



Building Bright Futures

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

Jefferson County School District, No. R-1

1829 Denver West Drive, Bldg 27
Golden, Colorado 80401
www.jeffcopublicschools.org

Adopted Budget

July 1, 2011 – June 30, 2012



The Office of Budget Management and Development
Lorie Gillis, Chief Financial Officer
Lorri Dugan, Budget Director



Building Bright Futures

2011/2012 Adopted Budget

Presented to the Board of Education

March 24, 2011

Adopted by the Board of Education

May 5, 2011

Dave Thomas President
Jane Barnes First Vice President
Laura Boggs Second Vice President
Paula Noonan Treasurer
Robin Johnson..... Secretary

Dr. Cynthia Stevenson Superintendent

Prepared by the Office of Budget Management and Development
Lorie Gillis, Chief Financial Officer
Lorri Dugan, Budget Director



Building Bright Futures



GOVERNMENT FINANCE OFFICERS ASSOCIATION



*Distinguished
Budget Presentation
Award*

PRESENTED TO

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

For the Fiscal Year Beginning

July 1, 2010



President

Executive Director



Association of School Business Officials International®



This Meritorious Budget Award is presented to

Jefferson County Public Schools

For excellence in the preparation and issuance
of its school system budget
for the Fiscal Year 2010-2011.

The budget is judged to conform
to the principles and standards of the
ASBO International® Meritorious Budget Awards
Program.

A handwritten signature in blue ink, appearing to read "Chuck Lindauer".

President

A handwritten signature in blue ink, appearing to read "John D. Mueso".

Executive Director



June 21, 2011

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

Ladies and Gentlemen:

The District remains financially-sound, strategically well-managed, prepared to weather the current unprecedented economic times. Jeffco is not alone. All districts in the State, and across the Nation, are working with fewer funds to meet appropriately higher expectations. Budgetary challenges remain including further reductions in State funding. The Federal American Recovery and Reinvestment Act (ARRA) funding, and Edujobs funding will not be available in the 2011/2012 school year. Other Federal funding sources are also decreasing. As such, the District will have fewer dollars to educate the students of Jefferson County.

The Board of Education has a difficult job, recognizing the declining resources while striving to meet the ever-increasing demands for student achievement. As we entered this 2011/2012 budget process, we heard from the Board of Education their desire to continue educational excellence, save jobs and keep people employed, develop a financially responsible plan and to balance the needs of students, community, and staff in meeting those goals. These Board values have been represented throughout this budget development process.

This 2011/2012 Budget has been developed with the input from a two-year public outreach effort, integrated with recommended strategies from the 2011 Employee Summit (the Summit) and ultimately solidified by the direction of the Board of Education. More than 3,000 community, parent and employee participants were involved in the process to develop the District's multi-year budgetary plan.

Employee Summit

In light of the significant funding impacts, Jeffco stepped beyond the normal budget development and negotiation process and convened an Employee Summit. Facing a budget reduction target of approximately \$40M, Jeffco leadership recognized the importance of strategic collaboration. The Employee Summit included two representative members from the Board of Education, Jefferson County Employee Association, the Classified School Employee Association, Jefferson County Administrators Association and District Cabinet. The Employee Summit was charged with the comprehensive and strategic evaluation of the budget balancing options. As a result of the Summit, this thoughtful team provided a package of recommended budgetary solutions for the 2011/2012 Budget. The \$37.5 million dollar package includes adjustments to compensation structures, programmatic reductions, staffing reductions, facility consolidations and fee increases. This 2011/2012 Budget incorporates the Summit budget package. Below is a high level summary of the Summit recommendations:

Compensation

Perhaps the most significant component of the Summit recommended package is the across the District three percent reduction in compensation including two student contact furlough days and a reduction in work year of four days. This compensation adjustment equates to nearly \$16 million (or 42 percent) of the \$37.5 million reduction package. Additionally, effective September 2012, compensation increases for the acquisition of educational credits (commonly referred to as Level increases) will be suspended indefinitely.

Jobs

The Summit recommendation includes the elimination of approximately 206 positions in the 2011/2012 school year. The eliminated positions include administrators, teachers, other licensed and support staff. The majority of these reductions were taken from the remaining reductions on the list developed as part of the 2010/2011 budget process. Jeffco has been reducing programs and implementing efficiencies for several years. Historic reductions have been more heavily in the central and support areas with the thoughtful intention of keeping the impact as far away from the classroom as possible. Unfortunately, with the magnitude of current reductions required, it is no longer possible to avoid classroom impacts.

Programmatic Impacts

Although the suspension of the Outdoor Education Laboratory program (OEL) is included in the Summit recommendations, the community is organized and working to develop a viable plan to raise the necessary private funds to continue the program, this budget reflects the recommended suspension of OEL.

School Consolidations

The closures of Martensen Elementary and Zerger Elementary schools are included in the 2011/2012 Budget. Detailed information and planning for school closures can be found on the District's website. These schools, combined with the closure of Russell Elementary in 2010/2011, make for three school closures in two years. Based on the information from the Facilities Master Plan, compounded with the challenging economic times, it is possible that other closures could follow in upcoming years. Reductions involving facilities and affecting individual communities are among the most difficult for the staff and community alike.

Other Reductions

The detailed list of reductions can be found on page 56 of this document.

The strategic collaborative work of the Employee Summit has facilitated the development of this budget. The recommendations come with many implementation challenges. The Summit participants continue to coordinate the details of implementation. Leadership is committed to intensive and timely communications.

General Assumptions

Consistent with prior years, certain general assumptions are incorporated into the budget development for the current and out-year projections. The two most financially significant assumptions include the legislatively mandated increased cost of the District's contribution to the Public Employee Retiree Association (PERA) and the unrelated, but offsetting savings resulting from retirements and employee turnover.

The District is legislatively mandated to increase the employer contribution to PERA by 0.9 percent again in 2011/2012. This increase costs the district approximately \$5.0 million throughout all funds. This increase is part of employee compensation and contributes to ensuring the retirement system for employees remains sound. This mandated 0.9 percent annual increase will continue each year until 2016/2017 at which time the employer contribution to PERA will exceed 20 percent.

As experienced staff retires or leaves the District, there are savings from the lower cost of new hires. The 2011/2012 Budget includes approximately \$5 million dollars in this employment cost savings.

What Our Public Should Know

Strategically Conservative

Despite significant reductions in funding from the State, Jeffco has been better-positioned than most districts in Colorado. Between 2005 and 2008, Jeffco strategically built up General Fund operating reserves by conservatively appropriating mill levy override revenues and conservative spending practices. The reserves have been available to mitigate the level of reductions required to endure these decreasing revenues. These reserves are a District savings account. Without other sources to replenish reserves, reserves will soon be spent down to mandated levels and will no longer be available to mitigate required budget reductions.

Economic Uncertainty Remains

The State continues to face troubling economic times. As the State negotiates through unprecedented budget balancing efforts, K-12 funding will continue to feel the negative impact of additional reduced funding. With K-12 representing more than 42 percent of the State's budget and the State working through a \$1.1 billion dollar budget gap through the 2011/2012 and 2012/2013 fiscal years, K-12 funding will continue to be negatively impacted.

Limited Choices

Jeffco's choices are all about people. We serve more than 85,000 students, and strive to meet the demands of more than 545,000 citizens. Jeffco's budget is labor-intensive with more than 80 percent of expenditures (General Fund) directed to employee salaries and benefits. These budget recommendations impact people, positions and employee compensation.

Solid Plan for Challenging Times

No doubt, this budget impacts our organization and introduces necessary systemic change. Even with continued efforts to mitigate the impact of this plan, these recommendations will be felt throughout the organization. The 2011/2012 reductions of \$37.5 million are not the end of the District's budgetary challenges. Assuming further revenue reductions in the near future, planned reductions of \$42.0 million for 2012/2013 and an additional \$34.0 million in 2013/2014 will be required. We believe this plan is solid and sets the foundation for the next few years.

Focused on Student Achievement

The District remains focused on student achievement. Student achievement has been a priority filter in the development of this budget. Our Mission: ***To provide a quality education that prepares all children for a successful future.***

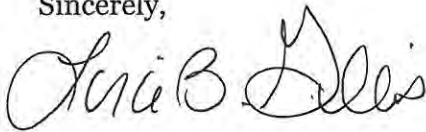
This budget incorporates the most comprehensive information available. The economic recovery continues to be precarious and volatile. As conditions change, reactionary measures

taken by the State will continue to affect Jeffco's funding. The District continues to be responsible and to follow a long-term sustainable approach to financial planning and decision making. This document provides detailed information on processes by which the budget is developed and the decisions that are incorporated into the short and long-term planning.

Public Hearings were held on April 5th and May 5th prior to the adoption of the 2011/2012 Budget. We are very grateful for the many individuals who provided ideas, opinions, passions and beliefs into this process. We believe all recommendations and decisions remain focused on the students of Jefferson County and the mission of the District.

If you have any questions, or should you require additional information, I can be reached at (303) 982-6762.

Sincerely,

A handwritten signature in cursive script that reads "Lorie B. Gillis". The signature is written in black ink and is positioned to the right of the word "Sincerely,".

Lorie B. Gillis
Chief Financial Officer

Table of Contents

Introductory Section

| | |
|-----------------------|---|
| Introduction | 3 |
| Economic Outlook..... | 4 |

Organizational Section

| | |
|--|----|
| Organizational Chart..... | 11 |
| Mission of the District | 12 |
| Budget Objectives | 16 |
| Budget Development Process..... | 17 |
| Budget Development Cycle and Calendar | 18 |
| Fund Types and Basis of Budgeting and Accounting | 19 |
| Financial Policy..... | 20 |

Financial Section

| | |
|--|-----|
| Description of Funds | 35 |
| Two Year Comparison of Funds | 37 |
| Consolidated Summary of Fund Balances Sources and Uses | 38 |
| Consolidated Fund Summary | 40 |
| General Fund | 45 |
| General Fund Assumptions..... | 46 |
| General Fund Revenue Sources and Classifications..... | 48 |
| General Fund Expenditure Uses and Classifications | 53 |
| General Fund Compensation | 55 |
| Budget Reductions..... | 56 |
| General Fund Reserves | 58 |
| General Fund Summary | 60 |
| School Summary Report | 63 |
| Elementary Level | 65 |
| Elementary Level Detail..... | 66 |
| Middle Level | 69 |
| Middle Level Detail..... | 70 |
| Senior Level | 73 |
| Senior Level Detail..... | 74 |
| Option | 77 |
| Option Detail | 78 |
| Athletics and Activities | 81 |
| Board of Education | 85 |
| Custodial | 91 |
| District Leadership & Communications | 95 |
| Districtwide | 109 |
| Educational Technology..... | 115 |
| Field Services | 121 |
| Financial Services | 133 |
| Human Resources | 143 |
| Instructional Data Services..... | 153 |
| Learning and Educational Achievement | 159 |

| | |
|--|------------|
| School Management | 167 |
| Student Success | 177 |
| Telecom, Network and Utilities | 201 |
| Transportation | 205 |
| Capital Project Funds | 211 |
| Districtwide Facilities Master Plan | 216 |
| Impact of Capital Expenditures on Operations..... | 222 |
| Capital Renewal Projects | 225 |
| Capital Funds Project Schedule | 228 |
| Debt Service Fund..... | 231 |
| Debt Services Fund Amortization Schedule..... | 232 |
| Debt Service Fund Budget..... | 234 |
| Special Revenue Funds..... | 237 |
| Campus Activity Fund Budget | 238 |
| Grants Fund Budget..... | 240 |
| Transportation Fund Budget | 242 |
| Enterprise Funds | 245 |
| Food Service Fund Budget | 246 |
| Child Care Fund Budget..... | 248 |
| Property Management Fund Budget | 250 |
| Internal Service Funds | 253 |
| Employee Benefits Fund Budget..... | 254 |
| Central Services Fund Budget..... | 256 |
| Technology Fund Budget | 258 |
| Insurance Reserve Fund Budget | 260 |
| | |
| Informational Section | |
| Jefferson County General Information | 264 |
| Student Enrollment | 269 |
| General Fund Operating Revenue per Pupil | 271 |
| General Fund Operating Expenditures per Pupil..... | 272 |
| Elementary School Statistics..... | 273 |
| Middle School Statistics..... | 274 |
| Senior High School Statistics..... | 275 |
| Option School Statistics | 276 |
| Charter School Statistics..... | 277 |
| Elementary School Allocations | 278 |
| Middle School Allocations | 279 |
| Senior High School Allocations..... | 280 |
| Budget Allocations-Elementary Level..... | 281 |
| Budget Allocations – Middle Level | 282 |
| Budget Allocations – Senior Level | 283 |
| Budget Allocations – Option..... | 284 |
| Budget Allocations – Charter..... | 285 |
| Budget Allocations by Division | 286 |
| Full Time Equivalent (FTE)..... | 287 |

| | |
|--|-----|
| Staffing by Category | 288 |
| General Fund Staffing by Account | 292 |
| Staffing Reconciliation..... | 294 |
| Accountability Systems | 297 |
| CSAP Testing Results | 298 |
| ACT Results | 306 |
| Jeffco Statistics | 307 |
| Performance Measures | 307 |
| Board Resolutions..... | 321 |
| Glossary | 329 |



Introductory Section



Introduction

Demographics

Jefferson County School District, R-1 is the largest school district in the State of Colorado serving nearly 85,000 students annually and is the 36th largest district in the nation¹. The district encompasses over 773 square miles and is located approximately 10 miles west of downtown Denver and extends into the surrounding foothills. The district includes the cities of Arvada, Edgewater, Golden, Lakewood, Wheat Ridge, and parts of Broomfield, Littleton and Westminster. It also includes the towns of Bow Mar, Morrison and the unincorporated areas of Evergreen and Conifer. The population of Jefferson County is approximately 545,000.

Jefferson County School District includes a wide variety of facilities including 153 schools, bus terminals, stadiums, district offices, and operational and training facilities. The district is also the largest employer in Jefferson County with over 14,000 full and part-time employees including substitute and temporary employees. Of that 14,000 total, there are over 5,000 licensed staff. Additional detailed staffing information can be found later in this book.

Overview

Like all school districts in Colorado, Jeffco is facing extreme budget challenges in the development of the annual budget. Due to the state of the economy and several other financial factors, the State of Colorado continues to face financial instability and was forced to make mid-year funding rescissions during 2010/2011. Furthermore, the State has had to make dramatic adjustments to the 2011/2012 budget which has resulted in a sizeable reduction to 2011/2012 funding for K-12 public education in the State of Colorado.

This document provides a comprehensive summary of Jeffco School District. It includes:

- ✦ An overview of the organization
- ✦ The mission, objectives, and values of the district
- ✦ A summary of the financial status of the district
- ✦ Initiatives and reductions
- ✦ A summary of staffing and enrollments
- ✦ Performance data for schools and departments
- ✦ Statistical data

¹ National Center for Educational Statistics 2009-2010 Annual Report

Economic Outlook

National

Our national economy is slowly beginning to emerge from the economic crisis that began late in 2007 which has come to be known as the Great Recession. By the end of 2009 the national unemployment rate, which is one of the most significant economic status indicators, was over 10 percent which equated to 15.4 million people without a job.

The massive economic expansion in the decade leading up to the Great Recession was mainly fueled by unprecedented consumption of goods and services and the boom and bust cycle of the housing market. Risky credit practices encouraged irresponsible consumption on a large scale including real estate purchases. Once the nation suffered the collapse or near collapse of several large banking institutions, consumers began to lose confidence in markets and business. Spending declined sharply and the economy constricted. Consumer spending accounts for over 70 percent of the capital infusion into the national economy. When this influx is reduced, every part of the economic system is affected. Businesses must reduce their workforce resulting in higher unemployment which means consumers have less disposable income to pump back into the economy. Investments make up another 13 percent of the Gross Domestic Product (GDP). With no credit flowing and financial institutions faltering, the investment contribution also contracted, further aggravating the financial downfall.

The Presidential administration responded with the most wide-reaching fiscal policy reform in the history of the United States. Government purchased debt from mortgage lenders, extended lines of credit to industry and banking institutions, Federal Reserve interest rates were lowered to nearly 0 percent, and the American Recovery and Reinvestment Act (ARRA) was implemented with a price tag of \$787 billion. The ARRA package included greatly diversified actions such as tax cuts and increased government spending totaling nearly 5 percent of the GDP over a two year period which was entirely responsible for the drastic rebound in GDP for 2009 and 2010. During the last three quarters of 2009 the GDP demonstrated improvement over three consecutive fiscal quarters of more than 12 percentage points. Since the beginning of 2011 the GDP has leveled off and has even shown a slight decline as the stimulus program draws to a close.

While retail sales and car sales continue to slowly improve, the housing market is still in a fragile state. Foreclosures remain high and new housing starts are low. This has crippled the construction industry and is a big contributor to the high unemployment numbers.

Colorado

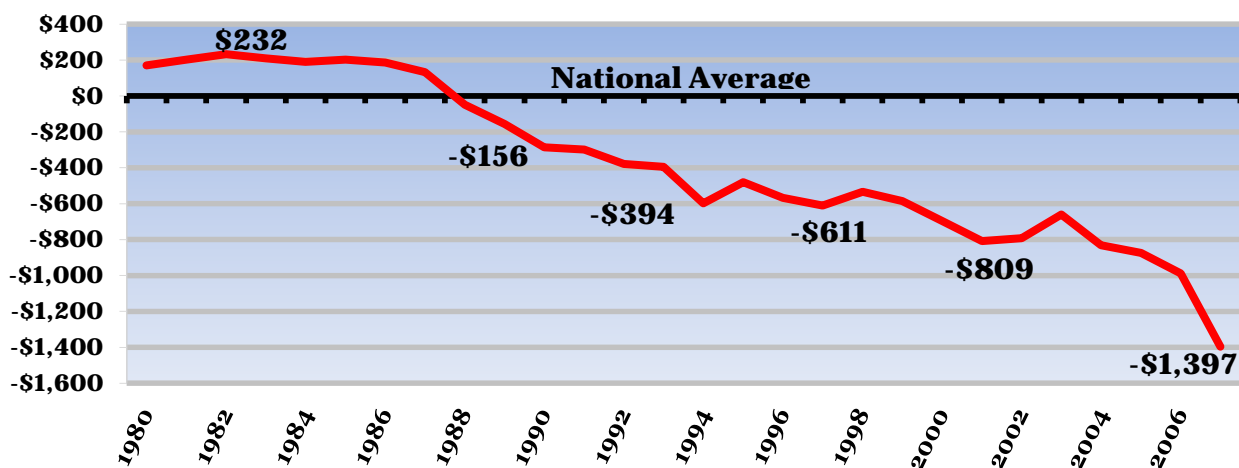
The State of Colorado continues to find itself in a financial crisis. Several factors have played a part in the current year actions that the State has taken in its budget balancing efforts. In order to balance the current year's budget, the State of Colorado began the year by reducing the level of K-12 funding by 6.6 percent or \$381 M. As more current projections came in, the State had to make additional funding rescissions to K-12 education for 2010/2011. The first rescission was related to Federal funds. The Federal government awarded Education Jobs funding in an attempt to assist public education and alleviate some of the drastic cuts that have been made over the past few years. The second piece of the rescission was related to State American Recovery and Reinvestment (ARRA) funds. These additional one-time funds were intended to aide school districts during the current climate of shrinking budgets. Unfortunately, the State of

Colorado saw these funds as an opportunity to pull back funding from the K-12 State allocation. The Education Jobs and ARRA funds combined to equal \$216 M in additional funding for Colorado public schools. However, the State rescinded an equal amount of \$216 M or 4 percent from the previously awarded K-12 allocation which, in essence, left districts with flat funding instead of in an improved position. In addition to the rescission equal to the Education Jobs and ARRA funds, the State was forced to enact additional rescissions to cover funding impacts of higher than anticipated enrollment and lower than anticipated local property tax revenue. With property values declining, the local portion of funding received by school districts from tax collections is also declining. Under Colorado State law, the State portion of funding must grow to maintain consistent, total district funding. However, Colorado had no remaining funds with which to cover the shift from local funding to State funding and announced a further reduction to current year K-12 funding levels.

The outlook for the 2011/2012 State budget is even more disturbing. Colorado is facing a budgetary gap between revenue and expenditures of more than \$1.1 B heading into fiscal year 2011/2012. The State's budget balancing plan aims to cover this shortfall over the next two fiscal years in nearly equal parts. For 2011/2012 the State has proposed spending cuts equal to \$500 M for its General Fund budget. Since K-12 public education makes up over 42 percent of the State's General Fund, the reductions to K-12 funding will be substantial. The current plan places the K-12 reduction of funding at nearly \$375 M for 2011/2012. The magnitude of this level of cuts is difficult. Some officials are anticipating that the 2012/2013 State budget will include cuts of another \$500 M in order to address the full \$1.1 B shortfall. This could mean another \$375 M in cuts for K-12.

The graph below illustrates how far Colorado was lagging behind the national average for State funding of K-12 education through 2007. The recent few years have only widened the gap between Colorado and the national average. The drastic reductions have further detracted from the abysmal level of funding that Colorado districts have with which to educate the children of the State.

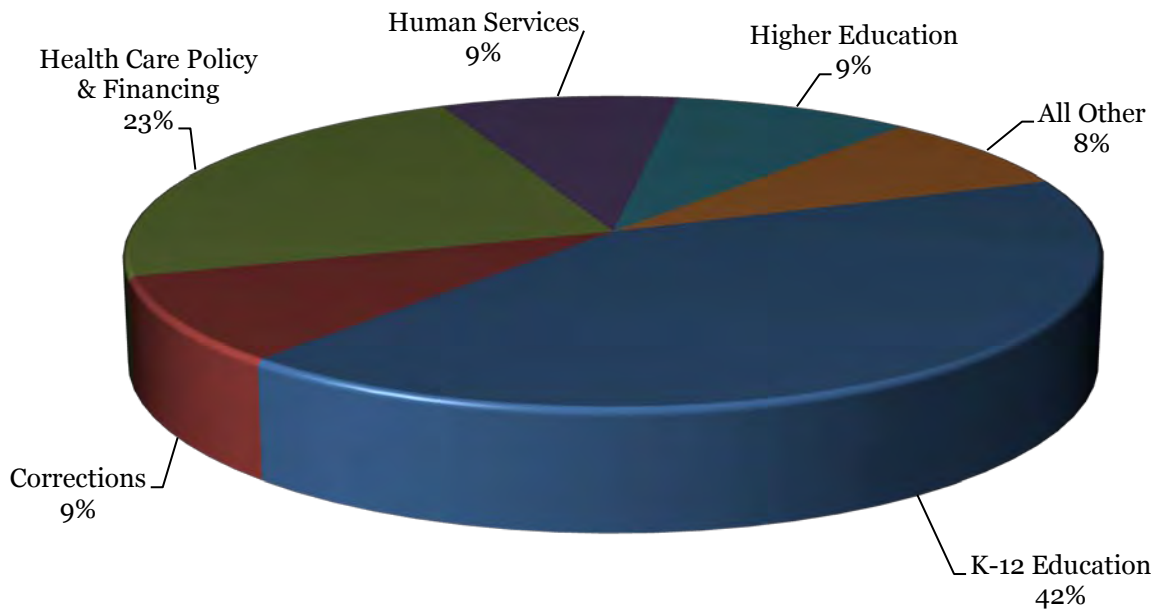
K-12 Per-Pupil State Funding: Colorado vs. National Average
Source: National Center for Education Statistics



The following graph illustrates the distribution of the State's 2011/2012 General Fund budget. As stated previously, K-12 education receives the majority allocation, so State fiscal hardships and

the resulting actions will continue to most significantly impact K-12 public education. This in turn, creates dire financial consequences for every school district in the State of Colorado and for the quality of education that districts will be able to provide to the students.

State of Colorado FY 2012 Major Department Share of General Fund

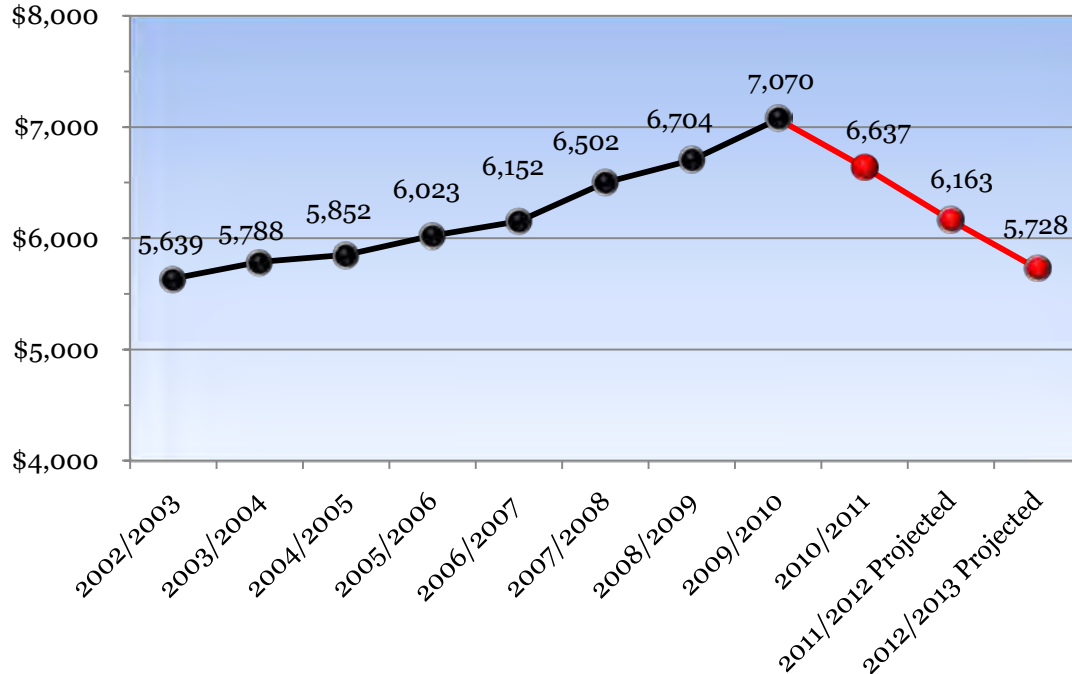


Source: Governor's 2011/2012 Budget Request February 2011

Local

Jeffco has and continues to face significant funding reductions from the State. Jeffco had to adjust for State funding reductions of more than \$38 M for 2010/2011 and additional mid-year rescissions during 2010/2011 totaling more than \$24 M. The State will additionally reduce at least \$19 M from Jeffco's 2011/2012 budget plus additional 2011/2012 mid-year rescissions are likely. 2012/2013 seems to be even bleaker with additional cuts possible in the \$35 M plus range for Jeffco. The following graph depicts the amount of per pupil funding that Jeffco has or is projected to receive. The drastic impact of Jeffco's funding level is evident.

Jeffco's Total Per Pupil Funding



In addition to the State funding crisis, the two-year stimulus funds which Jeffco received through the American Recovery and Reinvestment Act (ARRA) ended in 2010/2011. So Jeffco must further adjust the budget to reflect not only the devastating decline of State funding but also the loss of Federal stimulus funds all in the same year. The cumulative effect is that during the four year period from 2009/2010 through 2012/2013 Jeffco has or plans to reduce total bottom line spending by nearly \$80 M.

