

1. Financial Information Resources

Key Documents

1. Budget
2. CAFR- Comprehensive Annual Financial Report
3. Dollars & Sense – High Level
4. District Association Agreements
5. CDE – Colorado Department of Education

School Finance Guide

6. CSFP – Colorado School Finance Project
7. CDE – Revenue & Expenditures & Funding...
8. Colorado School Laws
9. GAAFR – Governmental Accounting, Auditing & Financial Reporting

2. School Finance

- Current school finance is legislated by the state and was last revised in 1994.
- New school finance legislation (Senate Bill 213) was passed into law in 2013 contingent upon a tax increase to generate the necessary revenue. This tax increase was proposed to Colorado voters in November 2013 but did not pass.
- We continue to operate under the existing legislation.
- Several proposed Bills to legislate parts and pieces of SB213.

Understanding School Finance

Total Program Funding

- The amount of funding that each school district receives through the funding formula prescribed in the School Finance Act
- Based on pupil counts and other “factors” outlined in the formula plus funding for at-risk and on-line students

Total Program Funding

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- Base Funding is adjusted each year depending on funding decisions made at the state level
 - Minimum must equal 95% of the statewide average
- Cost of Living Factor
 - Recognize differences in housing costs and goods and services
 - 1.231 for Jeffco
- Personnel Cost Factor
 - Adjusts for compensation variances which is the largest expenditure for districts
 - 0.905 for Jeffco
- Size Factor
 - Purchasing power differences
 - 1.0297 for Jeffco

Total Program Funding Factors

Negative Factor

- Tool used to balance State Budget
- Reduces what would otherwise be funded if School Finance Act was applied as intended
- 2013/2014 after Supplemental approx. \$95M
- Implemented based on formula
- Buy down – based on ?????

At-risk Funding & On-line Funding

- At-Risk Pupils
 - Those participating in the federal free and reduced lunch program
- On-line Pupils
 - Are funded at a set per pupil amount

Funding Formulas

There are two equations for TPF: *(we created the acronyms to make the equations easier to follow - jcsbw)*

$$\text{TPF} = (\text{FPC} \times \text{PPFA}) + \text{ARPF} + \text{OLPF}$$

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and

$$\text{TPF} = \text{LS} + \text{SS}$$

Variables

FPC - Funded Pupil Count (taken Oct 1st)

PPFA - Per Pupil Funding Amount

ARPF – At-Risk Pupil Funding

OLPF – On-Line Pupil Funding

LS – Local Share of revenue (*property tax collections at the county level & a portion of specific ownership tax.*)

- *Property valuations are set by the county assessor*
 - *Assessed value for residential property equals 7.96% of the actual value of the property (commercial property is 29%)*
- *A set (or frozen) mill is levied by districts*
 - *A mill is one-tenth of one percent (.001) of the assessed value (jcsbw)*

SS – State Share of revenue (the difference between the amount of local share revenue districts generate (property tax & SOT) and the amount of the Total Program Funding)

- State funding is necessary if local share does not fully fund Total Program
- Funded from the state via income tax and sales and use tax

TPF – Total Program Funding

Property Tax Example: A home worth \$100,000 has an assessed value of \$7,960 (7.96% of \$100,000). If the mill levy is 1 mill, then the levied mill for that house is \$7.96 or 0.1% of \$7,960.

Other Local Funding

- Mill Levy Overrides (MLO)
 - MLO is additional revenue outside of the Total Program Formula
 - Limited to 25% of Total Program
 - Is not included in the total for the local share and, therefore, does not affect the amount of state share funding.

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History of JeffCo Mill Levy Override Votes

1998 – Defeated

1999 – \$35.8 Million (\$45 Million Authorized)

2004 – \$38.5 Million

2008 – Defeated

2012 – \$39 Million

Total – \$113.3 Million

- Capital Projects – Bond Override
 - Resides separately in the Capital Projects Fund

Other State Funding

- Categorical Funding
 - Additional revenue beyond the Total Program Funding
 - Allocated for specific programs
 - English Language Proficiency Act – \$867,000
 - Gifted and Talented Education – \$ 795,000
 - Special Education – \$12,085,600
 - Transportation – \$4,643,500
 - Vocational Education – \$4,000,000
 - There is a gap between the level of categorical funding and the actual cost of the programs.

