of students in traditional schools. Title I-D ARRA funds provide staff support and resources to assist this goal.

## **Title II - D: Technology**

Title II-D ARRA funds will provide face to face and online professional development to key educational technology initiatives such as Smart Boards and Higher Order Thinking Skills (HOTS) in connection to the use of technology devices such as clickers, laptops, document cameras, and other resources.

## **McKinney-Vento Homeless**

McKinney-Vento Homeless funds will provide on-site tutoring and homework help at two emergency shelters and one transitional housing property.

## **Alternative Compensation for Teachers**

Alternative Compensation for Teachers funds will provide money to develop a system of compensation that drives major changes in who enters a teaching career, how they are recognized for excellence, and how Jeffco will identify and capitalize on effective teachers for the benefit of all Jeffco students. This grant will outline plans to design a reformed compensation program, which will pay teachers more for improving student achievement, participating in strategically targeted teacher learning, and advancing teacher leadership including spreading pedagogical expertise.

## **Education Jobs Fund Program**

The Ed Jobs program is a new Federal program that provides assistance to States to save or create education jobs for the 2010/2011 school year. Jobs funded under this program include those that provide educational and related services for early childhood, elementary, and secondary education. CDE received funds based two-thirds on relative populations and one-third on its child population. The State then sub-allocated the money to Local Education Agencies (LEAs).

## **Teacher Incentive Fund**

The Teacher Incentive Fund will be used to plan and implement a strategic compensation plan that makes differentiated teacher and principal compensation, promotion, and retention decisions on the basis of demonstrated effectiveness in achieving student learning growth. The plan will rely on multiple measures, including results from the Colorado Growth Model and locally-developed value-added models and a rigorous new evaluation system that balances, individual, team and school-level measures of effective teaching and leadership. The plan rewards teachers both for student growth and their own leadership in spreading their teaching expertise. Peer and administrator observations will lead not only human capital decision-making, but professional development plans that will serve to grow teacher leadership capacity and human capital in the district, particularly in the 20 highest-need schools that will serve as pilot sites.

## State Fiscal Stabilization Fund (SFSF)

The State Fiscal Stabilization Funds are considered Federal dollars and are to be used to "backfill" the Public School Finance Act total program funds. The district will use the funds to cover utility costs that would normally be expended in the general fund.

Jefferson County School District, No. R-1 ARRA and Other Stimulus Grants Schedule of Awards, Expenditures, and FTEs							
Grant Name	Funding Period	Grant Award	YE June 30, 2010 Actuals	YTD thru March 31, 2011 Actuals	Total Inception to Date Actuals	Inception to Date % of Grant Award	FTEs Funded - Current Quarter
<b>Original Awards:</b>							
National School Lunch Equipment	Jul 09 - Sep 09	\$ 179,300	\$ 150,164	\$ -	\$ 150,164	83.75%	-
National Board Certified Teacher Stipend	Oct 09 - Jun 10	52,242	52,223	-	52,223	99.96%	-
IDEA - Part B and Preschool	Jul 09 - Sep 11	15,459,840	6,240,506	5,427,629	11,668,135	75.47%	146.09
Title I - A: Low Income Students	Jul 09 - Sep 11	9,309,832	5,240,206	2,664,407	7,904,613	84.91%	37.84
Title I - D: Delinquent Students	Jul 09 - Sep 11	55,633	15,370	-	15,370	27.63%	-
Title II - D: Technology	Jul 09 - Sep 11	276,999	93,116	133,868	226,984	81.94%	1.00
McKinney - Vento Homeless	Jul 09 - Sep 11	70,000	16,780	37,048	53,828	76.90%	0.26
Alternative Compensation for Teachers	Jan 10 - Dec 10	473,923	82,661	286,055	368,716	77.80%	-
<b>Subtotal</b>		<b>25,877,769</b>	<b>11,891,026</b>	<b>8,549,007</b>	<b>20,440,033</b>	<b>78.99%</b>	<b>185.19</b>
<b>New Awards:</b>							
Education Jobs Fund Program	Aug 10 - Jun 11	15,751,611	-	14,352,765	14,352,765	91.12%	779.22
Teacher Incentive Fund	Oct 10 - Sep 15	32,772,220	-	120,765	120,765	0.37%	5.00
State Fiscal Stabilization Fund (SFSF)	Mar 11 - Jun 11	6,032,366	-	-	-	0.00%	-
<b>Subtotal</b>		<b>54,556,197</b>	<b>-</b>	<b>14,473,530</b>	<b>14,473,530</b>	<b>26.53%</b>	<b>784.22</b>
<b>Grand Total</b>		<b>\$ 80,433,966</b>	<b>\$ 11,891,026</b>	<b>\$ 23,022,537</b>	<b>\$ 34,913,563</b>	<b>43.41%</b>	<b>969.41</b>