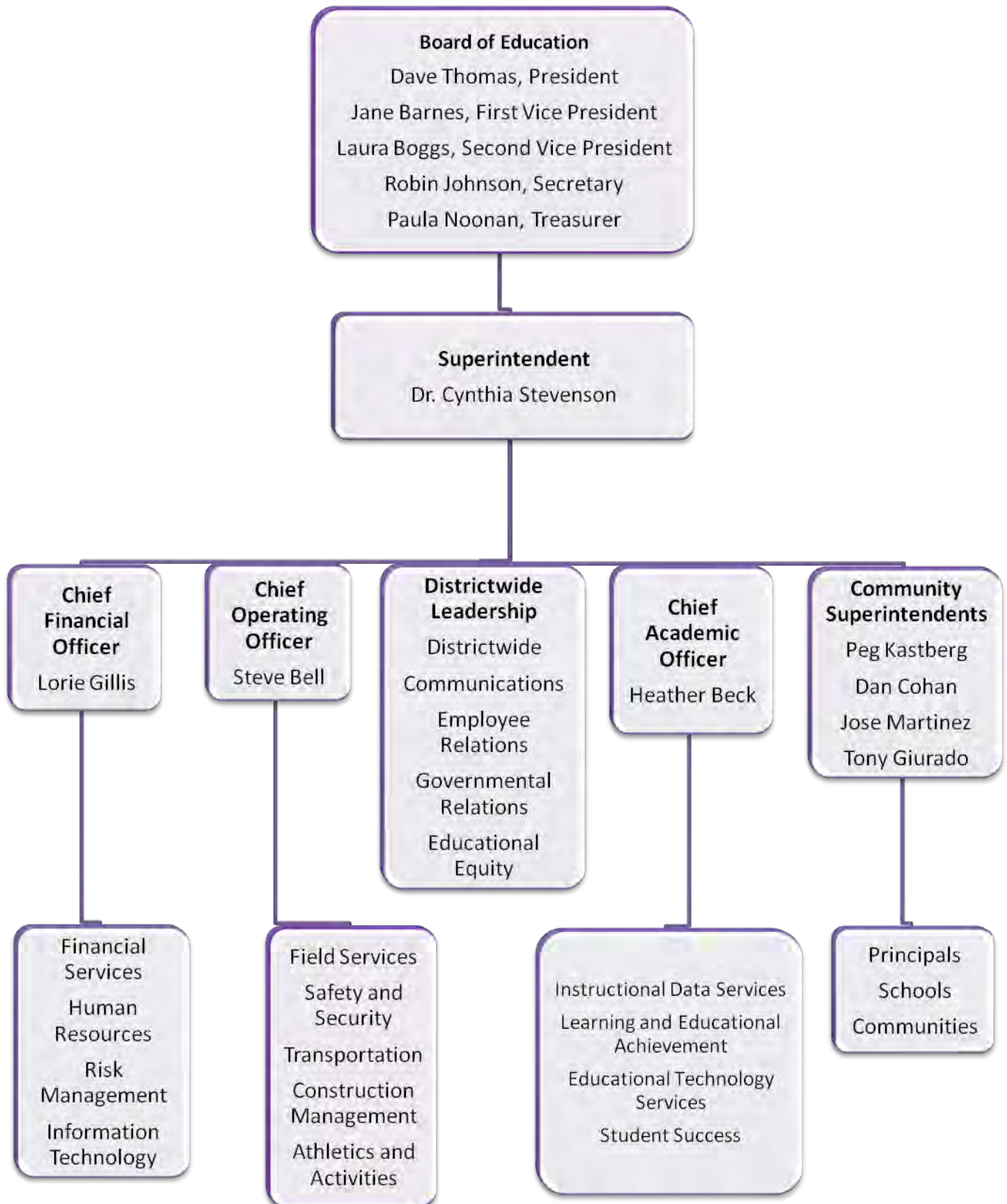
Legislative Actions

Jeffco is one of many plaintiffs in a lawsuit against the State of Colorado. Supreme Court Case; Lobato v. State of Colorado is claiming that the children in the State of Colorado are being denied their constitutional right to a quality public school education as a result of the Colorado Public School Finance Act of 1994 and the guidelines on funding that it follows. An October 2009 report issued by the Colorado Department of Education cited that Colorado public education funding would need to be increased by \$ 2.8 B just to bring Colorado public education per pupil expenditures up to the national *average*. That study was conducted prior to reduced funding and rescissions of more than \$900 M for Colorado K-12 funding since 2010. In the meantime, Jeffco is doing everything possible to navigate through these unprecedented times and cope with the impacts that will be felt by the educators and the children of Colorado.



Organizational Section





Mission of the District

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

Ends Policies

1. Every student will master the Colorado Content Standards at grade level.
2. Every student will achieve one year's growth or more as needed to 'catch up' in every year of school and be ready for the next level.
3. Every student will graduate career and workforce and/or post secondary ready.
4. Every student will learn in a caring, safe, and engaging school environment that maximizes parental involvement and encourages community support.
5. Every student will become a responsible citizen.
6. Every student will be taught by an effective teacher in a school led by an effective principal.
7. Every employee will work in a positive workplace environment.
8. The Jeffco Board will be effective and responsible and will function as a highly effective team.

Call to Action: Building Bright Futures 2010-2012

Goals

- All students graduate prepared for continued learning and the world of work in the 21st century.
- All employees are accountable for a high performing organization.

Objectives

Business & Finance

1. Ensure the alignment of resources to increase student achievement and organizational effectiveness. *(BOE Ends Policies: 1, 2, 3, 8)*
2. Provide information technology that is current, safe, flexible, and effective. *(BOE Ends Policies: 1, 2, 3, 8)*
3. Ensure a workforce that is diverse, qualified, and skilled. *(BOE Ends Policies: 1, 2, 3, 4, 5, 6, 7, 8)*
4. Ensure a solvent financial position within all funds, schools, and departments. *(BOE Ends Policies: 7, 8)*

Community

1. Ensure the district reaches out to the community and continuously builds support for Jeffco Schools. *(BOE Ends Policies: 4, 8)*
2. Ensure staff, community, and parent/family involvement focuses on increased student achievement. *(BOE Ends Policy: 4)*

Instruction

1. Ensure high quality research, development, and training of educational tools for staff and students. *(BOE Ends Policies: 1, 2, 3, 6)*
2. Ensure a systemic district focus on accelerating growth for students with moderate needs. *(BOE Ends Policies: 1, 2, 3)*
3. Ensure a systemic district focus on accelerating growth for males in writing. *(BOE Ends Policies: 1, 2, 3)*

4. Ensure a systemic district focus on accelerating 'catch up' students to proficiency and 'move up' students to advanced. *(BOE Ends Policies: 1, 2, 3)*
5. Ensure a district wide secondary student engagement focus. *(BOE Ends Policies: 1, 2, 3, 4, 6)*
6. Ensure systemic district support for increasing student achievement at schools identified as Improvement, Priority Improvement, and Turnaround. *(BOE Ends Policies: 1, 2, 3, 6)*

Leadership

1. Ensure implementation of strategies and systems to improve both student achievement and organizational performance. *(BOE Ends Policy: 6)*
2. Ensure a culture of high performance in all schools and in all departments. *(BOE Ends Policies: 1, 2, 3, 4, 6)*
3. Ensure district accreditation through increased student achievement. *(BOE Ends Policies: 1, 2, 3)*
4. Ensure effective communication with employees, community members, and the media. *(BOE Ends Policy: 4)*
5. Ensure values driven leadership in all schools and in all departments. *(BOE Ends Policies: 6, 7)*

Schools

1. Ensure that student achievement is increasing in every school regardless of gender, race/ethnicity, socioeconomic status, or special needs. *(BOE Ends Policies: 1, 2, 3, 5, 6)*
2. Ensure instructional staff development for teachers and for administrators results in improved skills to increase student achievement. *(BOE Ends Policies: 1, 2, 3, 5, 6)*
3. Ensure a safe, welcoming, caring, and collaborative community. *(BOE Ends Policies: 4, 5)*
4. Ensure the alignment of resources to increase student achievement and organizational effectiveness. *(BOE Ends Policies: 1, 2, 3, 6)*

Support Services

1. Ensure facilities are assessed, planned, designed, and constructed to meet the needs of students, staff, and community. *(BOE Ends Policies: 4, 7, 8)*
2. Ensure Food and Nutrition Services is managed to provide nutritious meals while maintaining efficient and cost effective operations. *(BOE Ends Policies: 4, 7, 8)*
3. Ensure a safe learning and working environment for all school and department personnel. *(BOE Ends Policies: 4, 5)*
4. Ensure safe and efficient transportation services. *(BOE Ends Policies: 4, 5, 7, 8)*
5. Ensure facilities are maintained efficiently and cost effectively to meet the needs of students and staff. *(BOE Ends Policies: 4, 8)*

Strategic Planning

Jefferson County Public School District constantly strives to improve the quality of education for our students. The Call to Action, along with the budget development process, further aligns resources with the district's mission of providing a quality education that prepares all children for a successful future. The district has established a Strategic Planning Advisory Council which includes the Superintendent, Chief Academic Officer, Chief Operating Officer, Chief Financial Officer, Community Superintendents, the Board of Education, and representatives of the following groups: parents, businesses, higher education, city/county governments, employee organizations, and school

accountability committees. The purpose of the Strategic Planning Advisory Council is to:

- Advise the district in meeting the requirements set forth in state law and the Colorado Department of Education regulations regarding accountability.
- Gather data on students, parents, staff, and community needs related to education.
- Advise the district on the development and implementation of the district’s Strategic Plan, including mission, goals, objectives, indicators, and targets.
- Increase community awareness of the Strategic Plan and the school/department improvement process.
- Review the summary of school/department improvement plans.
- Make budget recommendations.
- Advise the district on the annual report to Jefferson County citizens.

Organizational Structure and Information

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

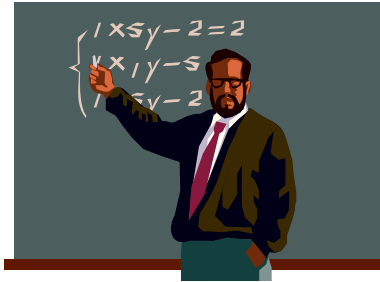
At the district level, the management structure comes in the form of a five member Board of Education. The Jeffco Board of Education determines district policy, authorizes the allocation of district resources, approves contracts with our employee associations, and is available for community comment and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

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

Below is additional information about Jefferson County Public School District:

| General Information | |
|----------------------------|------------------------------------|
| Level of Education Offered | Preschool – 12 th Grade |
| Year of Consolidation | 1950 |
| Form of Government | Elected Board of Education |
| Management | Appointed Superintendent |
| Accreditation | State of Colorado |
| Moody’s | Aa3 |
| Standard & Poors (S&P) | AA- |

Jefferson County School District sets the highest standards and expectations in regard to the teaching staff. The percentage of Jeffco teachers that have at least a Masters degree, far exceeds the average for both the Denver Metro Area and the State of Colorado. Jeffco considers having highly qualified teachers as set forth by the Federal guidelines of the No Child Left Behind Act which are implemented by the State of Colorado, is one of the single most important factors in successfully educating the students. Below is a chart that illustrates the level of education of Jefferson County Public School teachers in comparison to that of the Denver area and the State of Colorado.



| Level of Education for Teachers | | | |
|--|---------------------|-------------------------|----------|
| | Jefferson County | Denver Metro Area | Colorado |
| Less than a Bachelors Degree | 0.3% | 0.1% | 0.3% |
| Bachelors Degree | 41.8% | 44.9% | 47.5% |
| Masters Degree or more | 57.9% | 55.0% | 52.2% |

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

| Type/Level | # of Schools |
|----------------------------|-------------------------|
| Elementary | 92 |
| Middle | 19 |
| High | 17 |
| Option | 10 |
| Charter | 14 |
| Preschool Centers | 36 |
| Before & After School Care | 18 |

Budget Objectives

The Budget will:

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

The process will continue to:

- ✓ Meet specified deadlines while producing a comprehensive and accurate budget.
- ✓ Provide opportunities for community and staff input.
- ✓ Identify budget assumptions used for the development process.
- ✓ Use forecasting to anticipate future needs and resources.
- ✓ Review all programs and department budgets.
- ✓ Embrace new thinking and unique perspectives even when advocating for change.

Budget Development Process

1. Determine Available Funding

The School Finance Act, along with property tax revenue and voter approved mill levy revenues generate the majority of district revenues. Enrollment and inflationary changes are woven into projections to provide financially sound and conservative funding parameters. Decreases in State funding along with decreases in other revenue sources have demanded budget reductions and the use of cash reserves in order to balance the budget.

2. Define Desired Results based on the Call to Action

The district's Call to Action is used as a continuous benchmark by which decisions are made in the budgeting process. The mission of the district, the main goals and objectives of the Call to Action, and the Ends Policies of the Board of Education are included in this document.

3. Continuation of the Two-Year Plan

The budget development process for 2010/2011 created a two-year budget plan and included input from more than 3,000 employees, parents, and community members. The plan covered increases, legislated changes, compensation, and reductions. This plan was carried into 2011/2012 as the foundation for the budget.

4. Community Budget Forums

Board of Education members hosted several public forums to reintroduce the second year outline of the two-year plan and to communicate the changes to the budget situation. The forums solicited feedback from the community to take into the budget process.

5. Employee Summit

The State of Colorado announced their proposed 2011/2012 budget and the devastating reduction to K-12 funding. Jeffco was forced to re-open the budget discussions to cope with the further reduced revenues. Additional reductions were necessary to manage the budget. An Employee Summit was formed consisting of two members from each of the following bodies: The Board of Education, Jefferson County Education Association, the Classified School Employee Association, the Jefferson County Administrators Association, and district Cabinet. The task of the Summit was to review the proposed reductions and augment the list or replace items with more financially significant and/or educationally viable reductions.

6. Board of Education

Decisions were made based on the financial state of the district in conjunction with the Call to Action and Ends Policies of the Board of Education.

7. Public Input Process

Board of Education Public Hearing – Tuesday, April 5, 2011

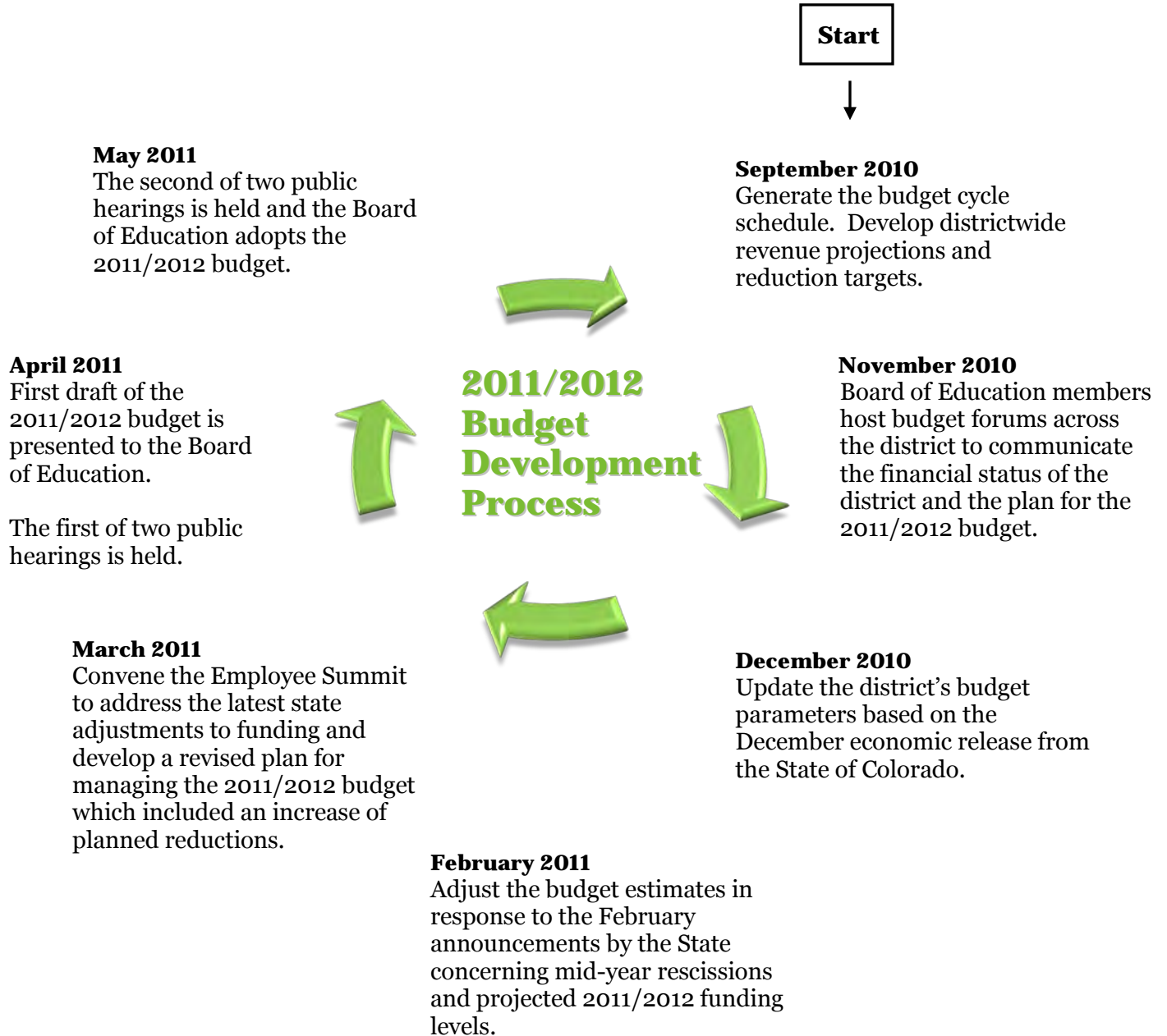
Board of Education Hosted Public Forums

- Saturday, April 16, 2011 at 3 separate locations
- Saturday, April 30, 2011 at 2 separate locations

Board of Education Public Hearing – Thursday, May 5, 2011

Board of Education adopts the 2011/2012 Budget – Thursday, May 5, 2011

Budget Development Cycle and Calendar



Fund Types and Basis of Budgeting and Accounting

The district budgets revenue and expenditures and appropriates all funds within the district. The district has the following fund structure:

| Fund Types | Basis of Budgeting | Basis of Accounting |
|---|--|---|
| Governmental Funds: <ul style="list-style-type: none"> • General Fund • Debt Service Fund • Capital Projects Funds • Special Revenue Funds <ul style="list-style-type: none"> Grants Fund Campus Activity Fund Transportation Fund | Modified Accrual – Revenues are recognized as soon as they are both measurable and available. Expenditures exclude amounts for salaries and benefits earned but unpaid and compensated absences are not accrued. Encumbrances lapse at year-end. | Generally Accepted Accounting Principles (GAAP) |
| Proprietary Funds – Business-type activities: <ul style="list-style-type: none"> • Enterprise Funds <ul style="list-style-type: none"> Food Services Fund Child Care Fund Property Management Fund | Full accrual – Recognition occurs when revenues are earned and expenses are incurred. Encumbrances lapse at year-end. | Generally Accepted Accounting Principles (GAAP) |
| Internal Service Funds: <ul style="list-style-type: none"> • Technology Fund • Central Services Fund • Employee Benefits Fund • Risk Management/ Insurance Reserve Fund | Full accrual – Recognition occurs when revenues are earned and expenses are incurred. Encumbrances lapse at year-end. | Generally Accepted Accounting Principles (GAAP) |

The Comprehensive Annual Financial Report (CAFR) shows the status of the district’s finances on the basis of GAAP. In most cases, this conforms to the way the district prepares its budget with the following exception:

- Salaries and benefits that are earned but unpaid and compensated absence liabilities are accrued and reported on a GAAP basis as opposed to being expended when paid (Budget basis).

Financial Policy

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

Balanced Budget

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

Adoption and amendment

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

Reserve requirements

Operating reserves for the General Fund must equal 4 percent of General Fund expenditures for the current fiscal year adopted budget. TABOR legislation requires an additional 3 percent reserve balance. Refer to Policy DAB on the following pages for further explanation.

Investments

All district funds that may be temporarily not needed will be invested to earn the maximum return while ensuring the safety of all district funds. Adequate funds must remain available at all times to promptly meet the district's general obligations. Refer to Policy DFA/DFAA on the following pages for further explanation.

Indebtedness

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

Capital

Capital reserves are governed by State statute which includes limitations on transfers and expenditures from the reserve fund. Unencumbered moneys may be transferred to the insurance reserve fund with Board approval and in accordance with State law. Expenditures are limited to acquisition of land, construction improvements on new or existing structures, and the acquisition of equipment, furnishings, etc. Expenditures exceeding \$2,500 must be adopted by the Board of Education along with any changes to the scope of a project as outlined in the project plan. Refer to Policy DCA on the following pages for further explanation.

Policy DA

FISCAL MANAGEMENT GOALS

Adopted: June 26,1997

Revised: June 5, 2003

As trustee of community, state and federal funds allocated to support education at the local level, the District has the responsibility to protect the funds and use them wisely.

Recognizing that the quantity and quality of learning programs are related to both the amount of funding provided and the effective and efficient management of those funds. Therefore, the District seeks to achieve the following fiscal management goals:

- To use the best available techniques for budget development and management.
- To assure advance planning through the best possible budget procedures.
- To provide a level of funding which supports quality education for the students of the District.
- To provide timely and appropriate information to all staff members who have fiscal management responsibilities.
- To establish efficient procedures for accounting, purchasing, paying vendors and personnel, and all other areas of fiscal management.
- To establish procedures which will result in the greatest possible returns from the investment of District funds while taking into account the risks, ratings and other characteristics of investments.
- To assure that funds are expended for the purposes for which they were budgeted.

Policy DB

PREPARATION AND ADOPTION OF ANNUAL OPERATING BUDGET

Adopted: June 26, 1997

Revised: August 29, 2005

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

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

Each year the superintendent shall cause to be prepared a budget preparation calendar which shall ensure that all deadlines established by law for budget presentation, hearings and adoption and for certification of amounts to be raised by school tax levies are met by the school district.

The budget shall be comprised of sections such as the introductory, organizational, financial and informational sections and should show aggregate to detailed information which is understandable by a lay person reviewing the district's budget. The budget format shall itemize expenditures of the district by fund and per pupil. It shall describe the expenditure and show the amount budgeted for the current fiscal year and the amount budgeted for the ensuing fiscal year.

The superintendent has overall responsibility for budget preparation, budget presentation and budget administration, but may delegate portions of this responsibility to other district personnel.

The superintendent's proposed budget for the ensuing year shall be submitted to the Board of Education at least 30 days prior to the beginning of the next fiscal year.

The office of Budget Management shall cause a notice to be published stating that the proposed budget is on file and available for inspection in the principal administrative offices of the district during normal business hours. The notice shall also state the place, date, and time that the proposed budget will be considered for adoption. Such notice shall also indicate that any person who pays school taxes in the district has the right to register his or her views concerning the proposed budget.

The Board shall officially adopt the budget and an accompanying appropriation resolution prior to the beginning of the fiscal year.

After adoption of the budget, the budget may be reviewed and changed with respect to both revenues and expenditures at any time prior to October 15 of the fiscal year for which adopted. After October 15, the budget shall not be changed except as otherwise authorized by state law including declaration of a fiscal emergency.

If money for a specific purpose other than ad valorem taxes becomes available to meet a contingency after October 15, the Board may adopt a supplemental budget for expenditures not to exceed that amount.

The adopted budget and appropriation resolution shall be placed on file in the administration building and a certified copy filed with the Colorado Department of Education no later than October 15 of the fiscal year for which adopted.

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

Budget preparation shall include active citizen involvement.

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

LEGAL REFS.:

C.R.S. 22-44-101 through 22-44-116

C.R.S. 29-1-103 (3) (budget to reflect lease-purchase payment obligations)

CROSS REF.:

[AE, Accountability/Commitment to Accomplishment](#)

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

Note: This policy will be updated to reflect legislated changes regarding the extended timeframe for adopting a revised budget.

Policy DAB

FISCAL MANAGEMENT - FUND BALANCE/NET ASSETS AND CASH BORROWING

Adopted: February 25, 1999

Revised: June 15, 2006

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

Criteria

1. **Maintain a Positive Cash Balance.** As per Colorado revised statute 22-44-113, interfund borrowing requires prior approval from the Board of Education. Approved borrowings will also define the terms of repayment.
2. **An Asset Sufficiency Ratio of One (1) Percent or Greater.** This is a state measure used for all districts to evaluate fiscal health. (Fund total assets/fund total liabilities = asset sufficiency ratio). Governmental funds are excluded from this calculation as they use a modified accrual basis of accounting.
3. **Three (3) Percent TABOR Reserves.** Debt service, capital projects and grants are not required to establish a TABOR reserve.
4. **Operating Reserves.** The General Fund will maintain a four (4) percent fund balance based on the current fiscal year adopted budget. (Accumulation of the full four (4) percent general fund balance will be completed by the end of the 2007-2008 fiscal year, unless otherwise approved by the Board). Debt service, capital reserve, capital projects, grants and campus activity funds are reserved or designated for special purposes in total. The proprietary funds will maintain a five (5) percent net asset reserve based on the prior year expenses.
5. **Positive Net Income.** The annual budget will include a positive net income that increases fund balance/net assets. A spend down of fund balance/net assets must be approved by the Board as required by Colorado revised statute 22-44-105. The spend down proposal does not preclude the criteria listed above.

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

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

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

The following table outlines the requirements for each fund:

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

LEGAL REFS.:

C.R.S. 22-32-109(1)(b)

C.R.S. 22-44-103(1)

CROSS REFS.:

[DA, Fiscal Management Goals](#)

[DB, Preparation and Adoption of Annual Operating Budget](#)

Policy DC

TAXING AND BORROWING (AND DEBT MANAGEMENT)

Adopted : June 26, 1997

Revised: August 29, 2005

[District Regulation DC-R](#)

Upon the approval of the electorate, the District may incur a bonded indebtedness which does not exceed 20 percent of the latest assessed valuation of the taxable property within the District.

The Board may authorize the issuance of long-term debt to achieve the following goals and objectives:

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

The Board may also authorize short term debt to ensure adequate cash flow needs on a fiscal basis and the following shall apply:

- Short term debt may be authorized on a fiscal basis with maturities not to extend past fiscal year end.
- An analysis of participating in the state's interest free loan program vs. issuing tax anticipation notes will be used to determine the most cost effective borrowing.

To accomplish these goals the District has developed the following guidelines for managing the District's debt, the Jefferson County School Finance Corporation and any future agency formed by the Board to assist in financing District activities.

1. The chief financial officer (assistant treasurer), under the guidance of the superintendent, is designated as the person responsible for implementing this policy and its procedures.
2. The chief financial officer (assistant treasurer) shall serve as the District's liaison with the investment banking community and will keep the Board, the superintendent and any financial advisors retained by the District informed about investment banking activities, changes in laws which affect the issuance or debt, and any topics which bear on the District's financial activities and needs.
3. When developing the District's financial plan, the superintendent and staff shall analyze the need for financial advisory or investment banking assistance in defining the District's financial goals and objectives, establishing its financial plan and preparing for the issuance of debt or the refinancing of existing debt. Based on that analysis, the superintendent may recommend that the District secure the services of financial advisory and/or investment bankers.
4. The type of financial advisory or investment banking services and the method of selecting the firm or firms to provide such services shall be determined by the Chief Financial Officer.
5. All investment banking firms or financial advisors employed by the District shall comply with the provisions and rules of the Municipal Securities Regulatory Board when performing services for the District.

6. The chief financial officer and chief operating officer shall determine whether to use a competitive bid or negotiated sale method for each transaction. All financing completed by the District shall be conducted in compliance with Colorado and federal statutes and regulations.

To ensure the financial soundness of the District and that funds required for purchase of major items such as school buses, copier machines, computers and other necessary items are consistent with District goals, the following processes will apply:

- All capital and operating leases that have the potential of committing District funds over multiple years must be approved by the chief financial officer,
- Any borrowing (multi-year agreements) that incur interest expenses should be avoided,
- Borrowing (multi-year agreements) with total repayments that exceed \$25,000 are not permitted without the prior approval of the chief financial officer.

The life expectancy of the products purchased must have a value that exceeds the repayment schedule of the products.