Proposed Legislation Funding Impact

- Pending legislation that could result in unfunded mandates for Jeffco:
 - Average Daily Membership (ADM)
 - Full Day Kindergarten

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- School level expenditure reporting

For more information on School Finance

Colorado Department of Education

http://www.cde.state.co.us/index_finance.htm

3. Fund Accounting

Not all revenues are available for all types of spending. There are legal and accounting limitations involved in many revenue sources. This means that the District's revenue is grouped into a series of "Funds", where each fund is responsible for certain types of expenditures and may have certain types or percentages of revenue dedicated to that fund. These fund types are defined largely by state law and partially by standard accounting rules.

In Jefferson County Schools, there seven District Funds . (jcsbw)

Fund	Adopted 2013 - 2014 Budget	% of Total Budget
General Fund (<i>aka 'Operating Fund'</i>)	\$634,753,800	66.2%
Capital Project Fund*	\$57,692,200	6.0%
Debt Service Fund*	\$49,913,500	5.2%
Special Revenue Fund*	\$84,355,400	8.8%
Enterprise Fund*	\$42,220,900	4.4%
Internal Service Fund*	\$38,356,500	4.0%
Charter Schools Fund*	\$51,500,000	5.4%
Total Adopted 2013/2014 Budget	\$958,792,300	100.0%

** indicates a prescribed fund*

- **General Fund**

- For routine operations
- Funded by property taxes, Specific Ownership Taxes, State and other general revenues
- Used to manage all resources that are not legally, or by sound financial management, required to be managed in another fund.

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- Most significant fund in relation to the district's overall operations.
- Revenue is received from:
 - Local Sources
 - Property Tax (\$299,903,500 – 47%)
 - Specific Ownership Tax (\$24,000,000 – 4%)
 - State of Colorado – School Finance Act (\$305,320,900 – 47%)
 - Interest Earnings (\$200,000 - <1%)
 - Tuition, Fees & Other (\$14,812,000 – 2%)

The total revenue of the General Fund has varied over the last five years. From a peak of \$651.7 million in 2009-2010, it dropped to \$614.6 million in 2010-2011, and then again in 2011-2012 to \$593.9 million, a reduction of 9% over two years. Since 2011-12, revenues have recovered and the 2012-2013 revenue is estimated to have increased to \$631.5 million and the 2013-2014 budget estimates General Fund revenues of \$644.2 million. Below are the breakdowns of the General Fund revenue sources (jcsbw):

Property Tax Revenue

- *Based on assessed valuation of property in Jefferson and Broomfield Counties*
- *Includes an operating levy, and 3 additional mill levy overrides (1999, 2004, 2012)*
 - *Jefferson County voters passed a mill levy override which resulted in \$39M of additional property tax revenue*
- *Residential property assessed every other year. Includes revenue and expenditures from annual transfers from the General Fund*

The property revenue has also varied over the last five years. From \$268.1 million in 2009-2010, it climbed slightly in 2010-2011 to \$269.5 million, the dropped 9.6% to \$259 million in 2011-2012. In 2012-2013 a Mill Levy Override was passed, and revenue jumped to \$298.9 million, with a million dollar increase in \$299.9 million budgeted for the 2013-2014 year. (jcsbw)

State of Colorado Revenue

- *Determined by legislation referred to as the School Finance Act*
 - *Prescribes total program funding using a per-pupil formula*

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- *Negative Factor*
 - *Formulaic factor applied to proportionately reduce otherwise prescribed funding levels for each school district*
 - *The negative factor is 15.6% in 2013/2014*
 - *Jeffco has received a declining amount of state revenue over the past 4 years due to state budget pressures and the negative factor*
- *Projection*
 - *State revenue is expected to increase in 2013/2014 due to one-time surplus revenue at the state level*

The State revenue has for the most part dropped over the last five years. From \$340.1 million in 2009-2010, it dropped almost 11.5% in 2010-2011 to \$305 million, the dropped again in 2011-2012 to \$294.8 million for a 3.5% from the previous year (or 13.4% down from 2009-10) and then again in 2012-2013 by another 1% from the 2011-12 level. At this point, State funding was 14% below the 2009-10 school year. The 2013-14 budget anticipates an increase to \$305.3 million due to a one time state surplus. This means the District cannot count on that level of funding to be available for the 2014-15 budget or beyond. (jcsbw)

Specific Ownership Taxes (SOT) Revenue

- *SOT is a vehicle registration tax*
 - *Collected by counties and shared with taxing entities within the county based on property taxes levied and collected*
- *Decreased for several years due to a drop in car sales resulting from the economic recession*
- *Revenue has rebounded due to the increase in consumer purchases of durable goods in 2012/2013 and is expected to decrease slightly in 2013/2014*

The Five Year trend has been relatively flat with revenue varying only about \$1 million dollars since the 2009-10 school year. Currently it is expected to decrease by about \$600,000 for 2013-2014. (jcsbw)

Note: The next eight Revenue/Fund sections contribute either a small amount to the overall budget or have revenue sources that include the General fund, so cannot really be counted as overall revenue. These funds, unless otherwise specified, must spend the money they receive on the services that they fund, i.e., Food Service revenue is spent on providing breakfasts and lunches to the

students.

Interest Earnings Revenue

Interest Earnings Revenue, while not large in comparison to the overall revenue flow, can serve as a barometer for the financial condition of the District's financial reserves. The Interest is earned from the District money that has not yet been spent, and so is deposited in banks and other financial instruments (bonds, commercial paper) permitted under Colorado state law. So the amount of revenue is controlled by two factors – the prevailing interest rates available and the amount of money the District has invested for the long term, i.e., it's Reserves. (jcsbw)

- Interest earnings are earned on the pooled cash in the District.
 - Distributed to each fund according to its ending fund balance.
 - Decreased over the last 4 years due to a drop in interest rates and a drop in reserve balances.
 - Interest earnings are currently projected to remain flat due to flat projections of reserve balances and anemic interest rates.

The five year trend shows \$2.9 million in interest revenue in 2009-10. This was when the reserves were high and interest rates still fairly good. The 2010-11 interest was down by \$2.1 million to just \$800,000 due to draw downs on the Reserve and the overall lower interest rate. Even though 2011-12 showed a bump up to \$1.2 million, the overall trend is for interest revenue to remain flat, with 2012-13 estimated at only \$150,000 and the 2013-14 budget estimate at \$200,000. In summary, this revenue source shows that the District spent down its reserve fund during the Great Recession (which is what it is supposed to do!), but has not yet been able to substantially rebuild it. (jcsbw)

Tuition, Fees, and Other Revenue

- Interest earnings are earned on the pooled cash in the District.
- Distributed to each fund according to its ending fund balance.
 - Decreased over the last 4 years due to a drop in interest rates and a drop in reserve balances.
 - Interest earnings are currently projected to remain flat due to flat projections of reserve balances and anemic interest rates.

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The five year trend shows a decline of \$1.2 million since 2009-10, from \$16 million to \$14.8 million estimated for 2013-14. This trend is likely to continue until the labor market tightens up and residential income levels increase. (jcsbw)

Transportation Fund Revenue

- Tuition, Fees, and Dues
 - Transportation categorical revenue from the state
 - Field trip fees
- Other Revenue
 - Transportation categorical revenue from the state
- Transfer in from the General Fund
 - Projected to increase in the out years due to projected increases in expense that are not offset by increases in other revenue

After a \$500,000 increase from 2011-12 to 2012-13, transportation revenue has remained at \$22 million. (jcsbw)