LEGAL REFS.:

C.R.S. 22-40-107

C.R.S. 22-54-110

C.R.S. 29-15-101 *et seq.* (Tax Anticipation Note Act)

Policy Executive Limitations (EL-5)

FINANCIAL PLANNING / BUDGETING

Adopted: June 15, 2000
Revised: November 15, 2007
Monitoring Method: Internal
Monitoring Frequency: Annual – March

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

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

1. Is not in a summary format understandable by a lay person.
2. Fails to itemize district expenditures by fund and by student (per capita).
3. Fails to adequately describe expenditures.
4. Fails to show the amount budgeted and the amount estimated to be expended for the current fiscal year and the amount budgeted for the ensuing fiscal year.
5. Fails to consider the recommendations made by each school-level accountability committee, via the Strategic Planning Advisory Council relative to priorities for expenditures of district funds.
6. Fails to disclose budget planning assumptions, including material changes in line item presentations.
7. Plans for the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period unless otherwise approved by the Board in a multi-year plan.
8. Reduces, without approval of the Board, the current cash reserves at any time to less than the minimum amount required by law for emergency reserves.
9. Fails to provide adequate and reasonable budget support for Board development and other governance priorities, including the costs of fiscal audit, Board and committee meetings, Board memberships and district legal fees (see Cost of Governance policy in Governance Process).
10. Fails to take into consideration fiscal soundness in future years or ignores the building of organizational capabilities sufficient to achieve ends in future years.
11. Fails to reflect anticipated changes in employee compensation including inflationary adjustments, step increases, performance increases and benefits.
12. Fails to provide projections, communication and understanding of reserve balances on a generally accepted accounting principle (GAAP) and budgetary basis.
13. Fails to maintain a four percent unallocated general fund balance reserve on a budgetary basis on June 30, 2008.
14. Fails to provide opportunity for board of education understanding, direction and decision regarding any spend down of general fund balance on a generally accepted accounting principle (GAAP) basis.

LEGAL REFS.:

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

Policy Executive Limitations (EL-6)

FINANCIAL ADMINISTRATION

Adopted: June 15, 2000

Revised: October 11, 2007

Monitoring Method: Internal and External

Monitoring Frequency: Quarterly; November, February,
May and September

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

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

LEGAL REFS.:

C.R.S. 22-32-109 (1) (i), (j), (k), (l) (Board duties concerning proper record keeping and annual audit)

C.R.S. 22-42-101 et seq. (bonded indebtedness)

C.R.S. 29-1-601 et seq. (local government audit law)

Policy DCA

MANAGEMENT OF CAPITAL RESERVES

Adopted: June 26, 1997

Revised: May 3, 2010

The capital reserve fund uses and limitations are specified by statute. Revenue for this fund is transferred from total program funding and from gifts, donations, and other sources.

Unencumbered moneys in this fund may be transferred to the insurance reserve fund by Board resolution in accordance with state law.

Expenditures from the capital reserve fund are limited by statute to:

- acquisition of land, improvements, construction of structures or additions to existing structures
- acquisition of equipment and furnishings
- alterations and improvements to existing structures where the estimated total cost of labor and materials is in excess of \$2,500
- acquisition of school buses or other equipment where the estimated unit cost is in excess of \$1000
- any installment purchase agreements or lease agreements with an option to purchase for a period not to exceed twenty years
- any lease agreement without the option to purchase entered into by a school district or a charter school
- any software licensing agreement in excess of one thousand dollars.

Expenditures will be prioritized by the Capital Improvement Work Committee, which is comprised of staff from the departments of Facilities Planning and Construction, Facilities Management, Budget and Finance, and the chief operating officer, and recommended to the Board for approval. Recommended expenditures shall be authorized and adopted by the Board at any regular or special meeting in compliance with Policy DJB, Purchasing Procedures. A project cost estimate will be prepared for each project.

All changes to the general scope of the capital program shall be reviewed by the Facilities/Capital Improvement Program Oversight Committee. Transfers of funds for reasons other than change in project scope will be governed by Board Policy DBJ Budget Transfers.

A capital reserve contingency account is authorized for the purpose of facilitating the changes necessary to complete the capital reserve funded projects within the Board approved program scope. The contingency will be maintained at a level which is reasonable for the number and type of projects which have been authorized. Transfers to and from this reserve will be subject to policy DBJ Budget Transfers.

CROSS REFS.:

[DBJ, Budget Transfers](#)

[DJB, Purchasing Procedures](#)

Policy DFA/DFAA

REVENUES FROM INVESTMENTS/USE OF SURPLUS FUNDS

Adopted: June 26, 1997

Revised: May 4, 2009

Delegation of Authority

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

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

Investment Objectives

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

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

Investment Management

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

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

Prudence

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

The standard of prudence to be used by investment officials will be the "prudent person" standard. It will be

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

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

LEGAL REFS.:

C.R.S. 11-10.5-101 et seq.

C.R.S. 11-47-101 et seq.

C.R.S. 24-75-601 et seq.

C.R.S. 24-75-701 et seq.

CROSS REFS.:

[DIB, Types of Funds/ Revolving Funds](#)

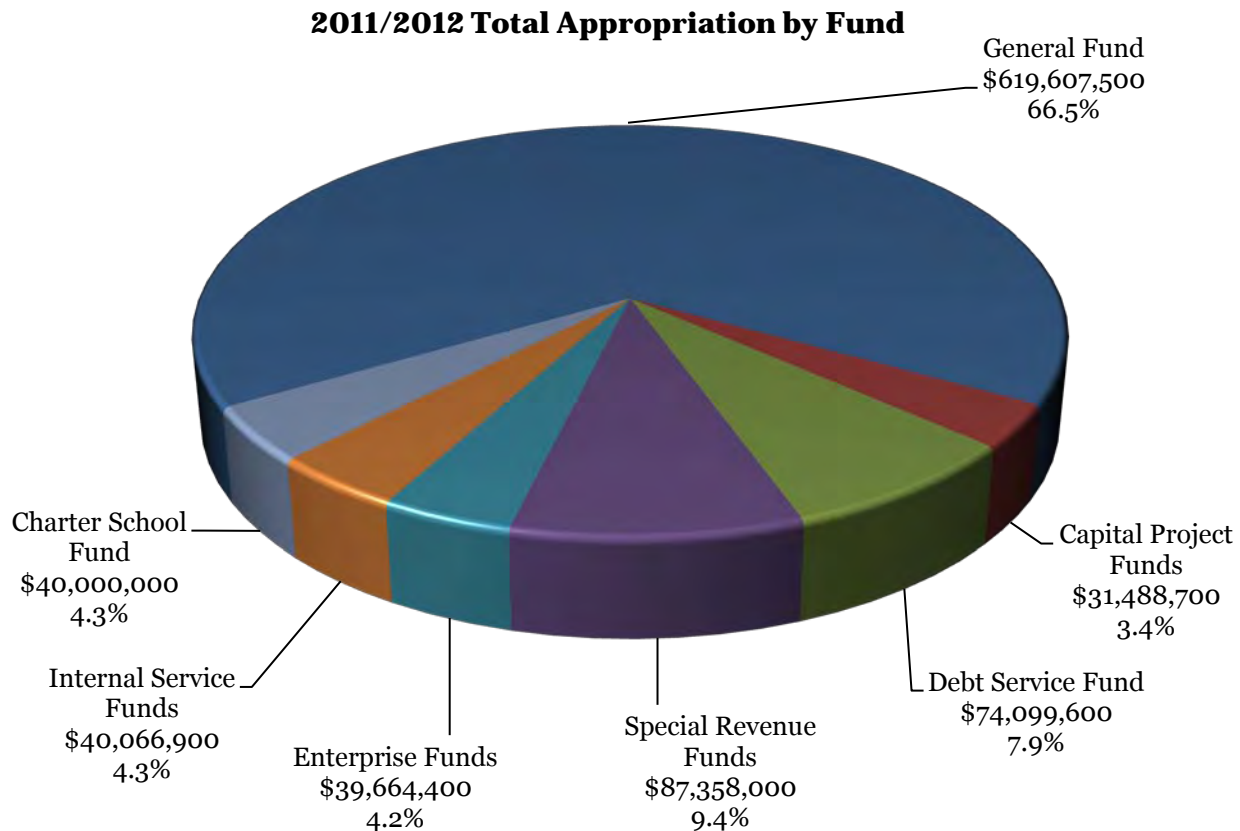
Financial Section



Description of Funds

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

The following pie represents the total district appropriation.







JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Two-Year Comparison of Funds

| | Total Appropriation 2010/2011 | Total Appropriation 2011/2012 | Amount Change | % Change | Reason for Change |
|--|--|--|--------------------------|-----------------|---|
| General Fund | \$646,345,600 | \$619,607,500 | (\$26,738,100) | -4.14% | Net decrease due to large budget reductions including a 3% reduction in employee compensation and transportation expenditures moving to the Transportation Fund. |
| Capital Project Funds | | | | | |
| Capital Reserve Fund | 41,759,700 | 31,488,700 | (10,271,000) | -24.60% | The transfer from the General Fund to the Capital Reserve Fund was decreased by \$ 3 million dollars as part of the budget reduction package for 2011/2012. |
| Debt Service Fund | 77,927,000 | 74,099,600 | (3,827,400) | -4.91% | Interest due on the Debt Service payments is lower in 2011/2012. |
| Special Revenue Funds | | | | | |
| Campus Activity Fund | 24,394,600 | 23,802,600 | (592,000) | -2.43% | Decrease in expenditures related to school fundraising, clubs, and activities. |
| Grant Fund | 47,400,000 | 43,151,800 | (4,248,200) | -8.96% | Decreased expenditures due to the completion of most ARRA Stimulus grants including Title I-A Services to Disadvantaged Students and IDEA Special Education grants. |
| Transportation Fund | - | 20,403,600 | 20,403,600 | - | The Transportation Fund was established in 2011/2012 as a result of charging fees for student transportation. |
| Enterprise Funds | | | | | |
| Food Service Fund | 25,663,900 | 24,048,500 | (1,615,400) | -6.29% | Food Services is reducing its labor force and altering the menu items being offered as the fund works towards a balanced budget. |
| Child Care Fund | 15,244,000 | 14,179,900 | (1,064,100) | -6.98% | Several programs of low participation are being closed in order to sustain a profitable fund. |
| Property Management Fund | 1,604,300 | 1,436,000 | (168,300) | -10.49% | Expenditures will decrease due to the elimination of the annual transfer to schools. |
| Internal Service Funds | | | | | |
| Employee Benefits Fund | 8,064,100 | 7,937,900 | (126,200) | -1.56% | Claim losses and administration lower in 2011/2012 to more accurately reflect expected expenditures. |
| Central Services Fund | 3,754,400 | 3,870,100 | 115,700 | 3.08% | Increased repair and maintenance costs expected for 2011/2012. |
| Technology Fund | 20,158,000 | 19,603,900 | (554,100) | -2.75% | Administration expenses and FTE reduced for 2011/2012. |
| Risk Management/ Insurance Reserve Fund | 9,852,800 | 8,655,000 | (1,197,800) | -12.16% | Claim losses and premium expenses expected to be lower for 2011/2012. |
| Charter School Fund | 55,000,000 | 40,000,000 | (15,000,000) | -27.27% | Purchase of building from debt issuance and capital lease refunding expenses drove appropriation up in 2010/2011. |
| Total All Funds | \$977,168,400 | \$932,285,100 | (\$44,883,300) | -4.59% | |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Consolidated Summary of Fund Balances Sources and Uses

| | Beginning Fund Balance 2011/2012 | Revenue & Other Sources | Transfers In | Total Revenue & Sources of Funds |
|--|---|--|---------------------|---|
| General Fund | \$115,592,800 | \$586,915,900 | - | \$586,915,900 |
| Capital Reserve Fund | 21,272,100 | 350,000 | 20,556,000 | 20,906,000 |
| Debt Service Fund | 72,208,700 | 81,405,000 | - | 81,405,000 |
| Campus Activity Fund | 10,228,400 | 23,284,000 | 500,000 | 23,784,000 |
| Grant Fund | 1,980,900 | 43,121,700 | - | 43,121,700 |
| Transportation Fund | - | 7,000,000 | 13,403,600 | 20,403,600 |
| Food Service Fund | 5,431,500 | 23,886,000 | - | 23,886,000 |
| Child Care Fund | 4,140,800 | 10,100,900 | 3,916,600 | 14,017,500 |
| Property Management Fund | 4,136,000 | 1,578,500 | - | 1,578,500 |
| Employee Benefits Fund | 13,680,300 | 7,130,000 | - | 7,130,000 |
| Central Services Fund | 1,991,300 | 3,508,700 | - | 3,508,700 |
| Technology Fund | 8,967,500 | 15,233,300 | 2,450,000 | 17,683,300 |
| Risk Management/Insurance Reserve Fund | 7,439,300 | 1,101,000 | 6,581,000 | 7,682,000 |
| Charter School Funds | 6,578,500 | - | 33,421,500 | 33,421,500 |
| Total All Funds | \$273,648,100 | \$804,615,000 | \$80,828,700 | \$885,443,700 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Consolidated Summary of Fund Balances Sources and Uses

| Total Available | Total Expenditures, Other Uses & Transfers Out | Estimated Ending Fund Balance 2011/2012 | Total Appropriation | Non-Appropriated Reserves |
|------------------------|---|--|----------------------------|----------------------------------|
| \$702,508,700 | \$619,607,500 | \$82,901,200 | \$619,607,500 | \$82,901,200 |
| 42,178,100 | 31,488,700 | 10,689,400 | 31,488,700 | 10,689,400 |
| 153,613,700 | 74,099,600 | 79,514,100 | 74,099,600 | 79,514,100 |
| 34,012,400 | 23,802,600 | 10,209,800 | 23,802,600 | 10,209,800 |
| 45,102,600 | 43,151,800 | 1,950,800 | 43,151,800 | 1,950,800 |
| 20,403,600 | 20,403,600 | - | 20,403,600 | - |
| 29,317,500 | 24,048,500 | 5,269,000 | 24,048,500 | 5,269,000 |
| 18,158,300 | 14,179,900 | 3,978,400 | 14,179,900 | 3,978,400 |
| 5,714,500 | 1,436,000 | 4,278,500 | 1,436,000 | 4,278,500 |
| 20,810,300 | 7,937,900 | 12,872,400 | 7,937,900 | 12,872,400 |
| 5,500,000 | 3,870,100 | 1,629,900 | 3,870,100 | 1,629,900 |
| 26,650,800 | 19,603,900 | 7,046,900 | 19,603,900 | 7,046,900 |
| 15,121,300 | 8,655,000 | 6,466,300 | 8,655,000 | 6,466,300 |
| 40,000,000 | 40,000,000 | - | 40,000,000 | - |
| \$1,159,091,800 | \$932,285,100 | \$226,806,700 | \$932,285,100 | \$226,806,700 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Consolidated Fund Summary

| | General Fund | | | Capital Project Funds | | |
|--|----------------------|----------------------|---------------------|-----------------------|---------------------|---------------------|
| | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Budget | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Budget |
| Beginning Fund Balance | \$166,289,293 | \$137,251,200 | \$115,592,800 | \$62,458,046 | \$18,174,500 | \$21,272,100 |
| Revenue: | | | | | | |
| Local Property Tax | 268,115,110 | 266,171,000 | 255,664,500 | - | - | - |
| State of Colorado | 340,083,668 | 302,385,000 | 292,899,200 | - | - | - |
| Specific Ownership Tax - State | 13,762,605 | 13,895,000 | 13,762,200 | - | - | - |
| Specific Ownership Tax - Local | 10,968,042 | 11,105,000 | 10,999,000 | - | - | - |
| Interest Account | 2,849,279 | 2,000,000 | 1,000,000 | 190,162 | 225,000 | 100,000 |
| Tuition, Fees, and Other | 15,960,325 | 13,666,000 | 12,591,000 | 474,589 | 425,000 | 250,000 |
| Total Revenue | 651,739,028 | 609,222,000 | 586,915,900 | 664,751 | 650,000 | 350,000 |
| Expenditures: | | | | | | |
| Salary and Benefit Accounts | 547,223,471 | 530,874,200 | 499,074,700 | 1,809,808 | 1,564,600 | 1,417,400 |
| Purchased Services Accounts | 55,552,512 | 51,687,200 | 50,342,800 | 243,603 | 263,600 | 238,800 |
| Materials and Supplies Accounts | 22,117,793 | 26,084,900 | 21,832,700 | 29,187 | 30,300 | 27,400 |
| Capital Accounts | 1,220,899 | 413,300 | 950,100 | 53,621,639 | 39,901,200 | 29,805,100 |
| Total Expenditures | 626,114,676 | 609,059,600 | 572,200,300 | 55,704,237 | 41,759,700 | 31,488,700 |
| Other Uses/Transfers (In) Out: | | | | | | |
| Child Care | 4,468,518 | 4,284,500 | 3,916,600 | - | - | - |
| Capital Reserve | 28,980,100 | 23,208,000 | 20,556,000 | (28,980,100) | (23,208,000) | (20,556,000) |
| Risk Management | 6,751,400 | 6,793,500 | 6,581,000 | - | - | - |
| Technology | 2,450,000 | 2,450,000 | 2,450,000 | - | - | - |
| Campus Activity | 497,178 | 550,000 | 500,000 | - | - | - |
| Transportation | - | - | 13,403,600 | - | - | - |
| Total Other Uses/Transfers (In) Out | 43,147,196 | 37,286,000 | 47,407,200 | (28,980,100) | (23,208,000) | (20,556,000) |
| Revenue Over (Under) Expenditures | (17,522,844) | (37,123,600) | (32,691,600) | (26,059,386) | (17,901,700) | (10,582,700) |
| Ending Fund Balance | \$148,766,449 | \$100,127,600 | \$82,901,200 | \$36,398,660 | \$272,800 | \$10,689,400 |



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Consolidated Fund Summary**

| Debt Service Fund | | | Special Revenue Funds | | | Enterprise Funds | | |
|--------------------------|------------------|------------------|------------------------------|------------------|------------------|-------------------------|------------------|------------------|
| 2009/2010 | 2010/2011 | 2011/2012 | 2009/2010 | 2010/2011 | 2011/2012 | 2009/2010 | 2010/2011 | 2011/2012 |
| Actual | Budget | Budget | Actual | Budget | Budget | Actual | Budget | Budget |
| \$68,924,667 | \$68,104,200 | \$72,208,700 | \$10,307,181 | \$10,765,300 | \$12,209,300 | \$16,254,748 | \$14,829,100 | \$13,708,300 |
| 81,748,765 | 81,900,000 | 81,400,000 | - | - | - | - | - | - |
| - | - | - | 1,467,374 | 2,080,000 | 2,722,500 | - | - | - |
| - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| 2,877 | 75,000 | 5,000 | 3,059 | 2,000 | 3,400 | 48,286 | 75,000 | 9,500 |
| 269,255,493 | - | - | 66,865,966 | 68,863,200 | 70,679,800 | 36,044,175 | 36,950,800 | 35,555,900 |
| 351,007,135 | 81,975,000 | 81,405,000 | 68,336,399 | 70,945,200 | 73,405,700 | 36,092,461 | 37,025,800 | 35,565,400 |
| - | - | - | 36,104,650 | 36,707,900 | 49,249,600 | 23,972,348 | 24,310,600 | 22,915,600 |
| 62,446,058 | 27,002,000 | 24,019,600 | 13,055,952 | 24,018,900 | 23,296,900 | 4,808,701 | 4,312,000 | 3,916,900 |
| - | - | - | 17,605,944 | 10,585,400 | 14,340,400 | 13,199,384 | 13,689,600 | 12,831,900 |
| 289,255,000 | 50,925,000 | 50,080,000 | 546,634 | 482,400 | 471,100 | 200,000 | - | - |
| 351,701,058 | 77,927,000 | 74,099,600 | 67,313,180 | 71,794,600 | 87,358,000 | 42,180,433 | 42,312,200 | 39,664,400 |
| - | - | - | - | - | - | (4,468,518) | (4,284,500) | (3,916,600) |
| - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| - | - | - | (697,178) | (750,000) | (500,000) | 200,000 | 200,000 | - |
| - | - | - | - | - | (13,403,600) | - | - | - |
| - | - | - | (697,178) | (750,000) | (13,903,600) | (4,268,518) | (4,084,500) | (3,916,600) |
| (693,922) | 4,048,000 | 7,305,400 | 1,720,398 | (99,400) | (48,700) | (1,819,453) | (1,201,900) | (182,400) |
| \$68,230,745 | \$72,152,200 | \$79,514,100 | \$12,027,579 | \$10,665,900 | \$12,160,600 | \$14,435,295 | \$13,627,200 | \$13,525,900 |

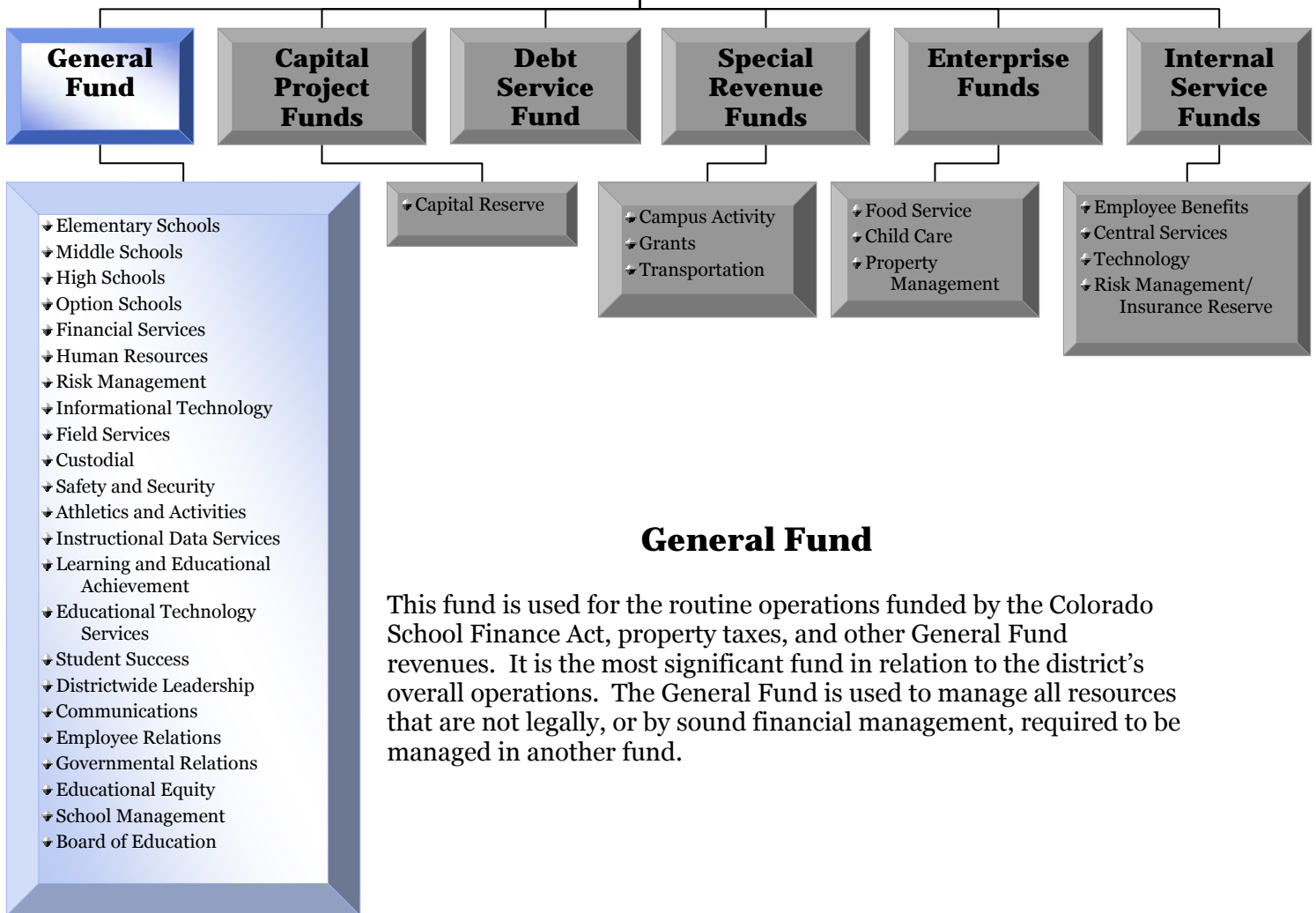
JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Consolidated Fund Summary

| | Internal Service Funds | | | Total All Funds | | |
|--|------------------------|---------------------|---------------------|----------------------|----------------------|----------------------|
| | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Budget | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Budget |
| Beginning Fund Balance | \$29,277,941 | \$30,739,400 | \$32,078,400 | \$353,511,876 | \$279,863,700 | \$267,069,600 |
| Revenue: | | | | | | |
| Local Property Tax | - | - | - | 349,863,875 | 348,071,000 | 337,064,500 |
| State of Colorado | - | - | - | 341,551,042 | 304,465,000 | 295,621,700 |
| Specific Ownership Tax - State | - | - | - | 13,762,605 | 13,895,000 | 13,762,200 |
| Specific Ownership Tax - Local | - | - | - | 10,968,042 | 11,105,000 | 10,999,000 |
| Interest Account | 107,838 | 115,000 | 127,000 | 3,201,502 | 2,492,000 | 1,244,900 |
| Tuition, Fees, and Other | 35,961,686 | 28,577,100 | 26,846,000 | 424,562,234 | 148,482,100 | 145,922,700 |
| Total Revenue | 36,069,523 | 28,692,100 | 26,973,000 | 1,143,909,299 | 828,510,100 | 804,615,000 |
| Expenditures: | | | | | | |
| Salary and Benefit Accounts | 19,389,699 | 19,773,900 | 12,775,600 | 628,499,976 | 613,231,200 | 585,432,900 |
| Purchased Services Accounts | 14,693,814 | 16,584,800 | 18,981,500 | 150,800,639 | 123,868,500 | 120,796,500 |
| Materials and Supplies Accounts | 5,590,318 | 5,470,600 | 8,309,800 | 58,542,627 | 55,860,800 | 57,342,200 |
| Capital Accounts | - | - | - | 344,844,172 | 91,721,900 | 81,306,300 |
| Total Expenditures | 39,673,831 | 41,829,300 | 40,066,900 | 1,182,687,414 | 884,682,400 | 844,877,900 |
| Other Uses/Transfers (In) Out: | | | | | | |
| Child Care | - | - | - | - | - | - |
| Capital Reserve | - | - | - | - | - | - |
| Risk Management | (6,751,400) | (6,793,500) | (6,581,000) | - | - | - |
| Technology | (2,450,000) | (2,450,000) | (2,450,000) | - | - | - |
| Campus Activity | - | - | - | - | - | - |
| Transportation | - | - | - | - | - | - |
| Total Other Uses/Transfers (In) Out | (9,201,400) | (9,243,500) | (9,031,000) | - | - | - |
| Revenue Over (Under) Expenditures | 5,597,092 | (3,893,700) | (4,062,900) | (38,778,114) | (56,172,300) | (40,262,900) |
| Ending Fund Balance | \$34,875,033 | \$26,845,700 | \$28,015,500 | \$314,733,762 | \$223,691,400 | \$226,806,700 |

| Elimination of Transactions Between Funds | | | Adjusted Grand Total | | |
|--|---------------------|---------------------|----------------------|---------------------|---------------------|
| 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Budget | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Budget |
| - | - | - | \$353,511,876 | \$279,863,700 | \$267,069,600 |
| - | - | - | 349,863,875 | 348,071,000 | 337,064,500 |
| - | - | - | 341,551,042 | 304,465,000 | 295,621,700 |
| - | - | - | 13,762,605 | 13,895,000 | 13,762,200 |
| - | - | - | 10,968,042 | 11,105,000 | 10,999,000 |
| - | - | - | 3,201,502 | 2,492,000 | 1,244,900 |
| (38,640,781) | (30,761,100) | (30,254,600) | 385,921,453 | 117,721,000 | 115,668,100 |
| (38,640,781) | (30,761,100) | (30,254,600) | 1,105,268,518 | 797,749,000 | 774,360,400 |
| - | - | - | 628,499,976 | 613,231,200 | 585,432,900 |
| - | - | - | 150,800,639 | 123,868,500 | 120,796,500 |
| - | - | - | 58,542,627 | 55,860,800 | 57,342,200 |
| (38,640,781) | (30,761,100) | (30,254,600) | 306,203,391 | 60,960,800 | 51,051,700 |
| (38,640,781) | (30,761,100) | (30,254,600) | 1,144,046,633 | 853,921,300 | 814,623,300 |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| - | - | - | (38,778,114) | (56,172,300) | (40,262,900) |
| - | - | - | \$314,733,762 | \$223,691,400 | \$226,806,700 |



Funds



General Fund

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

General Fund Assumptions

The financial assumptions included in the 2011/2012 budget are driven by the economic forces affecting Jeffco's funding. The impact of the loss of State funding for Jeffco has been significant. Jeffco has lost \$ 75 M in Total Program funding from the State over three years. This type of loss requires drastic counter measures. Jeffco convened the Employee Summit to strategically plan for the level of cuts necessary over the next few years. The Summit made difficult but necessary choices to cope with the loss of funding. These specific identified reductions formed the majority of the assumptions upon which the 2011/2012 budget was built.