Campus Activity Fund Revenue

- The Campus Activity Fund is funded via fees, donations, and fund raising revenue
 - Outdoor lab fees and Summer School fees moved to campus in 2012/2013
 - Collections of fees has declined as the at-risk population grows for whom fees are waived
- Operating transfer in:
 - A transfer in from the General Fund to reimburse schools for waived fees to cover costs of materials for students are below poverty level

The five year trend bounces a bit, but has been averaging around \$23.5 million, plus or minus about \$900,000 from year to year. The 2013-14 budget is for \$23.7 million. (jcsbw)

Grants Fund Revenue

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- The Grants Fund is funded via federal, state, and private sector grants
- Two largest grants that the district receives are:
 - Special Education (IDEA) and Title 1
 - State grants include Gifted and Talented and Medicaid
- The peak in 2010/2011 and decline in 2011/2012 was due to the one-time award of ARRA and EdJobs funds.
- Federal sequestration will likely negatively impact revenues.

Watch for the graph on this one. Even after allowing for the one time peak in 2010-2011, the overall trend line has been down with the budgeted 2013-14 amount seven million dollars (almost 16%) lower than the 2009-2010 number. (jcsbw)

Food Service Fund Revenue

- The food service fund is funded with:
 - Revenue from students who purchase lunches
 - Federal/State per meal reimbursement for serving free and reduced lunch
- Revenues in this fund have been steadily increasing over the last several years due to:
 - Fee increase
 - Federal/State reimbursement rate increases
 - Growth in the free and reduced lunch population

This is the only revenue source that shows almost straight-line growth. The reason is simple as the three items under the second point above make plain. They are charging more, the Fed-State reimbursement has increased, and the number of students qualifying for free or reduced lunches has also increased (increasing the federal funds which pay for it). But this is not a revenue source that can be tapped for other things. (jcsbw)

Child Care Fund Revenue

- The Child Care fund is funded with:
 - Tuition from Preschool, Tuition Kindergarten, and School Aged Enrichment

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programs

- Transfer in from the General Fund for the Colorado Preschool Program (CPP) slots awarded to at-risk preschoolers based on the per pupil revenue from the state
- Several preschool, full day kindergarten, and school age enrichment programs were closed in 2011/2012 resulting in a decline in attendance
- Tuition is expected to remain flat in 2013/2014, and the CPP transfer is expected to increase slightly due to an increase in PPR and the number of CPP slots awarded by the state.

After a \$900,000 dip in 2011-12 to 2012-13, 2013-14 estimates are for \$14.7 million, very close to the \$14.8 million in 2009-10. (jcsbw)

Property Management Fund Revenue

- The Property Management Fund is funded with building rental fees for the use of district buildings and facilities
- Revenue in the fund has been increasing slightly over the last few years, and is projected to remain flat in 2013/2014.

There is a slight straight line increase since 2009-10 from \$1.5 million to \$1.8 million for 2013-14. (jcsbw)

Internal Service Funds Revenue

There are four separate funds/revenue streams in this category: Employee Benefits, Central Services, Technology, and Insurance. These are less real revenue sources and more buckets that the General revenue funds are transferred to in order to meet expected payment demands. (jcsbw)

Employee Benefits Fund Revenue

- The Employee Benefits Fund is funded via insurance premiums
- 2009/2010 revenue included one-time premium relief funds from Kaiser. These funds are used to fund wellness programs for employees.
- 2013/2014 revenue is expected to decrease due to a change in the type of life insurance policy offered by the district.

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The five year trend is definitely down, dropping from \$8.9 million in 2009-10 to a budgeted \$5.8 million in 2013-14. This is a 35% reduction. (jcsbw)

Central Services Fund Revenue

This is mainly an internal billings fund that charges other units for District services. This is standard practice in any large organization. It is used to help control costs and to get a good idea on how much sub-groups are using the central services of the organization. (jcsbw)

- The Central Services Fund is funded via internal billings to charge other business units in Jeffco for services provided.
- 2013/2014 Revenue for this fund is expected to remain level.

The five year trend is pretty flat, varying by only \$100,000 from one year to the next. (jcsbw)

Technology Fund Revenue

This is mainly an internal billings fund that charges other units for District services, plus receives money from the General Fund for technology purchases and developments. (jcsbw)

- The Technology Fund is funded via
 - A transfer from the General Fund for infrastructure
 - Internal billings that technology charges other business units for services provided
 - Federal funds provided through the E-rate program
- Revenue fluctuates due to variability and timing of projects
- 2013/2014 Revenue is projected to increase to fund infrastructure

The Five year trend has bounced around a lot. This is pretty typical of any large organization. A certain amount of activity is constant. The increases are generally caused by major projects or initiatives that are being pushed through. These maybe new services or capabilities and/or improvements to the underlying computing and communications infrastructure. Currently the 2013-14 budget is down slight from 2012-13 to \$19.6 million. (jcsbw)

Insurance Reserve Fund Revenue

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Again this is mainly a fund to receive specific funds and pay for insurance. It does receive money from the General Fund. (jcsbw)

- The Technology Fund is funded via
 - A transfer from the General Fund for infrastructure
 - Internal billings that technology charges other business units for services provided
 - Federal funds provided through the E-rate program
- Revenue fluctuates due to variability and timing of projects
- 2013/2014 Revenue is projected to increase to fund infrastructure

The Five year trend overall is down, but most of the drop was between 2009-10 (\$10.9 million) and 2011-12 (\$7.5 million). Since then the Insurance Reserve Revenue has seen a slight increase to \$7.7 million. (jcsbw)

● Capital Project Funds Revenue

Capital Reserve Fund Revenue

- A transfer from the General Fund
 - This transfer is meant to cover operational capital renewal and repair
 - The transfer amount has been reduced over the past few years during economic strain
 - The transfer is inadequate to maintain our asset base according to industry standards
- Proceeds from the sale of any property owned by the district

The Five year trend overall is down, but most of the drop was between 2009-10 (\$29.6 million) and 2011-12 (\$20.8 million). Since then the Capital Reserve Revenue has seen a slight increase to \$21.9 million. (jcsbw)

Building Reserve Fund Revenue

- The Building Fund is authorized by the voters of Jefferson County
 - The Bond Fund is funded at one time from proceeds and the premium that was obtained at the time of the sale due to favorable market conditions
 - Revenue in future years will only be the small amount of interest that will continue to be earned on the balance of the bond proceeds until they are fully spent

The Building Reserve Fund was funded in 2012 from a one time Bond sale. It was at \$117 million in 2012-13 and is projected to reach zero in 2013-14. (jcsbw)

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- **Debt Service Funds Revenue**

Debt Service Fund Revenue

- The Debt Services Fund is funded via property taxes
 - Revenue is based on a millage rate that is set each year and is sufficient to raise the amount necessary to meet our debt repayment obligations
 - Revenue decreased in 2012 as part of the voter approved package for an increase in the operating mill levy which was offset by a decrease in the debt service mill levy
 - The decrease was possible due to the payoff of the 2007 debt issuance

The Debt Service Revenue Fund is the money required to pay the interest due bonds that the District has issued. The money comes from property tax mil levy that is set each year to raise enough money to meet the bond obligations. All of the monies in the fund are for the debt repayment. It was at \$351 million in 2009-10, fell to \$82 million by 2010-11, then to \$77.8 million in 2011-12. It increased in 2012-2013 to \$133.5 million, but is expected to decline to \$50.5 million in 2013-14.. (jcsbw)

The next three slides have titles only, each with a notation that there will be a handout at the meeting. (jcsbw)

- **Trends – Actuals & Budget (Handout Item #1)**

- **Enrollment (Handout Item #2)**

- **FTE's (Handout Item #3)**

- **Charter Equalization**

- ***Charter School Funding***

- 100% of the per pupil funding (PPR) from the state
- 100% of special education funding per identified student (Tier A & Tier B) from the state
- Share of previous Mill Levy override revenue as agreed to and communicated during the individual elections
- Charter schools receive Bond and Grant funding
- Charter school capital construction funding from the state