The following section will discuss the major budgetary assumptions for the 2011/2012 budget. Variances are determined from the 2010/2011 original budget as adopted to the 2011/2012 budget.

Revenue

Revenue projections and assumptions are based on information from the State of Colorado and known plans for the funding package that is to be appropriated to K-12 Education across the State through the School Finance Act. Other revenue considerations include changes to local revenue sources based on economic conditions and internal adjustments to fees. The following items are the major assumptions regarding revenue for 2011/2012.

| | |
|---|------------------|
| Net change of Total Program Funding including reduced funding levels and anticipated changes in enrollment. | \$ (37 M) |
| Fees (an increase in donations and athletic fees offset by field trip fees moving out of the General Fund and into the newly established Transportation Fund) | \$ (1 M) |
| Investment earnings (decrease resulting from the spenddown of reserves and minimal rates of return) | \$ (1 M) |
| Net impact of major revenue changes | \$ (39 M) |

Expenditures

Jeffco's most significant budgetary item is compensation. Due to the sheer magnitude of the necessary cuts, there was no way to exclude compensation or positions from the reduction discussion. The Employee Summit determined that a 3 percent reduction to employee compensation was deemed necessary based on the magnitude of the required reductions. This compensation adjustment was the largest portion of the \$ 37.5 M of reductions that were identified for 2011/2012. The Employee Summit also determined the 2011/2012 structure for other aspects of employee compensation. Years of service increments, or steps, remained frozen as part the 2010/2011 – 2011/2012 two-year agreement with our employee associations. There was no Cost of Living (COLA) adjustment added to compensation. This was also a carryover component of the 2010/2011 – 2011/2012 two-year agreement. The Employee Summit did include level increases, compensation increases based on the acquisition of educational credits, in the 2011/2012 package. However, also included in the package was the suspension of level adjustments effective September 30, 2012.

In addition to the salary components previously mentioned, there are other cost adjustments in the area of compensation. The budget includes estimates in the area of retirement and turnover

savings. Savings are realized when more experienced, higher paid personnel retire and less experienced lower paid people are hired to fill those positions. Jeffco also has to budget for the mandated, legislated increases in employer contributions to the Public Employee Retirement Association (PERA) of a 0.9 percent increase each year until 2016/2017. There are also mandated staffing additions in the areas of English as a Second Language (ESL) and Special Education. Additional staffing needs are just one piece of the plan to ensure compliance with federal mandates.

The non-compensation adjustments reflect all other changes discussed throughout the budget process. A high level look at the major assumptions pertaining to expenditures is listed in the following table.

| | |
|---|------------------|
| 3 percent reduction to employee compensation | \$ (16 M) |
| Level increases for licensed staff | \$ 3 M |
| Retirement and turnover savings | \$ (6 M) |
| Mandatory increase to the employer PERA contribution | \$ 4 M |
| Programs that will be shifted back to the General Fund as planned following the conclusion of the Federal Stimulus American Recovery and Reinvestment Act (ARRA) funding | \$ 1 M |
| Other Employee Summit identified reductions including school and program closures, staffing reductions, and a reduced transfer to the Capital Reserve Fund for investment in facilities and infrastructure. (A portion of the Employee Summit package included increases to existing fees and the implementation of new fees. Those amounts are included in the previous revenue section.)* | \$ (21 M) |
| Net impact of moving transportation expenses to the new Transportation Funds and the transfer from the General Fund to the Transportation Fund. | \$ (6 M) |
| Net impact of major expenditure changes | \$ (41 M) |

*Further detailed information regarding reductions is identified later in this document.

General Fund Reserves

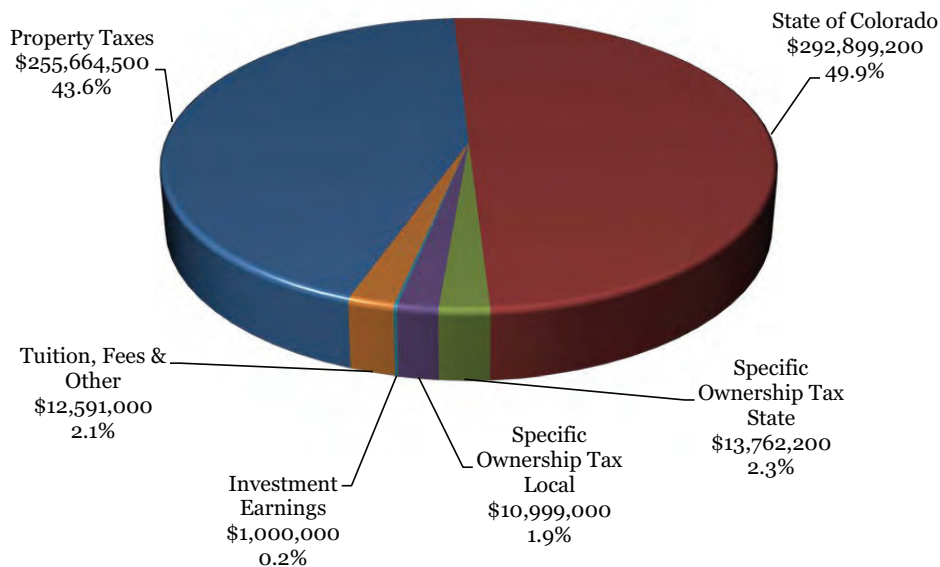
To balance the 2011/2012 budget and to temporarily mitigate the magnitude of reductions, the district plans to spend down the General Fund reserves by nearly \$ 33 M. This spend down of reserves is part of a longer term plan where reserves were intentionally built above required levels. The district is extremely fortunate to have the current level of reserves. The long term conservative planning has proven to be the only financial bright spot over the past few years. Without the available reserves, Jeffco would be reducing the General Fund budget by more than \$ 70 M for 2011/2012.

General Fund Revenue Sources and Classifications

Overview

The total budget for 2011/2012 General Fund Revenue is \$587 M. This is \$22 M less than the 2010/2011 revised budget amount for revenue. The most significant reduction to revenue is due to actions taken by the State of Colorado. Total General Fund revenue for Jeffco has been reduced by approximately \$ 73 M over the past three years. This is approximately a 11 percent decline in funding from the 2009/2010 adopted budgeted of \$660 M to the 2011/2012 budgeted revenue amount of \$587 M.

| | 2007/2008 Actual | 2008/2009 Actual | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Budget |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| State Authorized Property Tax | \$191,691,028 | \$193,697,205 | \$193,815,110 | \$191,871,000 | \$181,364,500 |
| Voter Approved Override | 25,000,000 | 25,000,000 | 25,000,000 | 25,000,000 | 25,000,000 |
| Performance Promise Override | 10,800,000 | 10,800,000 | 10,800,000 | 10,800,000 | 10,800,000 |
| 2004 Mill Levy Override | 38,500,000 | 38,500,000 | 38,500,000 | 38,500,000 | 38,500,000 |
| Property Taxes | \$266,031,028 | \$268,037,205 | \$268,115,110 | \$266,171,000 | \$255,664,500 |
| State of Colorado | 315,220,191 | 327,223,284 | 340,083,667 | 302,385,000 | 292,899,200 |
| Specific Ownership Tax State | 16,071,394 | 14,717,766 | 13,762,605 | 13,895,000 | 13,762,200 |
| Specific Ownership Tax Local | 12,787,277 | 11,710,257 | 10,968,042 | 11,105,000 | 10,999,000 |
| Investment Earnings | 8,286,204 | 4,311,036 | 2,849,279 | 2,000,000 | 1,000,000 |
| Tuition, Fees & Other | 14,511,018 | 15,493,515 | 15,960,325 | 13,666,000 | 12,591,000 |
| Total Revenue | \$632,907,112 | \$641,493,063 | \$651,739,028 | \$609,222,000 | \$586,915,900 |

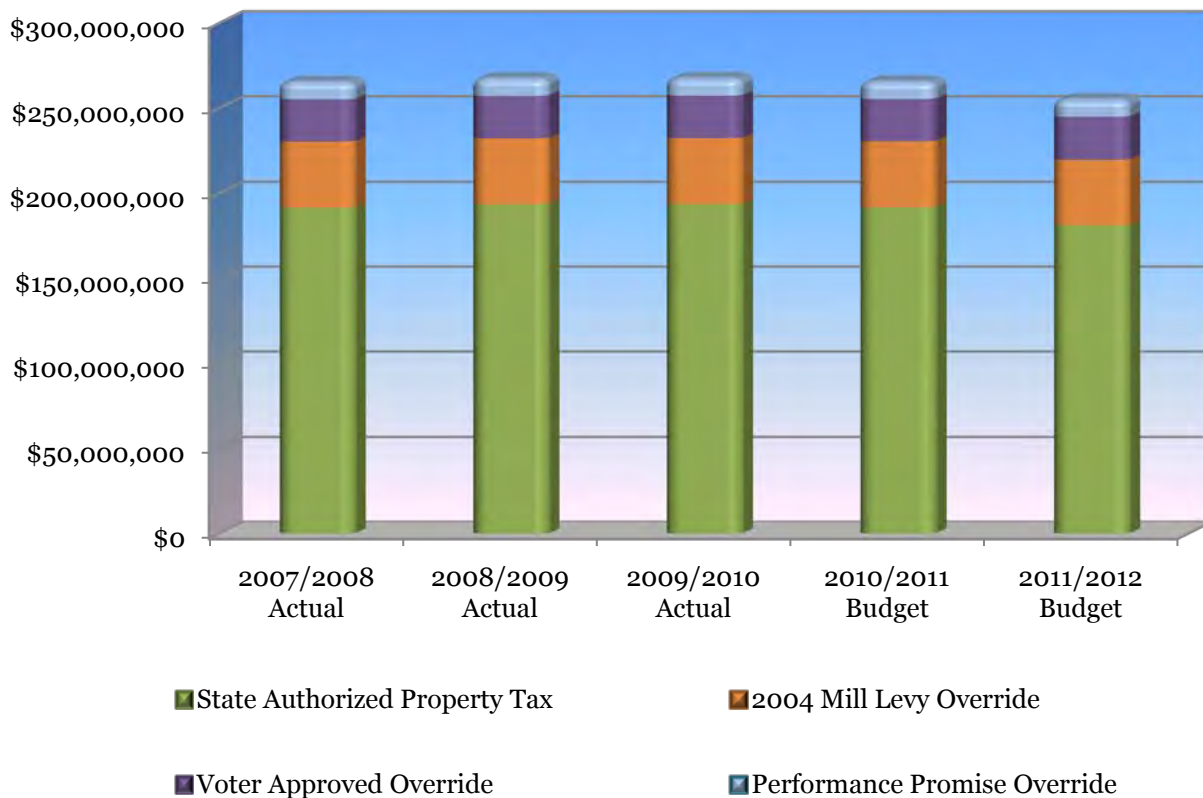


Property Tax

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

In June 2007, the Colorado Legislature passed a bill that stabilized the mill levy and capped all school district mill levies at 27 mills. Jeffco’s mill levy is stabilized at 26.252 mills. Prior to the passage of this bill, the state had been forced to fund a larger portion of K-12 education each year as local property tax revenue had declined. The bill stopped this shift.

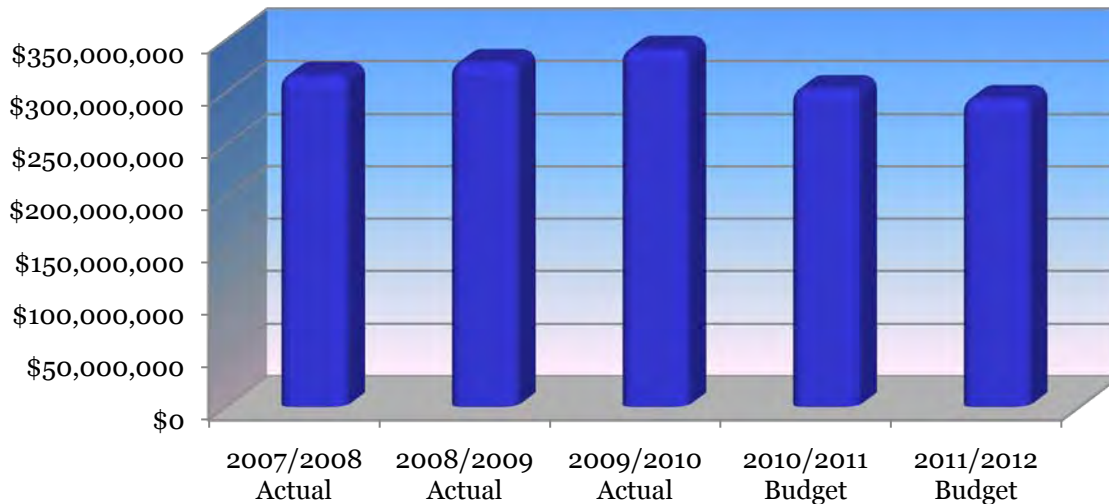
There are currently estimates concerning declining property values and assessed valuations due to the economy and the surplus in the housing market. Some estimates predict values dropping by as much as 7 percent. Most loss of local revenue must, by statute, be backfilled by the State of Colorado. These assumptions are included in the revenue projections.



State of Colorado

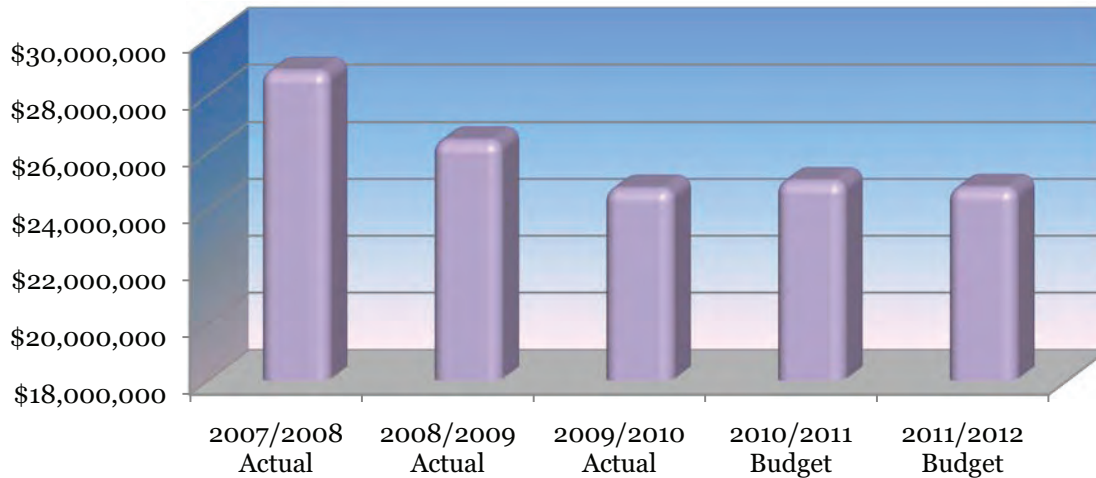
The State of Colorado School Finance Act is based on an annual October pupil count. Students in grades one through twelve are counted as either full-time or part-time depending upon the number of scheduled hours of coursework. Kindergarten students are funded at 58 percent of a full-time student. Funding is based on the number of pupils enrolled in the current school year; however, for a district with an enrollment fluctuating from year to year, funding is based on an average of up to five prior years of October pupil counts. Charter schools are included in the official count; however, funds are transferred directly to these schools as an allocation of revenue. There are currently 14 charter schools in the district.

The following graph clearly illustrates the decline in the level of State funding that Jeffco has been facing for the past few years, and will likely be dealing with for the foreseeable future. Funding has declined by more than \$ 22 M from 2010/2011 to 2011/2012. Complete information on funding from the State of Colorado is discussed in the Economic Outlook section in the Introductory Section of this document.



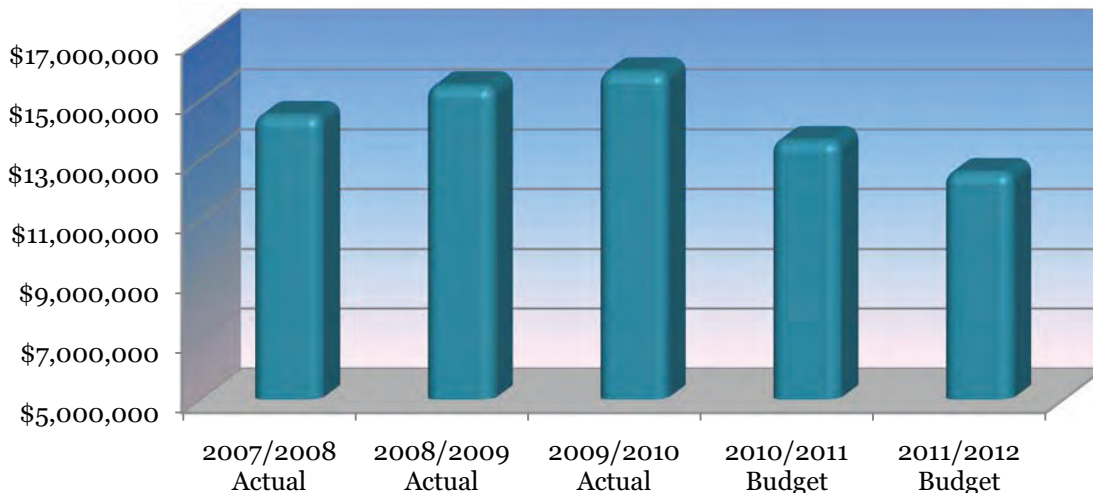
Specific Ownership Tax

Specific Ownership Tax (SOT), also known as vehicle registration tax, is collected by counties and shared with school districts. The district has seen a decline in revenue since 2006/2007 due to the economic recession and the inability of consumers to purchase large ticket items. SOT rebounded slightly during 2010/2011 as auto sales increased. All taxing entities within the county share SOT based upon property taxes levied and collected.



Tuition, Fees & Other Revenue

The district collects other revenue from students including fees for sports and activities. The district also collects fees for building rentals from outside entities, gate receipts for sporting events, summer school tuition, and indirect cost fees. As reflected in the following chart, this revenue source is projected to decline for 2011/2012 due to the movement of transportation fees out of the General Fund and into the newly established Transportation Fund. This decrease is partially offset by an increase in athletic participation fees.



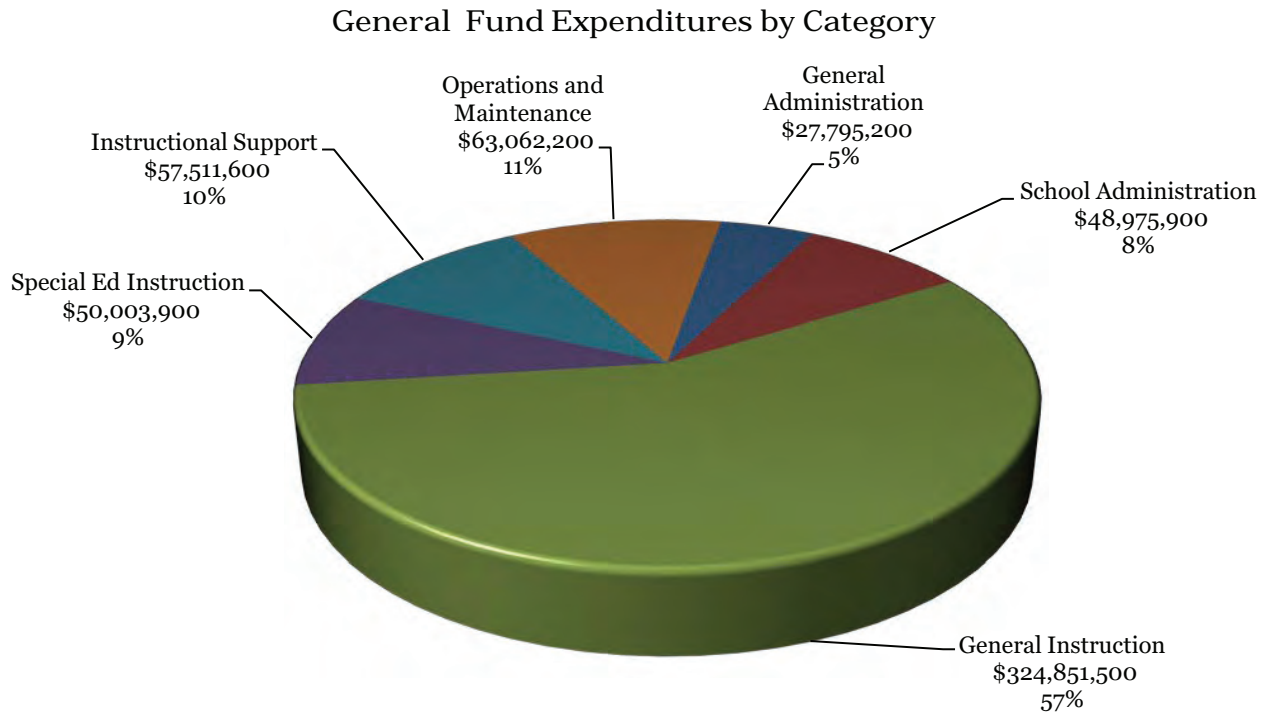


General Fund Expenditures Uses and Classifications

Overview

The district is dedicated to making sure that the funding flows to and is expended at the school while providing the necessary support and minimizing administrative costs. The following charts illustrate different breakdowns of General Fund expenditures. The first chart shows the breakdown of all General Fund dollars and how they are used. As you can see by the following chart, 76 percent of all General Fund dollars go towards instruction and instructional support.

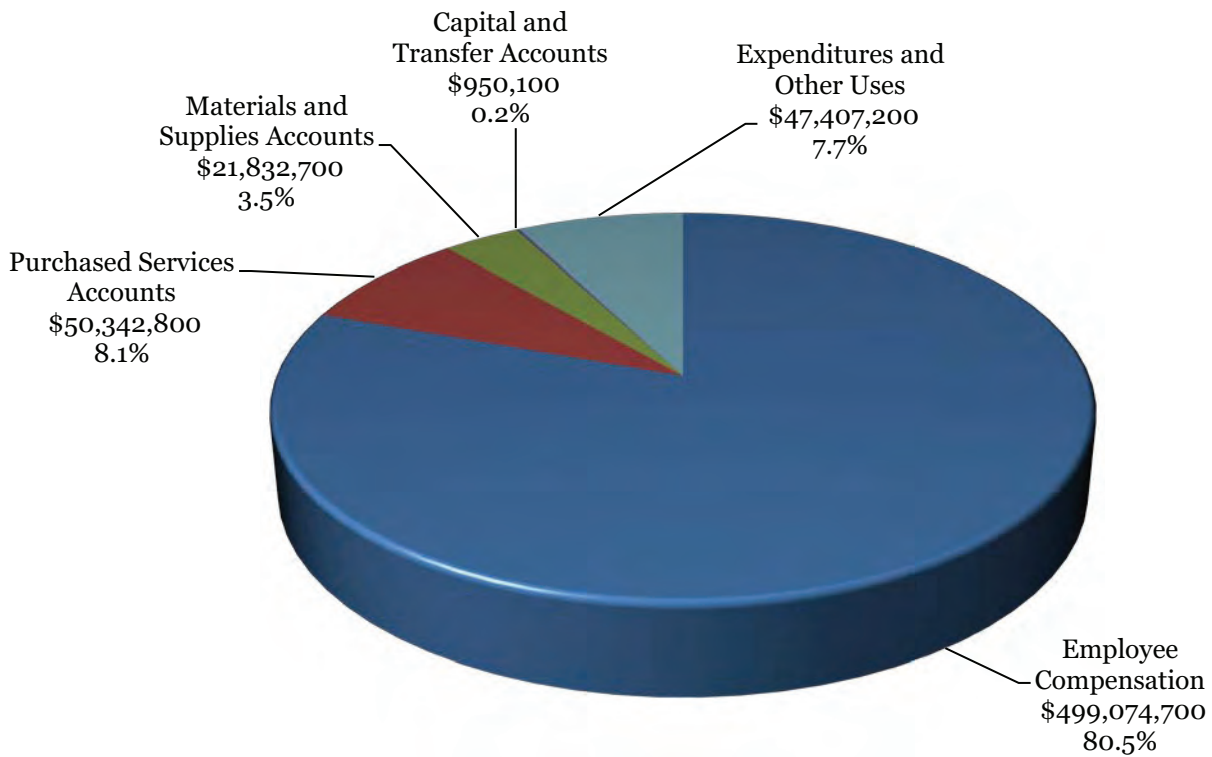
| | 2010/2011 Budget | % of Budget | 2011/2012 Budget | % of Budget |
|-----------------------------|-----------------------|----------------|-----------------------|----------------|
| General Administration | \$ 28,648,800 | 5% | \$ 27,795,200 | 5% |
| School Administration | 52,990,400 | 9% | 48,975,900 | 8% |
| General Instruction | 323,123,100 | 53% | 324,851,500 | 57% |
| Special Ed Instruction | 51,443,700 | 8% | 50,003,900 | 9% |
| Instructional Support | 64,384,000 | 11% | 57,511,600 | 10% |
| Operations and Maintenance | 67,766,000 | 11% | 63,062,200 | 11% |
| Transportation | 20,703,600 | 3% | - | 0% |
| Total All Categories | \$ 609,059,600 | 100% | \$ 572,200,300 | 100% |



Note: Transportation category moved to Special Revenue Transportation Fund for 2011/2012.