- ***Charter District Purchased Services****

- *Services purchased from the District as outlined in contract and per Colorado Department of Education; superintendent, board of education, county treasurer fees, financial services, benefits, technology, safety & security, insurance*

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- *Special education and English as a second language services per contract and within federal guidance*
- *Other optional District services available for purchase; homebound student, student health, library, Warren Tech, Outdoor lab schools*

**This list is not all-inclusive of services available*

○ **Charter Funding Comparison**

- *Mill Levy overrides:*

1999 – \$35.8 million

2004 – \$38.5 million

2012 – \$39.0 million

Total – \$113.3 million

Mill levy override per total District FTE - \$1,414

Charter school override per FTE - 247

Difference per FTE - \$1,167

- *Total redirection of funding to charters - \$7.4 million*

The next slide has a title only with a notation that it is “Under Construction” (jcsbw)

● **Expenditures on <5 and >21 (Under Construction)**

● **2014/2015 Budget**

○ **Predicting Total Program**

1. Student Membership vs. Student Funded Count
2. Per Pupil Revenue (Inflation)
3. Factors
4. State Budget (economy)
5. Legislative Decisions
6. State Education Fund

○ **2013/2014 Total Program Revenue**

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- November – Governor's Initial Budget Request - \$519 million
- January – Governor's Revised Budget Request - \$527 million
- March – Initial Legislative Figure Set - \$518 million
- April – Final Legislative Appropriation - \$523 million
- State Budget (economy)

○ ***2012 Mill Levy Override (MLO) – Promises Made, Promises Kept***

- The \$39M MLO was never presented as new funding for new things.
- 2012 MLO was planned for funding existing programs/service levels/etc. that would have otherwise been cut. Remember, there were \$45M of identified reductions that were planned for 2013/2014 due to the known budgetary shortfall that resulted from decreased state funding.
- Operating (3A)
 - Maintain class sizes
 - Recruit and retain great teachers
 - Keep Outdoor Lab Schools open
 - Keep instrumental music in elementary schools
 - Preserve the work being done by teacher librarians
- Bond (3B)
 - No new square footage
 - Warm, Safe and Dry – roof replacements, upgrades to safety and fire protection systems, and many other necessary projects

○ ***Current News from the State***

2013-14 Actual Funding vs. 2014-15 Proposed	2013-14 Adopted Budget	2013-14 Supplemental w/Approval from the State	2014-15 Proposed Funding	Difference between 2013-14 Supplemental & 2014-15 Proposed
Funded Students	80,691	80,900	80,775	-125

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Total Program (state plus local)	\$620,459,464	\$620,015,948	\$635,188,442	\$15,169,493
Negative Factor	-\$92,765,972	-\$95,613,803	-\$94,056,146	\$1,557,657*
Total Program after Negative Factor	\$527,693,492	\$524,405,145	\$541,132,296	\$16,727,151
Per Pupil Funding	\$6,539	\$6,482	\$6,699	\$217

** This number is the difference between the impact of the Negative Factor of the 2013-14 Supplemental state funding and the anticipated impact of the Negative Factor for the 2014-15 Budget. It is a reduction in the loss, but is **not** an actual increase. The reason it shows up is that the number of funded students has declined by 125, as such the Negative Factor has fewer students to work on. So the budget does **not** get an additional \$1,557,657 to work with, it's just that the State does not subtract as much as it did last year.*

- Jeffco’s Preliminary Overall Increase \$16.7M
 - Charter Share - based on increased enrollment (~\$3.0M - \$4.0M)
 - Charter schools receive their per pupil revenue according to statute
 - These are dollars that must be forwarded on to charter schools and are not available to use for General Fund expenditures
 - Charter Boards determine how charter school funds are used just like Jeffco’s Board of Education directs the use for General Fund dollars.
 - The amount of increased funding in the General Fund for the Board of Education to make decision on is – \$12.7M On-Going
- One-Time Funds –
 - Like your savings account, when they are spent, they are spent
 - Not for on-going expenditures
 - Good for one-time expenditures — capital, technology, materials, equipment, etc.
- On-Going Funds –
 - Funding that is expected to continue into the future
 - Good for operational expenditures — compensation, programs, etc.

Bottom line – minimal flexibility in new dollars....

- ***One-Time - Potential***
 - Planned build up of reserves *(fiscally, the prudent thing to do – we have drawn down*

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our reserves over the last several years to cope with State funding cuts – jcsbw)

- State forecast includes economic dip in the next few years
- \$10M ONE-TIME increase in reserves 2014-15.

The next slide has a title only, with a notation that there will be a handout at the meeting. (jcsbw)

- **2014/2015 General Fund – Projections and Assumptions (Handout Item #5)**

The next six slides have a lot of graphics (i.e., pictures, drawings) with a little text. Only the text is reproduced. (jcsbw)

- **Priorities – Staff and Board**

- *Largest K-12*
- *1,911*
- *What Do We Stand For*
- *Basis for Recommendations*
 - Building Bright Futures
 - 100% Career and College Ready
 - Continuous Improvement Building Capacity
 - Effective & Efficient
 - Accountable to our Public
 - Safety
 - Best and Brightest
- *Number One*
- *Mandated Increases Net - \$5,000,000*
 - PERA
 - \$3,727,200
 - Legislated increase
 - Healthcare Reform
 - \$4,000,000
 - Retirement, Turnover Savings

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- \$(4,700,000)
- Includes PERA
- Transfer Increase
 - \$1,899,100
 - Childcare, Capital, Risk, Technology, Campus & Transportation – inflation & CPP Slots
- *Why? Federal law & State law*
- *Number Two*
- *Employee Compensation*
 - Compensation
 - \$11,725,100*
 - Approximately 2.5% for all employees
 - *This is cost the General Fund only. There will be cost increases in other funds too.*
- Call to Action Ends
 - Leadership: Objective I
 - Global Ends Statement
 - Board Goals: Reading, Math, Writing, ALP Students, Remediation Rate
- *Why? Jeffco wants the best*
 - Five years, no salary increases
 - Twelve years, no health benefit increases
 - Commitments were made to employees in spring of 2013
 - Jeffco is below the metro market
- *Number Three*
 - Special Education - \$2.2M
 - Investment
 - Placement out of district
 - Transportation
 - Amount

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- \$1,500,000
- \$768,000
- Call to Action Ends
 - Educational Research and Design: Objectives 2 and 3
 - Ends 1 and 2
 - Board Goals: Reading, Writing, and Math
- Why
 - Federal Law
 - Free and Appropriate Placement
 - Programs to meet our obligations to special needs students
- Special Education Potential Solution
 - Investment
 - Develop a district program in a vacant school
 - Amount
 - \$3,556,300 (2014-2015)
 - \$2,806,300 (on going)
 - Current Costs
 - 2012-2013: \$4.5 million
 - 2013-2014: \$5.5 million
 - 2014-2015: \$6-7 million
- *Number Four*
 - Mobile Device Readiness
 - Investment
 - Mobile Device Readiness (MDR)
 - Amount
 - \$4,500,000 (on-going or one-time)
 - Call to Action Ends

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- Educational Research and Design: Objective 1
- Business and Finance: Objective 2
- Ends 1, 2, and 3
- Board Goals: Reading, Math, Writing, ALP Students
- Why
 - Infrastructure upgrades to support mobile devices and testing
 - Phased implementation and depreciation costs
 - Changing instructional landscape for the future
- *Number Five*
- Primary Literacy Board and District Goals
 - Investment
 - Increase the percentage of third graders reading at proficient and advanced from 80% to 85%. Reduce the percentage of students in the unsatisfactory category by 1%
 - Amount
 - \$2,000,000
 - Description & Rationale
 - Professional development, Materials, Literacy coaches for primary teachers, extended school year
 - Call to Action (Ends)
 - Elementary Schools: Objective 1
 - Ends: 1, 2, and 3
 - Board Goal: Reading
 - Why
 - Literacy is essential to future success of our kids.
 - Board of Education Goal
- *Number Six*
 - Elementary Math Instruction Board and District Goals
 - Investment