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

General Fund Expenditures by Classification
2011/2012 Budget

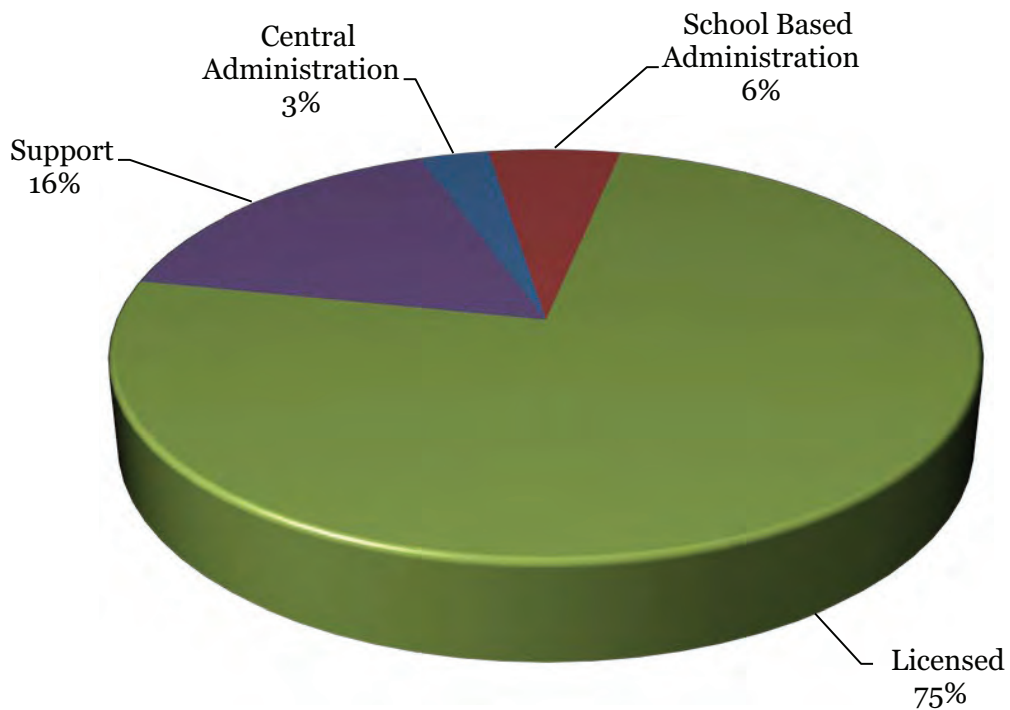


General Fund Compensation

Since compensation constitutes the majority of the General Fund budget, it is vital to understand the breakdown of compensation dollars. The following chart is the breakdown of compensation dollars expended from the General Fund. This demonstrates that the largest portion of the compensation dollars go to licensed employees; the majority of whom are our classroom teachers.

There are fewer than 400 administrators employed by Jeffco. Two-thirds of those administrators are school-based consisting of principals and assistant principals. As the graph shows, Central Administrators make up only 3 percent of General Fund compensation dollars.

General Fund Compensation by Classification
2011/2012 Budget





**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Budget Reductions**

| Budget Reduction | Amount | FTE |
|--|---------------|------------|
| District Leadership and Communications | | |
| Communications Office | 27,600 | - |
| Board of Education | | |
| Board of Education. | 74,000 | - |
| Districtwide | | |
| Early Retirement. | 500,000 | - |
| Instructional Data Services | | |
| Assessment and Research | 95,500 | - |
| I2a School Improvement and Support | 114,000 | 1.50 |
| Athletics and Activities | | |
| Central Athletics | 550,000 | - |
| Learning and Educational Achievement | | |
| Curriculum and Instruction | 875,200 | 6.50 |
| ESL Dual Language | 153,900 | 2.00 |
| Student Success | | |
| Career and Technical Education | 59,600 | 1.00 |
| Gifted and Talented | 94,000 | 1.00 |
| Central Support | 412,200 | 6.00 |
| Itinerant Services | 361,100 | 4.00 |
| Homebound and Health Services | 64,600 | 1.00 |
| Summer School | 150,200 | - |
| Educational Technology Services | | |
| Library Data/Automation | 68,100 | 1.00 |
| Educational Technology | 89,600 | 1.00 |
| Teacher Induction | 221,900 | 2.00 |
| Financial Services | | |
| Financial Services | 31,000 | - |
| Payroll | 18,600 | - |
| Accounts Payable | 3,500 | - |
| Accounting | 17,000 | - |
| Purchasing | 58,300 | 1.00 |
| Information Technology. | 634,500 | - |
| Human Resources | | |
| Personnel Management | 29,200 | 0.50 |
| Employment Services | 193,100 | 3.00 |
| Field Services | | |
| Facilities Services | 520,400 | 7.00 |
| Environmental Services | 140,800 | 2.00 |
| Custodial | | |
| Custodial | 995,000 | 24.00 |
| Elementary School Level | | |
| Elem Class Size | 3,709,200 | 53.00 |
| Elem Assistant Principals | 143,000 | 1.50 |
| Elem Teacher Librarians | 1,167,300 | 14.50 |
| Elem Secretaries | 117,000 | 2.50 |



**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Budget Reductions**

| Budget Reduction | Amount | FTE |
|--|-------------------|---------------|
| Middle School Level | | |
| Middle Class Size - fewer scheduling options | 1,329,700 | 17.50 |
| Middle Assistant Principals | 105,000 | 1.00 |
| Middle Counselors | 79,500 | 1.00 |
| Middle Teacher Librarians | 40,300 | 0.50 |
| Middle Secretaries | 182,300 | 3.50 |
| Middle Instructional Leader Pay | 104,500 | - |
| High School Level | | |
| Mt View Detention | 81,100 | 1.00 |
| Senior Instructional Leader Pay | 137,500 | - |
| Senior Counselors | 318,000 | 4.00 |
| Senior Class Size - fewer scheduling options | 2,828,000 | 40.00 |
| All-District Reductions | | |
| 3% Loss in compensation for all employees | 16,000,000 | - |
| Capital Transfer reduction | 3,000,000 | - |
| Risk Management reduction | 166,500 | - |
| Add'l 10% pay cut (Subs, 110's, contract hourly) | 450,000 | - |
| Technology Fund FTE reduction | - | 2.00 |
| Merge Longview HS into McLain HS | 17,000 | - |
| Close Martensen Elementary | 300,000 | - |
| Close Zerger Elementary | 389,000 | - |
| Revenue Enhancements | | |
| Athletics - Increase fees | 250,000 | - |
| Total | 37,467,800 | 206.50 |

Notes:

The reduction list that was produced as a result of the Employee Summit included \$1,500,000 which was the result of implementing a transportation fee. According to CDE regulations, a district that charges a transportation fee must report all revenue and expenditures for transportation in a separate Special Revenue Fund, thus lowering the total reduction/revenue enhancements in the General Fund. The \$1,500,000 along with all transportation related revenue and expenditures are reflected in the Transportation Fund beginning in 2011/2012.

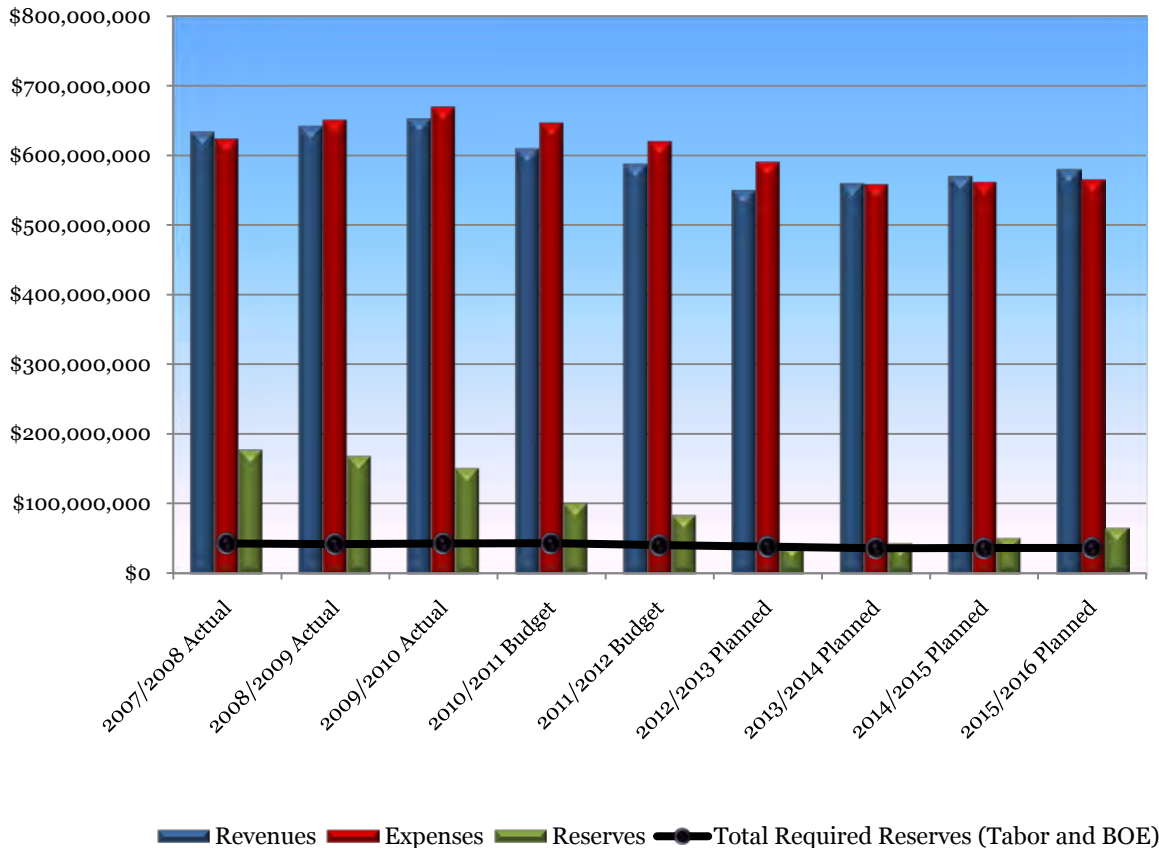
The Employee Summit reduction list included 212.5 FTE. Six of the people identified as Division of Instruction reductions were retirees, who are not budgeted as FTE. Therefore, even though the budget was reduced for these six positions, they are not reflected as an FTE reduction, lowering the total FTE reduction to 206.5 FTE.

General Fund Reserves

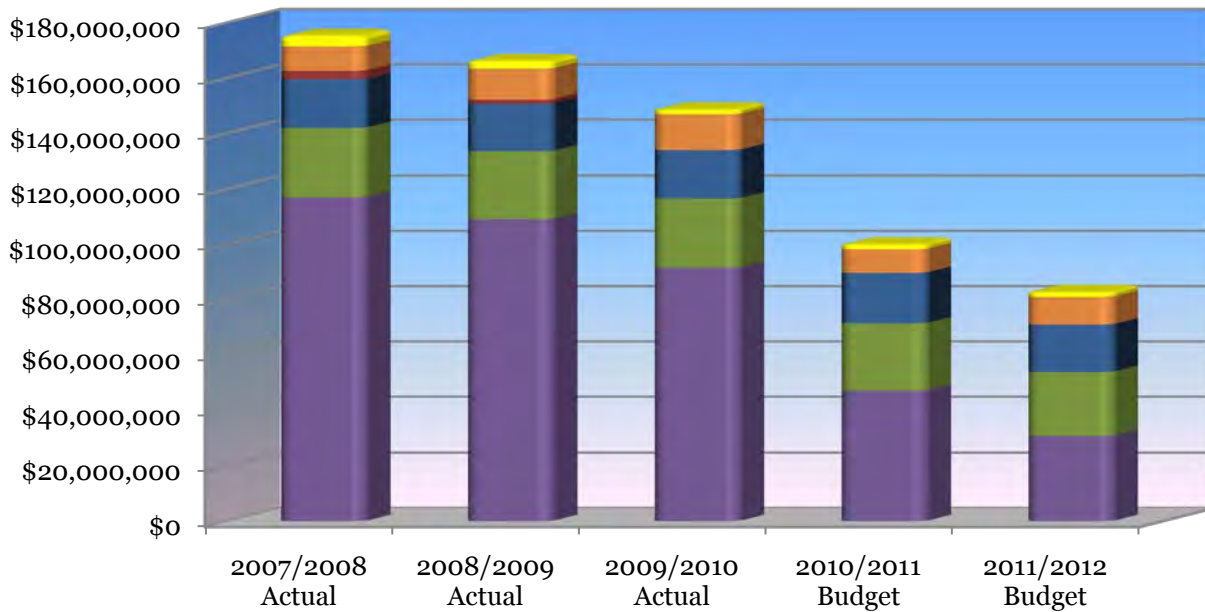
Although the reserve balance at the beginning of the 2010/2011 year was higher than would be required on an on-going basis, the district intentionally built up the reserves for a planned spend down of these funds. This is part of the district’s conservative philosophy and long term planning that has proven to be an invaluable strategy. It has sustained the district through several very difficult financial years and mitigated the reductions that have had to be taken.

The district will use nearly \$110 M of the cash reserves from 2010/2011 through 2012/2013 in addition to the \$93 M of reductions that are planned for the same time period. The district is required to maintain a 7 percent minimum cash reserve balance per established policy of the Board of Education and state limits outlined by TABOR. As shown in the graph below, in 2013 the district will be at this threshold and will just be meeting the 7 percent policy requirement.

**Revenue, Expenses, and Reserves
Including Future Planned Budget Reductions**



The district's General Fund reserves consist of several components. In addition to the Board of Education and TABOR requirements, there are also other types of reserves. One is the carryforward of unspent school discretionary allocations. Schools build reserve balances for large purchases such as text books and technology. All schools manage a financial plan for expenditures. The other reserves are identified in the following graph. As illustrated, several types of reserves have been reduced and one has been entirely depleted in prior years as Jeffco has been strategically spending down the reserve levels as part of its long-term plan.



- Undesignated Reserves
- TABOR Reserves
- School Carryforward Reserves
- Board of Education Policy Reserves
- School Operation Reserve
- Utility Reserve



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Summary

| | 2007/2008 Actual | 2008/2009 Actual | 2009/2010 Actual | 2010/2011 Budget |
|--|----------------------|----------------------|----------------------|----------------------|
| Beginning Fund Balance | \$166,110,188 | \$175,394,849 | \$166,289,293 | \$137,251,200 |
| Revenue: | | | | |
| Property Taxes | 266,031,028 | 268,037,205 | 268,115,110 | 266,171,000 |
| State of Colorado | 315,220,191 | 327,223,284 | 340,083,667 | 302,385,000 |
| Specific Ownership Tax State | 16,071,394 | 14,717,766 | 13,762,605 | 13,895,000 |
| Specific Ownership Tax Local | 12,787,277 | 11,710,257 | 10,968,042 | 11,105,000 |
| Investment Earnings | 8,286,204 | 4,311,036 | 2,849,279 | 2,000,000 |
| Tuition, Fees & Other | 14,511,018 | 15,493,515 | 15,960,325 | 13,666,000 |
| Total Revenue | 632,907,112 | 641,493,063 | 651,739,028 | 609,222,000 |
| Expenditures: | | | | |
| General Administration | 30,001,874 | 31,338,222 | 30,592,451 | 28,648,800 |
| School Administration | 49,366,931 | 51,198,952 | 52,300,193 | 52,990,400 |
| General Instruction | 319,984,795 | 336,085,858 | 347,006,574 | 323,123,100 |
| Special Ed Instruction | 55,317,165 | 57,323,720 | 56,250,366 | 51,443,700 |
| Instructional Support | 48,642,500 | 50,515,983 | 51,469,613 | 64,384,000 |
| Operations and Maintenance | 66,393,393 | 67,186,585 | 67,821,087 | 67,766,000 |
| Transportation | 20,818,481 | 21,464,957 | 20,674,392 | 20,703,600 |
| Reductions | - | - | - | - |
| Total Expenditures | 590,525,139 | 615,114,278 | 626,114,676 | 609,059,600 |
| Other Uses | | | | |
| Transfer to Child Care Fund | 3,030,012 | 3,867,041 | 4,468,518 | 4,284,500 |
| Transfer to Capital Reserve Fund | 21,208,000 | 22,128,000 | 28,980,100 | 23,208,000 |
| Transfer to Risk Management Fund | 6,459,300 | 7,039,300 | 6,751,400 | 6,793,500 |
| Transfer to Technology Fund | 2,400,000 | 2,450,000 | 2,450,000 | 2,450,000 |
| Transfer to Campus Activity Fund | - | - | 497,178 | 550,000 |
| Transfer to Transportation Fund | - | - | - | - |
| Total Other Uses | 33,097,312 | 35,484,341 | 43,147,196 | 37,286,000 |
| Total Expenditures and Other Uses | 623,622,451 | 650,598,619 | 669,261,872 | 646,345,600 |
| Revenue Over(Under) Expenditures | 9,284,660 | (9,105,556) | (17,522,844) | (37,123,600) |
| Reserves: | | | | |
| TABOR Reserves | 17,637,100 | 16,943,784 | 17,546,251 | 18,271,800 |
| Restricted Emergency Reserves | - | - | - | - |
| Board of Education Policy Reserves | 24,944,900 | 24,613,766 | 25,043,113 | 24,362,300 |
| School Carryforward Reserves | 8,922,500 | 11,200,000 | 12,700,000 | 8,500,000 |
| Utility Reserve | 4,000,000 | 3,000,000 | 2,000,000 | 2,000,000 |
| School Operation Reserve | 3,000,000 | 1,500,000 | - | - |
| Undesignated Reserves | 116,890,349 | 109,031,743 | 91,477,085 | 46,993,500 |
| Total Ending Fund Balance | \$175,394,849 | \$166,289,293 | \$148,766,449 | \$100,127,600 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Summary

| 2010/2011 Estimate | 2011/2012 Budget | 2012/2013 Planned | 2013/2014 Planned | 2014/2015 Planned | 2015/2016 Planned |
|-----------------------|---------------------|----------------------|----------------------|----------------------|----------------------|
| \$148,766,400 | \$115,592,800 | \$82,901,200 | \$41,942,300 | \$43,002,100 | \$50,591,700 |
| 266,171,000 | 255,664,500 | 255,664,500 | 255,664,500 | 255,664,500 | 255,664,500 |
| 299,885,000 | 292,899,200 | 256,082,500 | 266,088,900 | 275,891,900 | 285,953,300 |
| 13,895,000 | 13,762,200 | 14,362,200 | 14,362,200 | 14,362,200 | 14,362,200 |
| 11,105,000 | 10,999,000 | 11,478,500 | 11,478,500 | 11,478,500 | 11,478,500 |
| 2,000,000 | 1,000,000 | 200,000 | 200,000 | 200,000 | 500,000 |
| 13,666,000 | 12,591,000 | 11,341,000 | 11,341,000 | 11,341,000 | 11,341,000 |
| 606,722,000 | 586,915,900 | 549,128,700 | 559,135,100 | 568,938,100 | 579,299,500 |
| 27,198,800 | 27,795,200 | 27,663,100 | 25,777,600 | 24,320,100 | 24,453,600 |
| 51,818,400 | 48,975,900 | 51,167,200 | 47,679,600 | 44,983,700 | 45,230,800 |
| 323,945,300 | 324,851,500 | 325,513,000 | 303,325,500 | 286,175,100 | 287,746,700 |
| 51,700,700 | 50,003,900 | 49,673,700 | 46,287,900 | 43,670,700 | 43,910,600 |
| 62,384,000 | 57,511,600 | 62,168,800 | 57,931,300 | 54,655,800 | 54,955,900 |
| 65,858,800 | 63,062,200 | 65,434,500 | 60,974,300 | 57,526,800 | 57,842,700 |
| 19,703,600 | - | - | - | - | - |
| - | - | (42,000,000) | (34,000,000) | - | - |
| 602,609,600 | 572,200,300 | 539,620,300 | 507,976,200 | 511,332,200 | 514,140,300 |
| 4,284,500 | 3,916,600 | 3,917,000 | 4,019,000 | 4,119,000 | 4,222,000 |
| 23,208,000 | 20,556,000 | 23,556,000 | 24,168,500 | 24,772,700 | 25,392,000 |
| 6,793,500 | 6,581,000 | 6,581,000 | 6,752,100 | 6,920,900 | 7,093,900 |
| 2,450,000 | 2,450,000 | 2,450,000 | 2,513,700 | 2,576,500 | 2,640,900 |
| 550,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| - | 13,403,600 | 13,463,300 | 12,145,800 | 11,127,200 | 11,127,200 |
| 37,286,000 | 47,407,200 | 50,467,300 | 50,099,100 | 50,016,300 | 50,976,000 |
| 639,895,600 | 619,607,500 | 590,087,600 | 558,075,300 | 561,348,500 | 565,116,300 |
| (33,173,600) | (32,691,600) | (40,958,900) | 1,059,800 | 7,589,600 | 14,183,200 |
| 18,078,300 | 17,166,000 | 16,238,200 | 15,288,900 | 15,389,500 | 15,473,800 |
| - | - | - | - | - | - |
| 24,104,400 | 22,888,000 | 21,650,900 | 20,385,200 | 20,519,400 | 20,631,700 |
| 10,000,000 | 10,000,000 | 10,000,000 | 10,000,000 | 10,000,000 | 10,000,000 |
| 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| - | - | - | - | - | - |
| 61,410,100 | 30,847,200 | (7,946,800) | (4,672,000) | 2,682,800 | 16,669,400 |
| \$115,592,800 | \$82,901,200 | \$41,942,300 | \$43,002,100 | \$50,591,700 | \$64,774,900 |





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
School Summary Report

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Budget |
|------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------------|-----------------------------|-----------------------------|
| Elementary Level Departments | | | | | | |
| Payroll | 2,733.56 | 2,696.83 | 2,606.84 | \$183,154,948 | \$165,028,900 | \$170,010,300 |
| Non-Payroll | - | - | - | 6,188,015 | 5,774,900 | 5,999,500 |
| Middle Level Departments | | | | | | |
| Payroll | 726.65 | 678.08 | 666.53 | 56,236,058 | 50,916,100 | 47,936,900 |
| Non-Payroll | - | - | - | 1,833,005 | 1,682,600 | 1,619,700 |
| Senior Level Departments | | | | | | |
| Payroll | 1,586.90 | 1,551.14 | 1,510.56 | 116,697,116 | 114,829,600 | 105,568,000 |
| Non-Payroll | - | - | - | 4,641,002 | 6,586,900 | 6,684,200 |
| Option | | | | | | |
| Payroll | 338.35 | 354.44 | 346.26 | 25,108,162 | 26,138,500 | 24,108,400 |
| Non-Payroll | - | - | - | 1,718,380 | 1,473,100 | 1,652,900 |
| Total Schools | 5,385.46 | 5,280.49 | 5,130.19 | \$395,576,685 | \$372,430,600 | \$363,579,900 |





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Elementary Level

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Budget |
|-------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------------|-----------------------------|-----------------------------|
| General Administration | | | | | | |
| Payroll | - | - | - | - | - | - |
| Non-Payroll | - | - | - | - | - | - |
| General Instruction | | | | | | |
| Payroll | 2,409.86 | 2,374.58 | 2,236.46 | \$158,227,159 | \$142,373,200 | \$146,558,100 |
| Non-Payroll | - | - | - | 5,377,852 | 4,810,800 | 5,452,200 |
| Instructional Support | | | | | | |
| Payroll | 6.95 | 7.94 | 63.93 | 1,009,157 | 617,600 | 2,085,800 |
| Non-Payroll | - | - | - | 191,986 | 56,600 | 86,400 |
| Operations and Maintenance | | | | | | |
| Payroll | 4.33 | 4.66 | 8.80 | 131,534 | 120,500 | 356,900 |
| Non-Payroll | - | - | - | - | - | - |
| School Administration | | | | | | |
| Payroll | 311.72 | 308.81 | 297.65 | 21,988,656 | 21,894,600 | 21,009,400 |
| Non-Payroll | - | - | - | 542,873 | 881,100 | 436,900 |
| Special Ed Instruction | | | | | | |
| Payroll | 0.70 | 0.84 | - | 1,798,442 | 23,000 | - |
| Non-Payroll | - | - | - | 75,305 | 26,400 | 24,100 |
| Transportation.. | | | | | | |
| Payroll | - | - | - | - | - | - |
| Non-Payroll | - | - | - | - | - | - |
| Elementary Level Total | 2,733.56 | 2,696.83 | 2,606.84 | \$189,342,963 | \$170,803,800 | \$176,009,800 |

Other statistical information can be found in the Informational Section later in this document.



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Elementary Level Detail

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Budget |
|-------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: Elementary | | | | | | |
| Payroll | | | | | | |
| Principal. | 96.00 | 96.00 | 94.00 | \$8,886,904 | \$9,177,700 | \$8,892,600 |
| Assistant Principal | 20.00 | 17.00 | 15.50 | 1,652,354 | 1,339,600 | 1,252,400 |
| Teacher | 1,956.60 | 1,918.74 | 1,860.19 | 109,010,457 | 97,960,300 | 104,018,500 |
| Substitute Teacher | - | - | - | 2,692,554 | 2,402,100 | 1,906,600 |
| Counselor | 1.00 | 2.00 | 2.00 | 129,805 | 189,000 | 128,800 |
| Teacher Librarian | 86.50 | 85.00 | 70.00 | 5,687,214 | 5,772,400 | 4,568,800 |
| Coordinator - Licensed | 1.00 | 1.00 | 1.00 | 78,522 | 81,000 | 78,600 |
| Coordinator - Administrative | - | - | - | 0 | - | - |
| Resource Specialist | - | - | - | 10,496 | - | - |
| Resource Teachers | 2.00 | 2.00 | 2.00 | 514,658 | 106,900 | 103,700 |
| Instructional Coach. | - | - | - | 55,898 | - | - |
| Nurse | 2.00 | 2.00 | 2.00 | 135,823 | 141,600 | 126,300 |
| Psychologist | - | - | - | 63,228 | 30,000 | - |
| Social Worker | - | - | - | 31,942 | 36,000 | - |
| Specialist - Classified | - | - | - | 22,099 | - | 28,000 |
| School Secretary | 191.00 | 191.00 | 184.50 | 6,717,965 | 6,833,000 | 6,415,900 |
| Substitute Secretary | - | - | - | 5,015 | 1,000 | 800 |
| Secretary | 1.00 | 1.00 | 1.00 | 48,776 | 42,600 | 41,400 |
| Paraprofessional | 302.11 | 305.53 | 306.27 | 7,745,487 | 6,050,800 | 5,946,500 |
| Special Interpreter/Tutor | 1.56 | 2.20 | - | 169,838 | 54,800 | 2,400 |
| Para-Educator | 0.03 | - | - | 36,650 | - | - |
| Clinic Aides | 58.18 | 58.53 | 56.93 | 1,314,320 | 1,285,000 | 1,216,800 |
| Sub Para-Educator | - | - | - | 143 | - | - |
| Custodian | 4.00 | 4.00 | 4.00 | 166,567 | 178,000 | 163,800 |
| Food Service Manager | 2.26 | 2.34 | 2.34 | 56,033 | 58,500 | 56,800 |
| Food Service Hourly Worker | 2.07 | 2.32 | 2.46 | 70,884 | 58,000 | 59,700 |
| Food Serv. Sub. Worker | - | - | - | 4,658 | 4,000 | 3,600 |
| Classified - Hourly | 6.25 | 6.17 | 2.65 | 219,873 | 154,200 | 97,100 |
| Certificated - Hourly | - | - | - | 13,190 | - | - |
| Variable/Performance Pay | - | - | - | 200,057 | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 2,693,767 | - | - |
| Additional Pay - Certificated | - | - | - | 237,024 | 138,900 | 119,600 |
| Additional Pay-Classified | - | - | - | 31,823 | 6,300 | 5,200 |
| Additional Pay-Administrative | - | - | - | 5,633 | 4,000 | - |
| Overtime - Classified | - | - | - | 40,803 | 18,200 | 12,500 |
| Payroll Total | 2,733.56 | 2,696.83 | 2,606.84 | 148,750,457 | 132,123,900 | 135,246,400 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 34,404,491 | 32,904,800 | 34,763,700 |
| Benefits Total | - | - | - | 34,404,491 | 32,904,800 | 34,763,700 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 51,497 | 43,500 | 40,500 |
| Employee Training & Conf | - | - | - | 57,219 | 22,700 | 35,500 |
| Awards And Banquets | - | - | - | 3,587 | - | 200 |
| Orientation-Inserv-Workshops | - | - | - | 8,533 | 2,000 | 2,300 |
| Professional Growth | - | - | - | 768 | 10,500 | 12,100 |
| Meals/Refreshments | - | - | - | 231,801 | 179,700 | 159,200 |
| Outdoor Lab Field Trips | - | - | - | - | 500 | - |
| Student Transportation. | - | - | - | 18,588 | 4,800 | 2,800 |
| Student Admission/Entry Fees | - | - | - | 12,376 | 3,400 | 14,100 |
| Audit Fees | - | - | - | - | 100 | - |
| Printing | - | - | - | 124,248 | 53,800 | 51,600 |
| Consultants | - | - | - | 11,549 | 31,000 | - |
| Contract Labor | - | - | - | 1,395 | - | - |
| Contracted Services | - | - | - | 146,960 | 88,800 | 87,600 |
| Fleet Maintenance. | - | - | - | 12,211 | 14,800 | 14,800 |
| Building Rental | - | - | - | 15,000 | 15,000 | 15,000 |
| Equipment Rental | - | - | - | 140 | 300 | 200 |
| Contract Maint/Eq Repair | - | - | - | 53,660 | 27,700 | 21,000 |
| Const Maint/Repair - Building | - | - | - | 472 | 1,000 | 300 |
| Software Purch/Lease | - | - | - | 97,760 | 16,400 | 16,800 |
| Computer Hardware Lease | - | - | - | - | - | 100 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Elementary Level Detail