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- Increase the percentage of fourth graders who are scoring in the advanced and proficient category on math from 77% to 80%.
- Amount
 - \$4,000,000 (one time)
 - \$1,800,000 (on-going)
- Description & Rationale
 - Includes staff development, math coaches for elementary, and materials for grades K-5 or 6.
- Call to Action (Ends)
 - Elementary Schools: Objective 1
 - Ends: 1, 2, and 3
 - Board Goal: Math
- Why
 - Math is a gateway to post-secondary education
 - Changing landscape in math instruction
- *Number Seven*
 - Classroom Dashboard
 - Investment
 - Classroom Dashboard
 - Amount
 - \$1,000,000 (on-going)
 - Description & Rationale
 - A dashboard for teachers that provides information instead of data
 - Call to Action (Ends)
 - Educational Research and Design: Objective 1
 - Business and Finance: Objective 2
 - Ends 1, 2, and 3
 - Board Goals: Reading, Math, Writing, ALP Students, Remediation Rate

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- Why
 - Data driven instruction is essential
 - Use technology to analyze and deliver the data as information
 - Save 1,417 hours for planning, teaching, and professional development per school
 - Next great leap in effective teaching
- *Number Eight*
 - Data Security and Privacy
 - Investment
 - Data Security and Privacy Enhancement
 - Amount
 - \$560,000
 - Description & Rationale
 - Data Privacy Expert
 - Consulting funds for security oversight of data
 - Call to Action (Ends)
 - Support Services: Objective 4
 - Ends 4
 - Why
 - Big data offers big challenges
 - Recommended by Data Management Advisory Committee
 - Best practice in Data Governance
- *Number Nine*
 - Full Day Kindergarten
 - Investment
 - Free Full Day Kindergarten
 - Amount
 - \$600,000

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- Description & Rationale
 - Expands free full day kindergarten to 13 more classrooms
 - Expands free full day to ~5 more schools.
- Call to Action (Ends)
 - Elementary Schools: Objective 1
 - Ends 1 and 2
 - Board Goals: Reading, Math, Writing,
 - Remediation Rates
- Why
 - Strategic strategy for early success
 - Family demand
 - Enhances board goal for early literacy and math success
- *Number Ten*
 - Safety and Security
 - Investment
 - Safety & Security Staffing
 - Amount
 - \$200,000
 - Description & Rationale
 - Four new employees
 - Manager, supervisor, mental health, and crisis management
 - Call to Action (Ends)
 - Support Services: Objective 4
 - Ends 4
 - Why
 - Safety and security is foremost
 - Incidents requiring crisis prevention and intervention are increasing

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- *Number Eleven*
 - Athletic Equipment and Transportation
 - Investment
 - Athletic programs at schools for students
 - Amount
 - \$400,000
 - Description & Rationale
 - Provides funds for equipment replacement
 - Provides funds for additional maintenance of fields and floors
 - Call to Action (Ends)
 - Support Services: Objective 1
 - Ends 3 and 4
 - Why
 - Safety for student athletes
- *Important Information*
 - Net Zero Virtual Academy Expansion
 - Virtual Academy K-6 Expansion
 - \$700,000 - The additional cost will be offset by additional revenue from increased enrollment
 - Board Academic Goals
 - Big Ideas – College and Career Ready
 - Reducing Remediation
 - Gifted and Talented
 - Writing
 - Elementary Math
 - Primary Literacy

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- Board Academic Goals: Potential Investments
 - Writing - \$1,000,000
 - Remediation - \$2,000,000
 - Elementary Math - \$5,800,000
 - Gifted and Talented - \$1,000,000
 - Primary Literacy - \$2,000,000
- Other Possibilities: New Schools
 - Start Up: \$700,000
 - Elementary: \$1,900,000
 - Middle Level - \$2,600,000
 - Senior High- \$6,400,000
- Other Possibilities: New Programs within Schools
 - Ranges from \$20,000 to \$400,000
- Moral Purpose

Jeffco's Mission: To provide a quality education that prepares ALL children for a successful future....