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Marketing - Advertising | - | - | - | 2,133 | 1,600 | 1,100 |
| Equipment/Copier Repair | - | - | - | 1,774 | 2,700 | 3,600 |
| Telephone/Pagers/Modems | - | - | - | 51,740 | 30,200 | 25,100 |
| Data Communication Lines | - | - | - | 1,173 | 1,800 | 1,800 |
| Voice Communication Line | - | - | - | 720 | 600 | 200 |
| Postage | - | - | - | 29,171 | 26,300 | 21,900 |
| Permits/Licenses/Fees | - | - | - | 26,642 | 1,900 | 11,100 |
| Risk Management Charges | - | - | - | 8,950 | 12,000 | 11,000 |
| Fees For Dist Membership | - | - | - | 388 | - | 100 |
| District Meetings/Conferences | - | - | - | 2,168 | - | - |
| Community Relations | - | - | - | 554 | - | - |
| Purchased Services Total | - | - | - | 973,176 | 593,100 | 550,000 |
| Materials and Supplies | | | | | | |
| Contingency | - | - | - | - | 671,400 | 381,500 |
| Office Material/Supplies | - | - | - | 238,056 | 156,800 | 125,300 |
| Office Equipment - Under \$5K | - | - | - | 63,698 | 5,700 | 9,300 |
| Curriculum Dev/Staff Training | - | - | - | 8,112 | 3,300 | 19,500 |
| Clinic Supplies/Materials | - | - | - | 22,797 | 22,600 | 22,300 |
| Custodial Supplies | - | - | - | 7,636 | 8,000 | 7,000 |
| Instructional Material/Supply | - | - | - | 2,551,919 | 2,848,000 | 3,638,700 |
| Instructional Equip-Under \$5K | - | - | - | 848,644 | 313,200 | 146,000 |
| Repair Parts-Instr Equip | - | - | - | 3,188 | - | 300 |
| Textbooks | - | - | - | 194,880 | 117,600 | 135,300 |
| Copier Usage | - | - | - | 1,181,233 | 990,800 | 916,900 |
| Testing Materials | - | - | - | 3,431 | 2,400 | 4,000 |
| Graduation Materials | - | - | - | 494 | - | - |
| Maint Materials/Supplies | - | - | - | 16,030 | 6,800 | 5,600 |
| Library Materials | - | - | - | 20,633 | 11,800 | 14,200 |
| Audio Visual Materials | - | - | - | 2,199 | - | - |
| Miscellaneous Expense | - | - | - | 11,664 | 700 | 1,400 |
| Small Equip & Utensils | - | - | - | 3,930 | 10,000 | 9,900 |
| Freight/Handling | - | - | - | 83 | - | - |
| Broken/Damaged Inventory | - | - | - | - | 1,000 | 1,000 |
| Materials and Supplies Total | - | - | - | 5,178,628 | 5,170,100 | 5,438,200 |
| Capital and Transfer | | | | | | |
| Office Equipment | - | - | - | 400 | 400 | 800 |
| Instructional/Curric Equipmnt | - | - | - | 14,813 | 11,500 | 10,500 |
| Transfers. | - | - | - | 20,998 | - | 200 |
| Capital and Transfer Total | - | - | - | 36,212 | 11,900 | 11,500 |
| Total | 2,733.56 | 2,696.83 | 2,606.84 | \$189,342,963 | \$170,803,800 | \$176,009,800 |





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Middle Level

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Budget |
|----------------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------------|-----------------------------|-----------------------------|
| General Administration | | | | | | |
| Payroll | - | - | - | - | - | - |
| Non-Payroll | - | - | - | - | - | - |
| General Instruction | | | | | | |
| Payroll | 590.11 | 554.58 | 539.28 | \$44,259,710 | \$40,893,400 | \$38,302,100 |
| Non-Payroll | - | - | - | 1,511,992 | 1,185,600 | 1,320,200 |
| Instructional Support | | | | | | |
| Payroll | 41.00 | 39.00 | 47.25 | 3,663,493 | 3,325,700 | 3,496,000 |
| Non-Payroll | - | - | - | 66,853 | 31,300 | 40,500 |
| Operations and Maintenance | | | | | | |
| Payroll | - | - | - | - | - | - |
| Non-Payroll | - | - | - | - | - | - |
| School Administration | | | | | | |
| Payroll | 95.50 | 84.50 | 80.00 | 7,608,423 | 6,696,900 | 6,138,900 |
| Non-Payroll | - | - | - | 217,513 | 453,900 | 248,400 |
| Special Ed Instruction | | | | | | |
| Payroll | 0.04 | - | - | 704,431 | 200 | - |
| Non-Payroll | - | - | - | 36,647 | 11,700 | 10,500 |
| Transportation.. | | | | | | |
| Payroll | - | - | - | - | - | - |
| Non-Payroll | - | - | - | - | - | - |
| Middle Level Total | 726.65 | 678.08 | 666.53 | \$58,069,062 | \$52,598,700 | \$49,556,600 |

Other statistical information can be found in the Informational Section later in this document.



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Middle Level Detail

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Budget |
|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: Middle | | | | | | |
| Payroll | | | | | | |
| Principal. | 20.00 | 19.00 | 19.00 | \$2,028,019 | \$1,960,800 | \$1,803,100 |
| Assistant Principal | 26.00 | 20.00 | 19.00 | 2,148,256 | 1,713,500 | 1,618,500 |
| Teacher | 540.60 | 509.60 | 503.79 | 32,176,556 | 30,324,500 | 28,351,900 |
| Substitute Teacher | - | - | - | 622,943 | 621,400 | 528,800 |
| Counselor | 41.00 | 39.00 | 38.00 | 2,787,130 | 2,682,400 | 2,587,900 |
| Teacher Librarian | 20.00 | 19.00 | 18.50 | 1,260,213 | 1,252,500 | 1,273,500 |
| Resource Teachers | - | - | - | 164,577 | - | - |
| Instructional Coach. | - | - | - | 17,592 | - | - |
| School Secretary | 49.50 | 45.50 | 42.00 | 1,873,333 | 1,701,700 | 1,462,400 |
| Substitute Secretary | - | - | - | 6,780 | - | - |
| Secretary | - | - | - | 1,414 | - | - |
| Paraprofessional | 20.41 | 16.61 | 16.99 | 1,133,783 | 308,000 | 315,600 |
| Para-Educator | - | - | - | 854 | - | - |
| Clinic Aides | 8.91 | 9.15 | 9.25 | 225,388 | 191,600 | 193,500 |
| Classified - Hourly | 0.23 | 0.22 | - | 76,393 | 5,600 | - |
| Variable/Performance Pay | - | - | - | 85,567 | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 788,836 | - | - |
| Additional Pay - Certificated | - | - | - | 82,527 | 15,900 | 1,200 |
| Additional Pay-Classified | - | - | - | 12,671 | 3,400 | - |
| Additional Pay-Administrative | - | - | - | 2,637 | - | - |
| Overtime - Classified | - | - | - | 13,376 | 2,000 | 400 |
| Payroll Total | 726.65 | 678.08 | 666.53 | 45,508,844 | 40,783,300 | 38,136,800 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 10,727,214 | 10,132,600 | 9,799,700 |
| Benefits Total | - | - | - | 10,727,214 | 10,132,600 | 9,799,700 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 15,500 | 4,200 | 2,600 |
| Employee Training & Conf | - | - | - | 51,864 | 13,500 | 12,000 |
| Awards And Banquets | - | - | - | 3,088 | 200 | 700 |
| Orientation-Inserv-Workshops | - | - | - | 643 | 400 | - |
| Professional Growth | - | - | - | 378 | - | 300 |
| Meals/Refreshments | - | - | - | 30,306 | 5,800 | 1,500 |
| Student Transportation. | - | - | - | 12,146 | 2,500 | 300 |
| Student Admission/Entry Fees | - | - | - | 5,722 | - | - |
| Printing | - | - | - | 27,445 | 3,100 | 5,200 |
| Consultants | - | - | - | - | 200 | - |
| Contracted Services | - | - | - | 49,679 | 2,500 | 2,600 |
| Refuse & Dump Fees | - | - | - | 568 | 1,200 | - |
| Contract Maint/Eq Repair | - | - | - | 30,541 | 8,300 | 1,200 |
| Software Purch/Lease | - | - | - | 22,244 | 1,100 | - |
| Telephone/Pagers/Modems | - | - | - | 19,789 | 7,300 | 9,100 |
| Voice Communication Line | - | - | - | 142 | 100 | - |
| Postage | - | - | - | 36,855 | 12,800 | 10,300 |
| Permits/Licenses/Fees | - | - | - | 966 | 100 | 100 |
| Fees For Dist Membership | - | - | - | 428 | 200 | 300 |
| District Meetings/Conferences | - | - | - | 30 | - | - |
| Community Relations | - | - | - | - | - | 600 |
| Purchased Services Total | - | - | - | 308,336 | 63,500 | 46,800 |
| Materials and Supplies | | | | | | |
| Contingency | - | - | - | - | 340,000 | 275,700 |
| Office Material/Supplies | - | - | - | 105,820 | 63,800 | 34,200 |
| Office Equipment - Under \$5K | - | - | - | 7,908 | - | 2,300 |
| Curriculum Dev/Staff Training | - | - | - | 1,990 | 3,900 | 2,000 |
| Clinic Supplies/Materials | - | - | - | 6,782 | 3,900 | 3,300 |
| Instructional Material/Supply | - | - | - | 709,945 | 898,800 | 1,055,200 |
| Instructional Equip-Under \$5K | - | - | - | 247,356 | 85,000 | 40,900 |
| Repair Parts-Instr Equip | - | - | - | 3,325 | 300 | 600 |
| Textbooks | - | - | - | 91,510 | 47,600 | 38,800 |
| Copier Usage | - | - | - | 255,498 | 155,200 | 104,600 |
| Testing Materials | - | - | - | 534 | - | - |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Middle Level Detail

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|---------------------|
| Athletic Supplies | - | - | - | 7,752 | - | - |
| Maint Materials/Supplies | - | - | - | 3,941 | 400 | - |
| Photographic Supplies | - | - | - | 535 | - | - |
| Library Materials | - | - | - | 9,479 | 5,400 | 15,700 |
| Miscellaneous Expense | - | - | - | 2,734 | - | - |
| Materials and Supplies Total | - | - | - | 1,455,108 | 1,604,300 | 1,573,300 |
| Capital and Transfer | | | | | | |
| Instructional/Curric Equipmnt | - | - | - | 19,641 | 15,000 | - |
| Transfers. | - | - | - | 49,919 | - | - |
| Capital and Transfer Total | - | - | - | 69,561 | 15,000 | - |
| Total | 726.65 | 678.08 | 666.53 | \$58,069,062 | \$52,598,700 | \$49,556,600 |





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Senior Level

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Budget |
|----------------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------------|-----------------------------|-----------------------------|
| General Administration | | | | | | |
| Payroll | - | - | - | - | - | - |
| Non-Payroll | - | - | - | - | - | - |
| General Instruction | | | | | | |
| Payroll | 1,266.47 | 1,250.82 | 1,206.51 | \$93,026,291 | \$92,696,600 | \$84,336,500 |
| Non-Payroll | - | - | - | 3,779,624 | 4,565,200 | 5,642,000 |
| Instructional Support | | | | | | |
| Payroll | 77.00 | 77.32 | 81.55 | 6,400,876 | 6,331,800 | 6,390,000 |
| Non-Payroll | - | - | - | 154,933 | 86,800 | 197,600 |
| Operations and Maintenance | | | | | | |
| Payroll | - | - | - | - | - | - |
| Non-Payroll | - | - | - | - | - | - |
| School Administration | | | | | | |
| Payroll | 243.00 | 223.00 | 222.50 | 16,592,812 | 15,801,200 | 14,841,500 |
| Non-Payroll | - | - | - | 599,276 | 1,902,500 | 803,600 |
| Special Ed Instruction | | | | | | |
| Payroll | 0.43 | - | - | 677,137 | - | - |
| Non-Payroll | - | - | - | 107,169 | 32,400 | 41,000 |
| Transportation.. | | | | | | |
| Payroll | - | - | - | - | - | - |
| Non-Payroll | - | - | - | - | - | - |
| Senior Level Total | 1,586.90 | 1,551.14 | 1,510.56 | \$121,338,118 | \$121,416,500 | \$112,252,200 |

Other statistical information can be found in the Informational Section later in this document.



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Senior Level Detail

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Budget |
|-------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: Senior | | | | | | |
| Payroll | | | | | | |
| Director | 0.50 | 0.50 | 0.50 | \$52,838 | \$53,300 | \$51,700 |
| Principal | 18.00 | 18.00 | 18.00 | 2,006,707 | 2,071,300 | 1,713,900 |
| Assistant Principal | 76.00 | 72.00 | 72.00 | 6,289,682 | 6,257,600 | 5,906,700 |
| Teacher | 1,153.95 | 1,149.20 | 1,112.39 | 67,649,335 | 68,833,600 | 62,284,000 |
| Substitute Teacher | - | - | - | 1,162,245 | 1,437,000 | 1,177,700 |
| Counselor | 76.00 | 76.00 | 72.00 | 4,960,385 | 5,020,300 | 4,845,500 |
| Teacher Librarian | 17.00 | 17.00 | 17.00 | 1,212,279 | 1,170,000 | 1,175,600 |
| Coordinator - Administrative | - | - | - | 13,475 | - | - |
| Resource Teachers | 5.00 | 5.00 | 5.00 | 730,324 | 299,200 | 290,200 |
| Instructional Coach. | 17.00 | 17.00 | 15.30 | 1,118,076 | 1,013,200 | 992,800 |
| Nurse | 1.00 | 1.00 | 1.00 | 43,776 | 49,100 | 49,700 |
| Specialist - Classified | 1.00 | 1.00 | 1.00 | 33,133 | 34,900 | 33,900 |
| Technician - Classified | 1.00 | 1.00 | 1.00 | 67,469 | 28,900 | 28,000 |
| School Secretary | 91.50 | 75.50 | 75.00 | 3,217,447 | 2,684,900 | 2,606,300 |
| Substitute Secretary | - | - | - | 6,684 | - | - |
| Secretary | 2.00 | 1.00 | 1.00 | 42,489 | 44,500 | 37,200 |
| Paraprofessional | 60.65 | 51.23 | 53.82 | 1,813,799 | 1,014,900 | 1,055,300 |
| Special Interpreter/Tutor | - | - | - | 12,800 | - | 4,800 |
| Para-Educator | 0.03 | - | - | 1,616 | - | - |
| Clinic Aides | 8.67 | 8.66 | 8.55 | 185,813 | 181,500 | 178,700 |
| Campus Supervisor. | 57.00 | 57.00 | 57.00 | 1,529,084 | 1,532,100 | 1,511,800 |
| Classified - Hourly | 0.60 | 0.05 | - | 65,607 | 1,200 | 2,400 |
| Variable/Performance Pay | - | - | - | 165,666 | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 1,658,523 | - | - |
| Additional Pay - Certificated | - | - | - | 119,236 | 39,700 | 22,500 |
| Additional Pay-Classified | - | - | - | 28,586 | 10,700 | 4,100 |
| Additional Pay-Administrative | - | - | - | 16,730 | - | - |
| Overtime - Classified | - | - | - | 47,430 | 12,400 | 11,100 |
| Payroll Total | 1,586.90 | 1,551.14 | 1,510.56 | 94,251,233 | 91,790,300 | 83,983,900 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 22,445,883 | 23,039,200 | 21,584,200 |
| Benefits Total | - | - | - | 22,445,883 | 23,039,200 | 21,584,200 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 72,537 | 12,200 | 8,700 |
| Employee Training & Conf | - | - | - | 138,919 | 31,000 | 52,800 |
| Awards And Banquets | - | - | - | 17,033 | - | 1,500 |
| Orientation-Inserv-Workshops | - | - | - | 1,767 | 300 | 2,300 |
| Professional Growth | - | - | - | 5,048 | - | - |
| Meals/Refreshments | - | - | - | 68,375 | 10,500 | 7,800 |
| Student Transportation. | - | - | - | 56,407 | 16,300 | 18,600 |
| Curric Reqd Field Trips | - | - | - | - | - | 300 |
| Student Admission/Entry Fees | - | - | - | 43,552 | 8,200 | 4,200 |
| Printing | - | - | - | 38,501 | 13,600 | 13,300 |
| Contracted Services | - | - | - | 147,241 | 57,300 | 60,000 |
| Film Rental/Library | - | - | - | - | - | 900 |
| Fleet Maintenance. | - | - | - | 120 | - | - |
| Equipment Rental | - | - | - | 3,042 | - | 1,100 |
| Contract Maint/Eq Repair | - | - | - | 76,016 | 16,100 | 7,700 |
| Const Maint/Repair - Building | - | - | - | 158 | - | - |
| Software Purch/Lease | - | - | - | 76,142 | 3,000 | 6,500 |
| Telephone Service Order | - | - | - | 165 | - | - |
| Telephone/Pagers/Modems | - | - | - | 57,373 | 15,200 | 27,400 |
| Data Communication Lines | - | - | - | 1,321 | - | - |
| Voice Communication Line | - | - | - | 348 | - | - |
| Postage | - | - | - | 77,943 | 23,300 | 24,500 |
| Permits/Licenses/Fees | - | - | - | 15,168 | 500 | 500 |
| Risk Management Charges | - | - | - | 3,900 | - | - |
| Fees For Dist Membership | - | - | - | 4,482 | - | 3,500 |
| District Meetings/Conferences | - | - | - | 1,142 | 700 | 200 |
| Community Relations | - | - | - | 4,146 | 200 | 200 |
| Forensics | - | - | - | 3,141 | 4,600 | 4,700 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Senior Level Detail

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|----------------------|----------------------|----------------------|
| Newspaper | - | - | - | 6,288 | 13,800 | 7,400 |
| Music | - | - | - | 5,663 | 6,800 | 8,500 |
| Purchased Services Total | - | - | - | 925,937 | 233,600 | 262,600 |
| Materials and Supplies | | | | | | |
| Contingency | - | - | - | - | 2,827,500 | 2,750,200 |
| Office Material/Supplies | - | - | - | 262,575 | 423,900 | 324,700 |
| Office Equipment - Under \$5K | - | - | - | 78,024 | 4,000 | 4,000 |
| Curriculum Dev/Staff Training | - | - | - | 3,084 | - | 1,000 |
| Clinic Supplies/Materials | - | - | - | 4,776 | 3,000 | 2,400 |
| Instructional Material/Supply | - | - | - | 1,652,529 | 2,545,300 | 2,956,500 |
| Instructional Equip-Under \$5K | - | - | - | 574,331 | 251,800 | 40,000 |
| Repair Parts-Instr Equip | - | - | - | 276 | 2,100 | 1,800 |
| Textbooks | - | - | - | 360,129 | 61,000 | 89,700 |
| Copier Usage | - | - | - | 506,089 | 193,400 | 200,700 |
| Testing Materials | - | - | - | 3,886 | 1,500 | 4,500 |
| New Standardized Testing | - | - | - | 14 | - | - |
| Graduation Materials | - | - | - | 970 | 1,300 | 1,300 |
| Maint Materials/Supplies | - | - | - | 4,600 | 1,000 | 1,700 |
| Library Materials | - | - | - | 20,366 | 20,300 | 15,000 |
| Audio Visual Materials | - | - | - | 6,562 | - | 600 |
| Miscellaneous Expense | - | - | - | 53,854 | 6,500 | 7,900 |
| Small Equip & Utensils | - | - | - | (327) | - | - |
| Materials and Supplies Total | - | - | - | 3,531,736 | 6,342,600 | 6,402,000 |
| Capital and Transfer | | | | | | |
| Office Equipment | - | - | - | - | 800 | 800 |
| Instructional/Curric Equipmnt | - | - | - | 9,717 | 10,000 | 18,200 |
| Transfers. | - | - | - | 173,611 | - | 500 |
| Capital and Transfer Total | - | - | - | 183,328 | 10,800 | 19,500 |
| Total | 1,586.90 | 1,551.14 | 1,510.56 | \$121,338,118 | \$121,416,500 | \$112,252,200 |





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Option

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Budget |
|----------------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------------|-----------------------------|-----------------------------|
| General Administration | | | | | | |
| Payroll | - | - | - | - | - | - |
| Non-Payroll | - | - | - | - | - | - |
| General Instruction | | | | | | |
| Payroll | 258.58 | 269.38 | 254.38 | \$19,344,347 | \$19,970,200 | \$17,790,900 |
| Non-Payroll | - | - | - | 1,326,652 | 1,019,200 | 1,254,200 |
| Instructional Support | | | | | | |
| Payroll | 16.50 | 17.50 | 23.13 | 1,432,419 | 1,565,900 | 1,676,500 |
| Non-Payroll | - | - | - | 62,775 | 47,800 | 32,400 |
| Operations and Maintenance | | | | | | |
| Payroll | - | - | - | - | - | - |
| Non-Payroll | - | - | - | - | - | - |
| School Administration | | | | | | |
| Payroll | 63.27 | 66.25 | 68.75 | 4,214,236 | 4,569,600 | 4,641,000 |
| Non-Payroll | - | - | - | 320,773 | 404,900 | 364,300 |
| Special Ed Instruction | | | | | | |
| Payroll | - | 1.31 | - | 117,161 | 32,800 | - |
| Non-Payroll | - | - | - | 8,179 | 1,200 | 2,000 |
| Transportation.. | | | | | | |
| Payroll | - | - | - | - | - | - |
| Non-Payroll | - | - | - | - | - | - |
| Option Total | 338.35 | 354.44 | 346.26 | \$26,826,542 | \$27,611,600 | \$25,761,300 |

Other statistical information can be found in the Informational Section later in this document.



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Option Detail

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Budget |
|-------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Dept ID: Option | | | | | | |
| Payroll | | | | | | |
| Director | - | 1.00 | 1.00 | \$87,800 | \$94,200 | \$94,900 |
| Principal. | 7.00 | 7.00 | 7.00 | 736,807 | 753,900 | 664,300 |
| Assistant Principal | 10.50 | 11.50 | 12.50 | 985,482 | 1,104,400 | 1,010,000 |
| Technical Specialist | 1.00 | 1.00 | 1.00 | 74,776 | 76,000 | 72,800 |
| Teacher | 210.80 | 223.30 | 221.70 | 13,246,537 | 13,928,000 | 12,471,700 |
| Substitute Teacher | - | - | - | 211,165 | 282,100 | 232,900 |
| Counselor | 16.00 | 17.50 | 19.50 | 1,225,786 | 1,256,500 | 1,255,800 |
| Teacher Librarian | 7.00 | 7.50 | 7.00 | 515,729 | 527,300 | 457,100 |
| Resource Teachers | - | - | 0.50 | 119,597 | - | 29,200 |
| Instructional Coach. | 7.00 | 7.50 | 6.60 | 360,321 | 508,500 | 428,300 |
| Psychologist | - | 0.50 | - | 36,101 | 31,900 | - |
| Social Worker | 0.50 | - | 0.50 | - | - | 31,800 |
| Technician - Classified | 7.50 | 8.50 | 9.50 | 284,291 | 344,000 | 437,400 |
| School Secretary | 27.25 | 25.75 | 27.25 | 965,220 | 881,300 | 948,300 |
| Substitute Secretary | - | - | - | 378 | - | - |
| Secretary | - | 1.00 | - | 43,452 | 52,400 | - |
| Paraprofessional | 15.38 | 16.08 | 16.58 | 354,878 | 306,700 | 305,600 |
| Special Interpreter/Tutor | - | - | - | 1,319 | - | - |
| Para-Educator | - | - | - | 253 | - | - |
| Clinic Aides | 3.56 | 3.69 | 3.63 | 78,164 | 78,100 | 76,700 |
| Sub Para-Educator | - | - | - | 2,949 | - | - |
| Athletic Game Workers | - | - | - | - | - | - |
| Custodian | - | - | - | - | - | - |
| Campus Supervisor. | 10.00 | 10.00 | 10.00 | 242,147 | 275,000 | 266,000 |
| Food Service Hourly Worker | 3.53 | 1.65 | 2.00 | 43,195 | 41,200 | 36,000 |
| Classified - Hourly | 0.53 | 0.97 | - | 31,462 | 24,200 | - |
| Certificated - Hourly | 10.80 | 10.00 | - | 175,291 | 250,000 | 140,000 |
| Variable/Performance Pay | - | - | - | 36,436 | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 358,944 | - | - |
| Additional Pay - Certificated | - | - | - | 120,016 | 146,000 | 195,700 |
| Additional Pay-Classified | - | - | - | 20,777 | 8,800 | 16,900 |
| Additional Pay-Administrative | - | - | - | 300 | - | 1,200 |
| Overtime - Classified | - | - | - | 13,228 | 5,000 | 6,000 |
| Payroll Total | 338.35 | 354.44 | 346.26 | 20,372,803 | 20,975,500 | 19,178,600 |
| Benefits | | | | | | |
| Employee Benefits | - | - | - | 4,735,359 | 5,162,900 | 4,929,400 |
| Benefits Total | - | - | - | 4,735,359 | 5,162,900 | 4,929,400 |
| Purchased Services | | | | | | |
| Mileage And Travel | - | - | - | 12,782 | 12,100 | 9,500 |
| Employee Training & Conf | - | - | - | 22,213 | 14,900 | 7,000 |
| Awards And Banquets | - | - | - | 231 | - | - |
| Orientation-Inserv-Workshops | - | - | - | 4,371 | 1,000 | - |
| Professional Growth | - | - | - | 6,558 | - | 1,000 |
| Meals/Refreshments | - | - | - | 18,229 | 5,300 | 800 |
| Student Transportation. | - | - | - | 40,115 | 28,000 | 29,000 |
| Student Admission/Entry Fees | - | - | - | 1,374 | - | - |
| Printing | - | - | - | 8,328 | 13,200 | 13,400 |
| Consultants | - | - | - | 12,224 | 6,200 | 5,000 |
| Contract Labor | - | - | - | - | - | 100 |
| Contracted Services | - | - | - | 50,699 | 60,500 | 41,700 |
| Interest Expense. | - | - | - | 759 | - | - |
| Fleet Maintenance. | - | - | - | 28,662 | 26,500 | 42,500 |
| Refuse & Dump Fees | - | - | - | - | 100 | - |
| Equipment Rental | - | - | - | - | - | 1,000 |
| Contract Maint/Eq Repair | - | - | - | 53,439 | 18,400 | 44,400 |
| Const Maint/Repair - Building | - | - | - | 6,581 | 3,500 | 3,500 |
| Software Purch/Lease | - | - | - | 9,323 | 3,000 | 8,300 |
| Marketing - Advertising | - | - | - | 27,104 | 30,000 | 35,000 |
| Telephone/Pagers/Modems | - | - | - | 13,234 | 13,100 | 13,300 |
| Voice Communication Line | - | - | - | 120 | - | 100 |
| Postage | - | - | - | 15,546 | 20,000 | 12,600 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Option Detail

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Permits/Licenses/Fees | - | - | - | 2,923 | 3,800 | 5,000 |
| Risk Management Charges | - | - | - | 15,750 | 16,800 | 20,500 |
| Community Relations | - | - | - | 1,402 | 2,000 | 2,400 |
| Purchased Services Total | - | - | - | 351,967 | 278,400 | 296,100 |
| Materials and Supplies | | | | | | |
| Contingency | - | - | - | - | 153,900 | 58,000 |
| Office Material/Supplies | - | - | - | 71,935 | 35,400 | 46,200 |
| Office Equipment - Under \$5K | - | - | - | 8,733 | 12,000 | 15,500 |
| Curriculum Dev/Staff Training | - | - | - | 4,629 | - | - |
| Clinic Supplies/Materials | - | - | - | 2,186 | 2,000 | 1,800 |
| Instructional Material/Supply | - | - | - | 632,905 | 472,700 | 695,600 |
| Instructional Equip-Under \$5K | - | - | - | 250,808 | 187,000 | 195,400 |
| Repair Parts-Instr Equip | - | - | - | 437 | - | - |
| Textbooks | - | - | - | 29,897 | 41,900 | 41,900 |
| Copier Usage | - | - | - | 111,726 | 106,500 | 84,800 |
| Testing Materials | - | - | - | 361 | 5,500 | 2,300 |
| Graduation Materials | - | - | - | 8 | - | 2,000 |
| Maint Materials/Supplies | - | - | - | 3,460 | 5,400 | 4,600 |
| Small Hand Tools | - | - | - | 13,231 | 20,800 | 26,100 |
| Library Materials | - | - | - | 2,635 | 2,000 | 2,000 |
| Miscellaneous Expense | - | - | - | 827 | 2,500 | - |
| Materials and Supplies Total | - | - | - | 1,133,777 | 1,047,600 | 1,176,200 |
| Capital and Transfer | | | | | | |
| Equipment Replacement | - | - | - | 1,584 | - | - |
| Plant/Shop Equipment | - | - | - | 3,398 | - | - |
| Buses | - | - | - | 58,195 | 14,600 | 10,000 |
| Instructional/Curric Equipmnt | - | - | - | 153,464 | 125,000 | 99,000 |
| Building Improvements. | - | - | - | 7,003 | 7,600 | 62,000 |
| Transfers. | - | - | - | 8,991 | - | 10,000 |
| Capital and Transfer Total | - | - | - | 232,635 | 147,200 | 181,000 |
| Total | 338.35 | 354.44 | 346.26 | \$26,826,542 | \$27,611,600 | \$25,761,300 |



Athletics and Activities

The Athletics and Activities Department is responsible for providing a program integrated with the total educational program of the school district.

The Athletic Department also:

- Supervises athletic and activity policies and procedures for high schools to ensure compliance with district, state, and national regulations.
- Assists schools with various management issues including budget, league business, game scheduling, and contracting officials, athletic trainers and security.
- Assists athletic directors at each of the 18 high schools in the management of 25 varsity sports with up to 50 levels which support nearly 12,700 student participants.
- Assists activity directors with 8 sanctioned activities and over 170 clubs.
- Manages and maintains five stadiums on four sites encompassing over 48 acres to ensure a safe and enjoyable environment for participants and spectators.

Fees for athletic participation are increasing from \$125 per sport to \$150 per sport for 2011/2012 as part of the budget reduction/revenue enhancement process throughout the district. This is anticipated to increase revenue by \$250,000.

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-----------------------|----------------------------|----------------------------|----------------------------|----------------------|---------------------|--------------------------|-------------------------|---------------------|
| General Instruction | | | | | | | | |
| Payroll | 6.00 | 6.00 | 7.92 | \$5,364,106 | \$391,900 | \$5,682,300 | \$(55,000) | \$5,627,300 |
| Non-Payroll | - | - | - | 3,148,192 | - | 3,005,000 | (434,900) | 2,570,100 |
| Instructional Support | | | | | | | | |
| Payroll | 6.42 | 6.42 | 4.50 | 298,514 | 5,198,000 | 287,900 | (10,100) | 277,800 |
| Non-Payroll | - | - | - | 12,007 | 3,137,500 | 132,500 | (50,000) | 82,500 |
| Total | 12.42 | 12.42 | 12.42 | \$8,822,818 | \$8,727,400 | \$9,107,700 | \$(550,000) | \$8,557,700 |





**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail**

Athletics and Activities

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------------|-----------------------------|----------------------------------|---------------------------------|-----------------------------|
| Payroll | | | | | | | | |
| Executive Director | - | 1.00 | 1.00 | - | \$109,900 | \$81,900 | - | \$81,900 |
| Director | 1.00 | - | - | 107,315 | - | - | - | - |
| Manager | 1.00 | 1.00 | 1.00 | 78,830 | 80,100 | 77,600 | - | 77,600 |
| Substitute Teacher | - | - | - | 42,040 | 24,300 | 21,900 | (8,000) | 13,900 |
| Technician - Classified | 2.50 | 2.50 | 2.50 | 77,859 | 85,800 | 83,200 | - | 83,200 |
| Secretary | 1.00 | 1.00 | 1.00 | 39,208 | 38,700 | 37,600 | - | 37,600 |
| Trades Technician | 5.00 | 5.00 | 5.00 | 223,672 | 228,400 | 216,300 | - | 216,300 |
| Athletic Game Workers | - | - | - | 140,833 | 153,000 | 148,400 | (15,900) | 132,500 |
| Campus Supervisor. | - | - | - | 590 | - | - | - | - |
| Classified - Hourly | 1.92 | 1.92 | 1.92 | 42,439 | 47,900 | 46,500 | (4,000) | 42,500 |
| Variable/Performance Pay | - | - | - | 3,606 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 6,947 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 4,080,295 | 3,981,800 | 3,981,800 | (23,900) | 3,957,900 |
| Additional Pay-Classified | - | - | - | 1,437 | - | - | - | - |
| Overtime - Classified | - | - | - | 52,402 | 54,400 | 54,400 | - | 54,400 |
| Payroll Exception | - | - | - | (4,411) | - | - | - | - |
| Payroll Total | 12.42 | 12.42 | 12.42 | 4,893,061 | 4,804,300 | 4,749,600 | (51,800) | 4,697,800 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 769,559 | 785,600 | 1,220,600 | (13,300) | 1,207,300 |
| Benefits Total | - | - | - | 769,559 | 785,600 | 1,220,600 | (13,300) | 1,207,300 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 18,243 | 5,000 | 5,000 | - | 5,000 |
| Employee Training & Conf | - | - | - | 5,563 | 500 | 500 | - | 500 |
| Awards And Banquets | - | - | - | 50,693 | 20,300 | 20,300 | - | 20,300 |
| Recruiting Costs | - | - | - | 145 | - | - | - | - |
| Meals/Refreshments | - | - | - | 15,023 | 200 | 200 | - | 200 |
| Athletic Game Costs | - | - | - | 101,304 | 84,400 | 84,400 | (30,000) | 54,400 |
| Student Transportation. | - | - | - | 650,169 | 816,000 | 816,000 | (200,000) | 616,000 |
| Student Admission/Entry Fees | - | - | - | 62,298 | - | - | - | - |
| Athletic Trainers | - | - | - | 782,782 | 791,200 | 791,200 | - | 791,200 |
| Game Officials | - | - | - | 385,858 | 400,000 | 400,000 | (25,000) | 375,000 |
| Athletics - Security | - | - | - | 36,216 | 57,900 | 57,900 | (20,000) | 37,900 |
| Printing | - | - | - | 9,198 | 11,000 | 11,000 | - | 11,000 |
| Contract Labor | - | - | - | 724 | 1,000 | 1,000 | - | 1,000 |
| Contracted Services | - | - | - | 99,221 | 11,500 | 11,500 | - | 11,500 |
| Fleet Maintenance. | - | - | - | 10,427 | 19,000 | 19,000 | - | 19,000 |
| Building Rental | - | - | - | 97,377 | 124,700 | 124,700 | (110,000) | 14,700 |
| Equipment Rental | - | - | - | 1,592 | - | - | - | - |
| Contract Maint/Eq Repair | - | - | - | 57,498 | 60,000 | 60,000 | - | 60,000 |
| Const Maint/Repair - Building | - | - | - | 2,352 | - | - | - | - |
| Software Purch/Lease | - | - | - | 1,455 | 300 | 300 | - | 300 |
| Marketing - Advertising | - | - | - | 480 | - | - | - | - |
| Telephone/Pagers/Modems | - | - | - | 3,390 | 1,200 | 1,200 | - | 1,200 |
| Postage | - | - | - | 1,338 | 1,000 | 1,000 | - | 1,000 |
| Permits/Licenses/Fees | - | - | - | 373 | - | - | - | - |
| Fees For Dist Membership | - | - | - | 42,551 | 50,000 | 50,000 | - | 50,000 |
| District Meetings/Conferences | - | - | - | 119 | - | - | - | - |
| Community Relations | - | - | - | 275 | - | - | - | - |
| Purchased Services Total | - | - | - | 2,436,664 | 2,455,200 | 2,455,200 | (385,000) | 2,070,200 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 1,937 | 4,000 | 4,000 | - | 4,000 |
| Office Equipment - Under \$5K | - | - | - | (133) | - | - | - | - |
| Instructional Material/Supply | - | - | - | 112 | - | - | - | - |
| Instructional Equip-Under \$5K | - | - | - | 2,705 | - | - | - | - |
| Copier Usage | - | - | - | 10,648 | 1,500 | 1,500 | - | 1,500 |
| Testing Materials | - | - | - | 480 | - | - | - | - |
| Graduation Materials | - | - | - | 214 | - | - | - | - |
| Athletic Supplies | - | - | - | 533,546 | 551,100 | 558,900 | (85,000) | 473,900 |
| Maint Materials/Supplies | - | - | - | 95,745 | 101,700 | 117,900 | (14,900) | 103,000 |
| Audio Visual Materials | - | - | - | (34) | - | - | - | - |
| Miscellaneous Expense | - | - | - | 2,044 | - | - | - | - |
| Small Equip & Utensils | - | - | - | 3,078 | - | - | - | - |
| Materials and Supplies Total | - | - | - | 650,341 | 658,300 | 682,300 | (99,900) | 582,400 |
| Capital and Transfer | | | | | | | | |
| Plant/Shop Equipment | - | - | - | 11,459 | 24,000 | - | - | - |
| Athletic Equipment | - | - | - | 30,175 | - | - | - | - |
| Transfers. | - | - | - | 31,560 | - | - | - | - |
| Capital and Transfer Total | - | - | - | 73,194 | 24,000 | - | - | - |
| Athletics and Activities Total | 12.42 | 12.42 | 12.42 | \$8,822,818 | \$8,727,400 | \$9,107,700 | \$(550,000) | \$8,557,700 |



Board of Education

The Board of Education is the policy-making body of the school district consisting of five elected citizen volunteers who ensure proper stewardship of financial resources, educational planning and evaluation, staffing, school facilities, and communications. The Board of Education acts as a court of appeal for employees, students, and the public on issues involving board policy or implementation of that policy.

The major challenge of The Board of Education in the near future will be giving direction in light of the impending budget reductions the district is facing over the next four years. These reductions have become necessary to provide a balanced annual budget to the Board of Education for approval as stated in the financial policy of the district and to ensure the continuing financially sound foundation on which the Jeffco school district was built. The Board of Education has the final decisions on reductions as well as the continuation of existing programs or even the implementation of new initiatives.

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|------------------------|----------------------------|----------------------------|----------------------------|----------------------|---------------------|--------------------------|-------------------------|---------------------|
| General Administration | | | | | | | | |
| Payroll | - | - | - | \$126,416 | - | - | - | - |
| Non-Payroll | - | - | - | 549,880 | \$588,700 | \$588,700 | \$(74,000) | \$514,700 |
| Total | - | - | - | \$676,296 | \$588,700 | \$588,700 | \$(74,000) | \$514,700 |





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail
Board of Education

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: Board of Education | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | - | - | - | \$40,161 | - | - | - | - |
| Director | - | - | - | 24,312 | - | - | - | - |
| Secretary | - | - | - | 26,135 | - | - | - | - |
| Variable/Performance Pay | - | - | - | 2,194 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 358 | - | - | - | - |
| Additional Pay-Classified | - | - | - | 8,750 | - | - | - | - |
| Payroll Total | - | - | - | 101,910 | - | - | - | - |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 24,506 | - | - | - | - |
| Benefits Total | - | - | - | 24,506 | - | - | - | - |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 5,633 | 10,000 | 10,000 | (10,000) | - |
| Meals/Refreshments | - | - | - | 7,981 | - | - | - | - |
| Audit Fees | - | - | - | 147,285 | 150,000 | 150,000 | - | 150,000 |
| Legal Fees | - | - | - | 107,235 | 40,000 | 40,000 | - | 40,000 |
| Election Expenses | - | - | - | 167,658 | 150,000 | 150,000 | - | 150,000 |
| Printing | - | - | - | 9,624 | 9,500 | 9,500 | - | 9,500 |
| Consultants | - | - | - | 14,269 | 5,500 | 5,500 | - | 5,500 |
| Telephone/Pagers/Modems | - | - | - | 859 | 3,000 | 3,000 | - | 3,000 |
| Postage | - | - | - | 513 | 2,000 | 2,000 | - | 2,000 |
| Fees For Dist Membership | - | - | - | 76,391 | 80,500 | 80,500 | (64,000) | 16,500 |
| District Meetings/Conferences | - | - | - | 10,499 | 25,000 | 25,000 | - | 25,000 |
| Community Relations | - | - | - | 551 | 1,000 | 1,000 | - | 1,000 |
| Purchased Services Total | - | - | - | 548,498 | 476,500 | 476,500 | (74,000) | 402,500 |
| Materials and Supplies | | | | | | | | |
| Contingency | - | - | - | - | 110,000 | 110,000 | - | 110,000 |
| Office Material/Supplies | - | - | - | 1,382 | 2,200 | 2,200 | - | 2,200 |
| Materials and Supplies Total | - | - | - | 1,382 | 112,200 | 112,200 | - | 112,200 |
| Capital and Transfer | | | | | | | | |
| Total | - | - | - | \$676,296 | \$588,700 | \$588,700 | \$(74,000) | \$514,700 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail
Board of Education.

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 91000 | | | | | | | | |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | \$5,633 | \$10,000 | \$10,000 | \$(10,000) | - |
| Meals/Refreshments | - | - | - | 4,193 | - | - | - | - |
| Audit Fees | - | - | - | 147,285 | 150,000 | 150,000 | - | 150,000 |
| Legal Fees | - | - | - | 107,235 | 40,000 | 40,000 | - | 40,000 |
| Election Expenses | - | - | - | 167,658 | 150,000 | 150,000 | - | 150,000 |
| Printing | - | - | - | 9,624 | 9,000 | 9,000 | - | 9,000 |
| Consultants | - | - | - | 14,269 | 5,500 | 5,500 | - | 5,500 |
| Telephone/Pagers/Modems | - | - | - | 846 | 3,000 | 3,000 | - | 3,000 |
| Postage | - | - | - | 513 | 2,000 | 2,000 | - | 2,000 |
| Fees For Dist Membership | - | - | - | 76,391 | 80,500 | 80,500 | (64,000) | 16,500 |
| District Meetings/Conferences | - | - | - | 10,499 | 25,000 | 25,000 | - | 25,000 |
| Community Relations | - | - | - | 551 | 1,000 | 1,000 | - | 1,000 |
| Purchased Services Total | - | - | - | 544,696 | 476,000 | 476,000 | (74,000) | 402,000 |
| Materials and Supplies | | | | | | | | |
| Contingency | - | - | - | - | 10,000 | 10,000 | - | 10,000 |
| Office Material/Supplies | - | - | - | 1,314 | 1,800 | 1,800 | - | 1,800 |
| Materials and Supplies Total | - | - | - | 1,314 | 11,800 | 11,800 | - | 11,800 |
| Capital and Transfer | | | | | | | | |
| Total | - | - | - | \$546,010 | \$487,800 | \$487,800 | \$(74,000) | \$413,800 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Task-Budget Advisory

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 91402 | | | | | | | | |
| Purchased Services | | | | | | | | |
| Meals/Refreshments | - | - | - | \$3,788 | - | - | - | - |
| Printing | - | - | - | - | 500 | 500 | - | 500 |
| Purchased Services Total | - | - | - | 3,788 | 500 | 500 | - | 500 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 68 | 400 | 400 | - | 400 |
| Materials and Supplies Total | - | - | - | 68 | 400 | 400 | - | 400 |
| Capital and Transfer | | | | | | | | |
| Total | - | - | - | \$3,856 | \$900 | \$900 | - | \$900 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Jefferson Foundation

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 98100 | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | - | - | - | \$40,161 | - | - | - | - |
| Director | - | - | - | 24,312 | - | - | - | - |
| Secretary | - | - | - | 26,135 | - | - | - | - |
| Variable/Performance Pay | - | - | - | 2,194 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 358 | - | - | - | - |
| Additional Pay-Classified | - | - | - | 8,750 | - | - | - | - |
| Payroll Total | - | - | - | 101,910 | - | - | - | - |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 24,506 | - | - | - | - |
| Benefits Total | - | - | - | 24,506 | - | - | - | - |
| Purchased Services | | | | | | | | |
| Telephone/Pagers/Modems | - | - | - | \$14 | - | - | - | - |
| Purchased Services Total | - | - | - | 14 | - | - | - | - |
| Materials and Supplies | | | | | | | | |
| Contingency | - | - | - | - | 100,000 | 100,000 | - | 100,000 |
| Materials and Supplies Total | - | - | - | - | 100,000 | 100,000 | - | 100,000 |
| Capital and Transfer | | | | | | | | |
| Total | - | - | - | \$126,430 | \$100,000 | \$100,000 | - | \$100,000 |



Custodial Services

Custodial Services consists of over 500 full-time, part-time, and substitute employees who are responsible for providing a safe, healthy, and clean environment in the district's more than 160 facilities so students can learn, staff can work, and the community can enjoy.

Custodial Services is also a key component in the numerous site-based conservation and recycling programs established within the district. For example, Custodial Services assists Landscape Services in water conservation and actively monitors energy consumption and conservation at our district facilities. They also support the many recycling programs through which items, from paper to printer cartridges, are recycled.

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|----------------------------|----------------------------|----------------------------|----------------------------|----------------------|---------------------|--------------------------|-------------------------|---------------------|
| Operations and Maintenance | | | | | | | | |
| Payroll | 516.62 | 517.62 | 499.12 | \$26,269,713 | \$26,505,100 | \$25,757,000 | \$(995,000) | \$24,762,000 |
| Non-Payroll | - | - | - | 819,644 | 794,900 | 871,900 | - | 871,900 |
| Total | 516.62 | 517.62 | 499.12 | \$27,089,357 | \$27,300,000 | \$26,628,900 | \$(995,000) | \$25,633,900 |





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Custodial

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|------------------------------|-----------------------------|----------------------------------|---------------------------------|-----------------------------|
| Payroll | | | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$102,886 | \$99,500 | \$82,100 | - | \$82,100 |
| Supervisor | 1.00 | 1.00 | 1.00 | 72,316 | 74,000 | 71,300 | - | 71,300 |
| Substitute Teacher | - | - | - | 380 | - | - | - | - |
| Technician - Classified | 2.00 | 3.00 | 2.50 | 90,984 | 130,700 | 105,700 | - | 105,700 |
| Group Leader | - | - | 1.00 | - | - | 61,500 | - | 61,500 |
| Trades Technician | 4.00 | 4.00 | 9.00 | 241,477 | 245,800 | 490,400 | - | 490,400 |
| Custodian | 508.00 | 508.00 | 484.00 | 18,270,508 | 19,329,300 | 19,174,600 | \$(791,600) | 18,383,000 |
| Substitute Custodian | - | - | - | 786,036 | 281,200 | 253,100 | - | 253,100 |
| Classified - Hourly | 0.62 | 0.62 | 0.62 | - | 15,500 | 15,000 | - | 15,000 |
| Variable/Performance Pay | - | - | - | 3,304 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 377,990 | - | - | - | - |
| Additional Pay-Classified | - | - | - | 78,092 | - | 70,000 | - | 70,000 |
| Overtime - Classified | - | - | - | 533,803 | 165,200 | 167,100 | - | 167,100 |
| Payroll Exception | - | - | - | (30,589) | - | - | - | - |
| Payroll Total | 516.62 | 517.62 | 499.12 | 20,527,187 | 20,341,200 | 20,490,800 | (791,600) | 19,699,200 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 5,742,525 | 6,163,900 | 5,266,200 | (203,400) | 5,062,800 |
| Benefits Total | - | - | - | 5,742,525 | 6,163,900 | 5,266,200 | (203,400) | 5,062,800 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 8,333 | 8,700 | 8,700 | - | 8,700 |
| Employee Training & Conf | - | - | - | 1,501 | 5,600 | 6,600 | - | 6,600 |
| Awards And Banquets | - | - | - | 2,142 | 2,000 | 2,000 | - | 2,000 |
| Contract Maint/Eq Repair | - | - | - | 1,123 | - | 3,000 | - | 3,000 |
| Telephone/Pagers/Modems | - | - | - | 13,179 | 14,600 | 15,600 | - | 15,600 |
| Water & Sanitation | - | - | - | 54 | - | - | - | - |
| Postage | - | - | - | 478 | 300 | 300 | - | 300 |
| Purchased Services Total | - | - | - | 26,811 | 31,200 | 36,200 | - | 36,200 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 4,911 | 5,000 | 5,000 | - | 5,000 |
| Custodial Supplies | - | - | - | 787,140 | 758,700 | 670,900 | - | 670,900 |
| Copier Usage | - | - | - | 783 | - | 800 | - | 800 |
| Maint Materials/Supplies | - | - | - | - | - | 100,000 | - | 100,000 |
| Small Hand Tools | - | - | - | - | - | 2,000 | - | 2,000 |
| Uniforms | - | - | - | - | - | 1,500 | - | 1,500 |
| Materials and Supplies Total | - | - | - | 792,833 | 763,700 | 780,200 | - | 780,200 |
| Capital and Transfer | | | | | | | | |
| Plant/Shop Equipment | - | - | - | - | - | 55,500 | - | 55,500 |
| Capital and Transfer Total | - | - | - | - | - | 55,500 | - | 55,500 |
| Custodial Total | 516.62 | 517.62 | 499.12 | \$27,089,357 | \$27,300,000 | \$26,628,900 | \$(995,000) | \$25,633,900 |



District Leadership and Communications

District Leadership and Communications includes departments such as the Superintendent, the Chief Academic Office, the Support Services Management, Communications, and Employee Relations. These departments are responsible for the operational management of the district. They oversee the instructional needs of the students, the management of all sites and facilities, employee negotiations, complaints, and grievances, and all communications both internally among employees and externally with parents and the community.

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|----------------------------|----------------------------|----------------------------|----------------------------|----------------------|---------------------|--------------------------|-------------------------|---------------------|
| General Administration | | | | | | | | |
| Payroll | 23.58 | 18.93 | 18.93 | \$1,979,374 | \$1,990,600 | \$1,971,700 | - | \$1,971,700 |
| Non-Payroll | - | - | - | 248,360 | 550,100 | 550,100 | \$(27,600) | 522,500 |
| General Instruction | | | | | | | | |
| Non-Payroll | - | - | - | 318,618 | 90,000 | 90,000 | - | 90,000 |
| Instructional Support | | | | | | | | |
| Payroll | 2.00 | 5.00 | 5.00 | 529,776 | 615,200 | 617,800 | - | 617,800 |
| Non-Payroll | - | - | - | 189,517 | 225,800 | 225,800 | - | 225,800 |
| Operations and Maintenance | | | | | | | | |
| Payroll | 2.00 | 2.00 | 2.00 | 255,074 | 246,300 | 273,100 | - | 273,100 |
| Non-Payroll | - | - | - | 85,453 | 80,300 | 80,300 | - | 80,300 |
| Special Ed Instruction | | | | | | | | |
| Non-Payroll | - | - | - | 1,727,387 | 1,947,500 | 1,947,500 | - | 1,947,500 |
| Total | 27.58 | 25.93 | 25.93 | \$5,333,559 | \$5,745,800 | \$5,756,300 | \$(27,600) | \$5,728,700 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

District Leadership and Communications

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|--|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: District Leadership and Communications | | | | | | | | |
| Payroll | | | | | | | | |
| Superintendent | 1.00 | 1.00 | 1.00 | \$237,266 | \$205,500 | \$199,300 | - | \$199,300 |
| Chief Academic Officer | 1.00 | 1.00 | 1.00 | 151,627 | 151,600 | 147,100 | - | 147,100 |
| Chief Operating Officer | 1.00 | 1.00 | 1.00 | 133,375 | 130,100 | 146,300 | - | 146,300 |
| Executive Director | 2.00 | 2.00 | 2.00 | 261,779 | 272,400 | 262,500 | - | 262,500 |
| Director | 4.00 | 4.00 | 4.00 | 173,586 | 375,800 | 363,900 | - | 363,900 |
| Manager | 4.00 | 4.00 | 4.00 | 397,404 | 321,200 | 311,200 | - | 311,200 |
| Technical Specialist | 3.00 | 3.00 | 3.00 | 194,363 | 231,500 | 223,800 | - | 223,800 |
| Substitute Teacher | - | - | - | 4,298 | 5,700 | 5,200 | - | 5,200 |
| Administrator | 1.50 | 1.50 | 1.50 | 97,103 | 175,500 | 170,100 | - | 170,100 |
| Administrative Assistant | 5.00 | 5.00 | 5.00 | 277,478 | 284,800 | 260,300 | - | 260,300 |
| Substitute Secretary | - | - | - | 5,528 | 1,900 | 1,800 | - | 1,800 |
| Secretary | 1.00 | - | - | 8,134 | - | - | - | - |
| Paraprofessional | 0.90 | - | - | - | - | - | - | - |
| Investigator | 2.00 | 2.00 | 2.00 | 150,938 | 152,900 | 147,400 | - | 147,400 |
| Classified - Hourly | 1.18 | 1.43 | 1.43 | 19,734 | 35,800 | 34,700 | - | 34,700 |
| Variable/Performance Pay | - | - | - | 39,788 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 20,554 | 3,700 | 3,700 | - | 3,700 |
| Additional Pay-Administrative | - | - | - | 120,387 | - | - | - | - |
| Overtime - Classified | - | - | - | 54 | - | - | - | - |
| Payroll Total | 27.58 | 25.93 | 25.93 | 2,293,397 | 2,348,400 | 2,277,300 | - | 2,277,300 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 470,828 | 503,700 | 585,300 | - | 585,300 |
| Benefits Total | - | - | - | 470,828 | 503,700 | 585,300 | - | 585,300 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 10,159 | 14,700 | 15,500 | (900) | 14,600 |
| Employee Training & Conf | - | - | - | 56,600 | 39,200 | 39,200 | (1,600) | 37,600 |
| Orientation-Inserv-Workshops | - | - | - | 4,465 | 8,000 | 8,000 | - | 8,000 |
| Required Physical Exams | - | - | - | 440 | 1,000 | 1,000 | - | 1,000 |
| Professional Growth | - | - | - | 484 | 3,500 | 3,500 | - | 3,500 |
| Meals/Refreshments | - | - | - | 11,412 | 6,000 | 5,700 | - | 5,700 |
| Student Transportation. | - | - | - | 83 | - | - | - | - |
| Legal Fees | - | - | - | 175,560 | 321,500 | 321,500 | - | 321,500 |
| Printing | - | - | - | 14,813 | 26,100 | 26,100 | (10,000) | 16,100 |
| ADA/Legal Settlement | - | - | - | - | 8,900 | 8,900 | - | 8,900 |
| Consultants | - | - | - | 10,039 | 10,800 | 10,800 | - | 10,800 |
| Negotiation & Arbitration | - | - | - | 1,659 | 15,000 | 15,000 | - | 15,000 |
| Contract Labor | - | - | - | 8,079 | 5,500 | 5,500 | - | 5,500 |
| Contracted Services | - | - | - | 61,276 | 111,400 | 111,400 | (5,000) | 106,400 |
| Contract Maint/Eq Repair | - | - | - | 8,322 | 10,800 | 10,800 | - | 10,800 |
| Software Purch/Lease | - | - | - | - | 200 | 200 | - | 200 |
| Telephone/Pagers/Modems | - | - | - | 7,742 | 6,000 | 5,500 | - | 5,500 |
| Postage | - | - | - | 3,802 | 5,300 | 4,800 | - | 4,800 |
| Fees For Dist Membership | - | - | - | 330 | 800 | 800 | - | 800 |
| Community Relations | - | - | - | 26,299 | 33,800 | 33,500 | (4,500) | 29,000 |
| Tuition Reimb-Other Facilities | - | - | - | 318,618 | 90,000 | 90,000 | - | 90,000 |
| POODS Tuition/Excess Spec Ed | - | - | - | 1,727,387 | 1,947,500 | 1,947,500 | - | 1,947,500 |
| Purchased Services Total | - | - | - | 2,447,568 | 2,666,000 | 2,665,200 | (22,000) | 2,643,200 |
| Materials and Supplies | | | | | | | | |
| Contingency | - | - | - | - | 159,300 | 159,300 | - | 159,300 |
| Office Material/Supplies | - | - | - | 76,696 | 54,100 | 54,400 | (4,700) | 49,700 |
| Office Equipment - Under \$5K | - | - | - | 8,699 | - | - | - | - |
| Instructional Material/Supply | - | - | - | 23,470 | 800 | 800 | - | 800 |
| Copier Usage | - | - | - | 5,442 | 8,400 | 8,900 | - | 8,900 |
| Maint Materials/Supplies | - | - | - | 832 | - | - | - | - |
| Photographic Supplies | - | - | - | 4,541 | 5,100 | 5,100 | (900) | 4,200 |
| Materials and Supplies Total | - | - | - | 119,679 | 227,700 | 228,500 | (5,600) | 222,900 |
| Capital and Transfer | | | | | | | | |
| Office Equipment | - | - | - | 1,600 | - | - | - | - |
| Transfers. | - | - | - | 488 | - | - | - | - |
| Capital and Transfer Total | - | - | - | 2,088 | - | - | - | - |
| Total | 27.58 | 25.93 | 25.93 | \$5,333,559 | \$5,745,800 | \$5,756,300 | \$(27,600) | \$5,728,700 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Education Equity

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 84017 | | | | | | | | |
| Payroll | | | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | - | \$96,000 | \$93,100 | - | \$93,100 |
| Substitute Teacher | - | - | - | 575 | 2,400 | 2,200 | - | 2,200 |
| Administrator | 1.00 | 1.00 | 1.00 | 97,103 | 99,100 | 96,000 | - | 96,000 |
| Variable/Performance Pay | - | - | - | 1,890 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | - | 1,700 | 1,700 | - | 1,700 |
| Additional Pay-Administrative | - | - | - | 27,360 | - | - | - | - |
| Payroll Total | 2.00 | 2.00 | 2.00 | 126,927 | 199,200 | 193,000 | - | 193,000 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 24,772 | 42,200 | 49,600 | - | 49,600 |
| Benefits Total | - | - | - | 24,772 | 42,200 | 49,600 | - | 49,600 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 1,905 | 1,500 | 1,500 | - | 1,500 |
| Employee Training & Conf | - | - | - | 22,546 | 3,300 | 3,300 | - | 3,300 |
| Meals/Refreshments | - | - | - | 1,418 | 1,000 | 1,000 | - | 1,000 |
| Printing | - | - | - | 1,349 | 1,100 | 1,100 | - | 1,100 |
| Consultants | - | - | - | 4,554 | - | - | - | - |
| Contracted Services | - | - | - | 499 | 3,000 | 3,000 | - | 3,000 |
| Telephone/Pagers/Modems | - | - | - | 742 | 1,500 | 1,500 | - | 1,500 |
| Postage | - | - | - | 48 | - | - | - | - |
| Purchased Services Total | - | - | - | 33,060 | 11,400 | 11,400 | - | 11,400 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 1,247 | 3,500 | 3,500 | - | 3,500 |
| Instructional Material/Supply | - | - | - | 23,470 | 800 | 800 | - | 800 |
| Copier Usage | - | - | - | 281 | 600 | 600 | - | 600 |
| Materials and Supplies Total | - | - | - | 24,998 | 4,900 | 4,900 | - | 4,900 |
| Capital and Transfer | | | | | | | | |
| Total | 2.00 | 2.00 | 2.00 | \$209,758 | \$257,700 | \$258,900 | - | \$258,900 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Superintendent Office

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 91010 | | | | | | | | |
| Payroll | | | | | | | | |
| Superintendent | 1.00 | 1.00 | 1.00 | \$237,266 | \$205,500 | \$199,300 | - | \$199,300 |
| Manager | 2.00 | 2.00 | 2.00 | 153,571 | 156,000 | 151,100 | - | 151,100 |
| Substitute Teacher | - | - | - | 1,895 | 1,500 | 1,400 | - | 1,400 |
| Substitute Secretary | - | - | - | 4,275 | - | - | - | - |
| Secretary | 1.00 | - | - | 8,134 | - | - | - | - |
| Variable/Performance Pay | - | - | - | 6,618 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 5,200 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 6,407 | - | - | - | - |
| Overtime - Classified | - | - | - | 54 | - | - | - | - |
| Payroll Total | 4.00 | 3.00 | 3.00 | 423,421 | 363,000 | 351,800 | - | 351,800 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 77,546 | 73,000 | 90,400 | - | 90,400 |
| Benefits Total | - | - | - | 77,546 | 73,000 | 90,400 | - | 90,400 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 169 | - | - | - | - |
| Orientation-Inserv-Workshops | - | - | - | 4,465 | 8,000 | 8,000 | - | 8,000 |
| Meals/Refreshments | - | - | - | 8,519 | 4,700 | 4,700 | - | 4,700 |
| Student Transportation. | - | - | - | 83 | - | - | - | - |
| Legal Fees | - | - | - | 14,308 | 55,000 | 55,000 | - | 55,000 |
| Printing | - | - | - | 3,944 | 2,200 | 2,200 | - | 2,200 |
| Consultants | - | - | - | 5,485 | 10,000 | 10,000 | - | 10,000 |
| Telephone/Pagers/Modems | - | - | - | 232 | 300 | 300 | - | 300 |
| Postage | - | - | - | 30 | 900 | 900 | - | 900 |
| Community Relations | - | - | - | 19,556 | 13,700 | 13,700 | - | 13,700 |
| Purchased Services Total | - | - | - | 56,791 | 94,800 | 94,800 | - | 94,800 |
| Materials and Supplies | | | | | | | | |
| Contingency | - | - | - | - | 66,300 | 66,300 | - | 66,300 |
| Office Material/Supplies | - | - | - | 16,649 | 7,000 | 7,000 | - | 7,000 |
| Office Equipment - Under \$5K | - | - | - | 8,699 | - | - | - | - |
| Copier Usage | - | - | - | 3,643 | 4,000 | 4,000 | - | 4,000 |
| Materials and Supplies Total | - | - | - | 28,990 | 77,300 | 77,300 | - | 77,300 |
| Capital and Transfer | | | | | | | | |
| Transfers. | - | - | - | 40 | - | - | - | - |
| Capital and Transfer Total | - | - | - | 40 | - | - | - | - |
| Total | 4.00 | 3.00 | 3.00 | \$586,788 | \$608,100 | \$614,300 | - | \$614,300 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Chief Academic Office

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 91020 | | | | | | | | |
| Payroll | | | | | | | | |
| Chief Academic Officer | 1.00 | 1.00 | 1.00 | \$151,627 | \$151,600 | \$147,100 | - | \$147,100 |
| Director | 1.00 | 1.00 | 1.00 | 87,988 | 90,100 | 86,800 | - | 86,800 |
| Substitute Teacher | - | - | - | 150 | 1,800 | 1,600 | - | 1,600 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 63,485 | 65,000 | 62,600 | - | 62,600 |
| Substitute Secretary | - | - | - | 720 | 400 | 400 | - | 400 |
| Variable/Performance Pay | - | - | - | 7,475 | - | - | - | - |
| Payroll Total | 3.00 | 3.00 | 3.00 | 311,445 | 308,900 | 298,500 | - | 298,500 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 66,632 | 64,900 | 76,700 | - | 76,700 |
| Benefits Total | - | - | - | 66,632 | 64,900 | 76,700 | - | 76,700 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 521 | 2,500 | 2,500 | - | 2,500 |
| Employee Training & Conf | - | - | - | 741 | - | - | - | - |
| Professional Growth | - | - | - | 484 | 3,500 | 3,500 | - | 3,500 |
| Meals/Refreshments | - | - | - | 788 | 300 | - | - | - |
| Legal Fees | - | - | - | 88,916 | 155,000 | 155,000 | - | 155,000 |
| Printing | - | - | - | - | 1,000 | 1,000 | - | 1,000 |
| Telephone/Pagers/Modems | - | - | - | 1,209 | 1,600 | 1,600 | - | 1,600 |
| Postage | - | - | - | 16 | 500 | 500 | - | 500 |
| Community Relations | - | - | - | 77 | 4,000 | 4,000 | - | 4,000 |
| Purchased Services Total | - | - | - | 92,753 | 168,400 | 168,100 | - | 168,100 |
| Materials and Supplies | | | | | | | | |
| Contingency | - | - | - | - | 500 | 500 | - | 500 |
| Office Material/Supplies | - | - | - | 6,869 | 7,200 | 7,500 | - | 7,500 |
| Copier Usage | - | - | - | 430 | 1,400 | 1,400 | - | 1,400 |
| Materials and Supplies Total | - | - | - | 7,299 | 9,100 | 9,400 | - | 9,400 |
| Capital and Transfer | | | | | | | | |
| Total | 3.00 | 3.00 | 3.00 | \$478,129 | \$551,300 | \$552,700 | - | \$552,700 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Communications Office

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 91300 | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$116,801 | \$121,600 | \$116,200 | - | \$116,200 |
| Manager | 1.00 | 1.00 | 1.00 | 90,513 | 91,900 | 89,100 | - | 89,100 |
| Technical Specialist | 3.00 | 3.00 | 3.00 | 194,363 | 231,500 | 223,800 | - | 223,800 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 49,076 | 50,600 | 48,500 | - | 48,500 |
| Classified - Hourly | 0.91 | 1.16 | 1.16 | 19,734 | 29,000 | 28,100 | - | 28,100 |
| Variable/Performance Pay | - | - | - | 8,093 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 13,542 | - | - | - | - |
| Payroll Total | 6.91 | 7.16 | 7.16 | 492,123 | 524,600 | 505,700 | - | 505,700 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 109,782 | 115,800 | 130,000 | - | 130,000 |
| Benefits Total | - | - | - | 109,782 | 115,800 | 130,000 | - | 130,000 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 3,823 | 6,900 | 6,900 | (900) | 6,000 |
| Employee Training & Conf | - | - | - | 554 | 2,200 | 2,200 | (1,600) | 600 |
| Printing | - | - | - | 297 | 10,700 | 10,700 | (10,000) | 700 |
| Contracted Services | - | - | - | 4,774 | 9,000 | 9,000 | (5,000) | 4,000 |
| Contract Maint/Eq Repair | - | - | - | 600 | - | - | - | - |
| Telephone/Pagers/Modems | - | - | - | 1,127 | 500 | 500 | - | 500 |
| Postage | - | - | - | 1,105 | 1,000 | 1,000 | - | 1,000 |
| Community Relations | - | - | - | 2,003 | 6,500 | 6,500 | (4,500) | 2,000 |
| Purchased Services Total | - | - | - | 14,284 | 36,800 | 36,800 | (22,000) | 14,800 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 17,139 | 9,700 | 9,700 | (4,700) | 5,000 |
| Copier Usage | - | - | - | 465 | 600 | 600 | - | 600 |
| Photographic Supplies | - | - | - | 4,541 | 5,100 | 5,100 | (900) | 4,200 |
| Materials and Supplies Total | - | - | - | 22,145 | 15,400 | 15,400 | (5,600) | 9,800 |
| Capital and Transfer | | | | | | | | |
| Transfers. | - | - | - | 448 | - | - | - | - |
| Capital and Transfer Total | - | - | - | 448 | - | - | - | - |
| Total | 6.91 | 7.16 | 7.16 | \$638,782 | \$692,600 | \$687,900 | \$(27,600) | \$660,300 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012

General Fund Department Detail

Superintendent Contingency

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 91330 | | | | | | | | |
| Payroll | | | | | | | | |
| Additional Pay - Certificated | - | - | - | \$1,812 | - | - | - | - |
| Payroll Total | - | - | - | 1,812 | - | - | - | - |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 250 | - | - | - | - |
| Benefits Total | - | - | - | 250 | - | - | - | - |
| Purchased Services | | | | | | | | |
| Legal Fees | - | - | - | 16,295 | - | - | - | - |
| Purchased Services Total | - | - | - | 16,295 | - | - | - | - |
| Materials and Supplies | | | | | | | | |
| Contingency | - | - | - | - | 92,500 | 92,500 | - | 92,500 |
| Materials and Supplies Total | - | - | - | - | 92,500 | 92,500 | - | 92,500 |
| Capital and Transfer | | | | | | | | |
| Total | - | - | - | \$18,357 | \$92,500 | \$92,500 | - | \$92,500 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2011/2012

General Fund Department Detail

Task-Adm Staff Development

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 91400 | | | | | | | | |
| Purchased Services | | | | | | | | |
| Employee Training & Conf | - | - | - | \$31,406 | \$32,000 | \$32,000 | - | \$32,000 |
| Purchased Services Total | - | - | - | 31,406 | 32,000 | 32,000 | - | 32,000 |
| Materials and Supplies | | | | | | | | |
| Capital and Transfer | | | | | | | | |
| Total | - | - | - | \$31,406 | \$32,000 | \$32,000 | - | \$32,000 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2011/2012

General Fund Department Detail

Support Services Management

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 93000 | | | | | | | | |
| Payroll | | | | | | | | |
| Chief Operating Officer | 1.00 | 1.00 | 1.00 | \$133,375 | \$130,100 | \$146,300 | - | \$146,300 |
| Manager | 1.00 | 1.00 | 1.00 | 72,165 | 73,300 | 71,000 | - | 71,000 |
| Variable/Performance Pay | - | - | - | 3,854 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 400 | - | - | - | - |
| Payroll Total | 2.00 | 2.00 | 2.00 | 209,795 | 203,400 | 217,300 | - | 217,300 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 45,280 | 42,900 | 55,800 | - | 55,800 |
| Benefits Total | - | - | - | 45,280 | 42,900 | 55,800 | - | 55,800 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 390 | 1,100 | 1,100 | - | 1,100 |
| Employee Training & Conf | - | - | - | 580 | - | - | - | - |
| Legal Fees | - | - | - | 19,081 | 20,000 | 20,000 | - | 20,000 |
| Printing | - | - | - | 1,085 | 900 | 900 | - | 900 |
| Consultants | - | - | - | - | 800 | 800 | - | 800 |
| Contract Labor | - | - | - | 8,079 | 5,000 | 5,000 | - | 5,000 |
| Contracted Services | - | - | - | 10,967 | 12,000 | 12,000 | - | 12,000 |
| Contract Maint/Eq Repair | - | - | - | 7,305 | 10,300 | 10,300 | - | 10,300 |
| Telephone/Pagers/Modems | - | - | - | 544 | 1,100 | 1,100 | - | 1,100 |
| Community Relations | - | - | - | 5,463 | 8,600 | 8,600 | - | 8,600 |
| Purchased Services Total | - | - | - | 53,492 | 59,800 | 59,800 | - | 59,800 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 30,973 | 20,000 | 20,000 | - | 20,000 |
| Copier Usage | - | - | - | 155 | 500 | 500 | - | 500 |
| Maint Materials/Supplies | - | - | - | 832 | - | - | - | - |
| Materials and Supplies Total | - | - | - | 31,960 | 20,500 | 20,500 | - | 20,500 |
| Capital and Transfer | | | | | | | | |
| Total | 2.00 | 2.00 | 2.00 | \$340,527 | \$326,600 | \$353,400 | - | \$353,400 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Employee Relations

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 97020 | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$144,978 | \$150,800 | \$146,300 | - | \$146,300 |
| Director | 2.00 | 2.00 | 2.00 | 85,598 | 189,700 | 184,000 | - | 184,000 |
| Manager | - | - | - | 81,154 | - | - | - | - |
| Substitute Teacher | - | - | - | 1,678 | - | - | - | - |
| Administrative Assistant | 2.00 | 2.00 | 2.00 | 116,428 | 117,000 | 106,400 | - | 106,400 |
| Substitute Secretary | - | - | - | - | 1,500 | 1,400 | - | 1,400 |
| Paraprofessional | 0.90 | - | - | - | - | - | - | - |
| Investigator | 2.00 | 2.00 | 2.00 | 150,938 | 152,900 | 147,400 | - | 147,400 |
| Classified - Hourly | 0.27 | 0.27 | 0.27 | - | 6,800 | 6,600 | - | 6,600 |
| Variable/Performance Pay | - | - | - | 10,884 | - | - | - | - |
| Payroll Total | 8.17 | 7.27 | 7.27 | 591,658 | 618,700 | 592,100 | - | 592,100 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 120,225 | 136,100 | 152,200 | - | 152,200 |
| Benefits Total | - | - | - | 120,225 | 136,100 | 152,200 | - | 152,200 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 3,351 | 2,700 | 3,500 | - | 3,500 |
| Employee Training & Conf | - | - | - | 773 | 1,700 | 1,700 | - | 1,700 |
| Required Physical Exams | - | - | - | 440 | 1,000 | 1,000 | - | 1,000 |
| Legal Fees | - | - | - | 36,960 | 91,500 | 91,500 | - | 91,500 |
| Printing | - | - | - | 1,830 | 2,000 | 2,000 | - | 2,000 |
| ADA/Legal Settlement | - | - | - | - | 8,900 | 8,900 | - | 8,900 |
| Negotiation & Arbitration | - | - | - | 1,659 | 15,000 | 15,000 | - | 15,000 |
| Contract Labor | - | - | - | - | 500 | 500 | - | 500 |
| Contracted Services | - | - | - | 8,682 | - | - | - | - |
| Contract Maint/Eq Repair | - | - | - | 417 | 500 | 500 | - | 500 |
| Software Purch/Lease | - | - | - | - | 200 | 200 | - | 200 |
| Telephone/Pagers/Modems | - | - | - | 3,806 | 1,000 | 500 | - | 500 |
| Postage | - | - | - | 836 | 900 | 400 | - | 400 |
| Fees For Dist Membership | - | - | - | 330 | 800 | 800 | - | 800 |
| Community Relations | - | - | - | - | 500 | 200 | - | 200 |
| Purchased Services Total | - | - | - | 59,083 | 127,200 | 126,700 | - | 126,700 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 3,733 | 5,200 | 5,200 | - | 5,200 |
| Copier Usage | - | - | - | 258 | 800 | 1,300 | - | 1,300 |
| Materials and Supplies Total | - | - | - | 3,991 | 6,000 | 6,500 | - | 6,500 |
| Capital and Transfer | | | | | | | | |
| Office Equipment | - | - | - | 1,600 | - | - | - | - |
| Capital and Transfer Total | - | - | - | 1,600 | - | - | - | - |
| Total | 8.17 | 7.27 | 7.27 | \$776,558 | \$888,000 | \$877,500 | - | \$877,500 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Governmental Relations

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 97800 | | | | | | | | |
| Purchased Services | | | | | | | | |
| Meals/Refreshments | - | - | - | \$687 | - | - | - | - |
| Printing | - | - | - | 314 | - | - | - | - |
| Contracted Services | - | - | - | 36,225 | 68,000 | 68,000 | - | 68,000 |
| Community Relations | - | - | - | (800) | 500 | 500 | - | 500 |
| Purchased Services Total | - | - | - | 36,425 | 68,500 | 68,500 | - | 68,500 |
| Materials and Supplies | | | | | | | | |
| Capital and Transfer | | | | | | | | |
| Total | - | - | - | \$36,425 | \$68,500 | \$68,500 | - | \$68,500 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Out of District Placement

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85091 | | | | | | | | |
| Purchased Services | | | | | | | | |
| Tuition Reimb-Other Facilities | - | - | - | \$318,618 | \$90,000 | \$90,000 | - | \$90,000 |
| POODS Tuition/Excess Spec Ed | - | - | - | 1,727,387 | 1,947,500 | 1,947,500 | - | 1,947,500 |
| Purchased Services Total | - | - | - | 2,046,005 | 2,037,500 | 2,037,500 | - | 2,037,500 |
| Materials and Supplies | | | | | | | | |
| Capital and Transfer | | | | | | | | |
| Total | - | - | - | \$2,046,005 | \$2,037,500 | \$2,037,500 | - | \$2,037,500 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Expulsion and Discipline

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85120 | | | | | | | | |
| Payroll | | | | | | | | |
| Administrator | 0.50 | 0.50 | 0.50 | - | \$76,400 | \$74,100 | - | \$74,100 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 48,489 | 52,200 | 42,800 | - | 42,800 |
| Substitute Secretary | - | - | - | 533 | - | - | - | - |
| Variable/Performance Pay | - | - | - | 974 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | - | 2,000 | 2,000 | - | 2,000 |
| Additional Pay-Administrative | - | - | - | 86,220 | - | - | - | - |
| Payroll Total | 1.50 | 1.50 | 1.50 | 136,216 | 130,600 | 118,900 | - | 118,900 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 26,341 | 28,800 | 30,600 | - | 30,600 |
| Benefits Total | - | - | - | 26,341 | 28,800 | 30,600 | - | 30,600 |
| Purchased Services | | | | | | | | |
| Printing | - | - | - | 5,995 | 8,200 | 8,200 | - | 8,200 |
| Contracted Services | - | - | - | 130 | 19,400 | 19,400 | - | 19,400 |
| Telephone/Pagers/Modems | - | - | - | 83 | - | - | - | - |
| Postage | - | - | - | 1,766 | 2,000 | 2,000 | - | 2,000 |
| Purchased Services Total | - | - | - | 7,973 | 29,600 | 29,600 | - | 29,600 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 86 | 1,500 | 1,500 | - | 1,500 |
| Copier Usage | - | - | - | 209 | 500 | 500 | - | 500 |
| Materials and Supplies Total | - | - | - | 294 | 2,000 | 2,000 | - | 2,000 |
| Capital and Transfer | | | | | | | | |
| Total | 1.50 | 1.50 | 1.50 | \$170,825 | \$191,000 | \$181,100 | - | \$181,100 |



Districtwide

Personnel expenses in this category include payments into a reserve for employees who are eligible to take early retirement. They also include employee payouts for unused sick and personal leave upon ending employment with the district. (Generally speaking, payouts are less than 15% of accumulated leave balances.)

Principal and interest payments for Supplemental Retirement Certificates of Participation (COPs) are expended in this department.

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

Repayments by Jeffco to the Colorado Department of Education for the one-day count audit adjustments and audit repayment made by Jeffco for federal grant programs are also charged to this department.

Another expense that falls within this department is fee waiver reimbursements that are issued to eligible schools when a student's registration or class fees have been waived.

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

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|------------------------|----------------------------|----------------------------|----------------------------|----------------------|---------------------|--------------------------|-------------------------|---------------------|
| General Administration | | | | | | | | |
| Payroll | - | - | - | \$30,740 | - | - | - | - |
| Non-Payroll | - | - | - | 4,047,310 | \$4,416,600 | \$4,366,600 | - | \$4,366,600 |
| General Instruction | | | | | | | | |
| Payroll | - | - | - | 1,625,040 | 3,500,000 | 3,500,000 | \$(500,000) | 3,000,000 |
| Non-Payroll | - | - | - | 110,639 | 188,800 | 188,800 | - | 188,800 |
| Total | - | - | - | \$5,813,728 | \$8,105,400 | \$8,055,400 | \$(500,000) | \$7,555,400 |





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Districtwide

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: Districtwide | | | | | | | | |
| Payroll | | | | | | | | |
| Substitute Teacher | - | - | - | \$2,930 | - | - | - | - |
| Substitute Secretary | - | - | - | 448 | - | - | - | - |
| Paraprofessional | - | - | - | 571 | - | - | - | - |
| Early Retirement | - | - | - | 500,000 | 500,000 | 500,000 | \$(500,000) | - |
| Unused Sick Leave | - | - | - | 1,124,646 | 2,900,000 | 2,900,000 | - | \$2,900,000 |
| One-Time Add'l Salary Pymts | - | - | - | 19 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 10,945 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 6,197 | - | - | - | - |
| Overtime - Classified | - | - | - | 5,571 | - | - | - | - |
| Payroll Total | - | - | - | 1,651,326 | 3,400,000 | 3,400,000 | (500,000) | 2,900,000 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 4,454 | 100,000 | 100,000 | - | 100,000 |
| Benefits Total | - | - | - | 4,454 | 100,000 | 100,000 | - | 100,000 |
| Purchased Services | | | | | | | | |
| Meals/Refreshments | - | - | - | 343 | - | - | - | - |
| Legal Fees | - | - | - | 16,382 | 40,000 | 40,000 | - | 40,000 |
| Printing | - | - | - | 1,406 | 2,500 | 2,500 | - | 2,500 |
| Contracted Services | - | - | - | 48,725 | 82,300 | 82,300 | - | 82,300 |
| Bank Fees & Other Expense | - | - | - | 48,436 | 85,000 | 85,000 | - | 85,000 |
| County Treasurer's Fees | - | - | - | 670,288 | 640,000 | 640,000 | - | 640,000 |
| Lease Purch-Other-Principal | - | - | - | 1,295,000 | 1,360,000 | 1,360,000 | - | 1,360,000 |
| Lease Purch-Other-Interest | - | - | - | 1,910,529 | 1,845,600 | 1,845,600 | - | 1,845,600 |
| Purchased Services Total | - | - | - | 3,991,109 | 4,055,400 | 4,055,400 | - | 4,055,400 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 609 | - | - | - | - |
| Purchased Food. | - | - | - | 211 | - | - | - | - |
| Materials and Supplies Total | - | - | - | 820 | - | - | - | - |
| Capital and Transfer | | | | | | | | |
| Transfers. | - | - | - | 166,020 | 550,000 | 500,000 | - | 500,000 |
| Capital and Transfer Total | - | - | - | 166,020 | 550,000 | 500,000 | - | 500,000 |
| Total | - | - | - | \$5,813,728 | \$8,105,400 | \$8,055,400 | \$(500,000) | \$7,555,400 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Early Retirement.

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 91310 | | | | | | | | |
| Payroll | | | | | | | | |
| Early Retirement | - | - | - | \$500,000 | \$500,000 | \$500,000 | \$(500,000) | - |
| Unused Sick Leave | - | - | - | 1,124,646 | 2,900,000 | 2,900,000 | - | \$2,900,000 |
| Payroll Total | - | - | - | 1,624,646 | 3,400,000 | 3,400,000 | (500,000) | 2,900,000 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 394 | 100,000 | 100,000 | - | 100,000 |
| Benefits Total | - | - | - | 394 | 100,000 | 100,000 | - | 100,000 |
| Purchased Services | | | | | | | | |
| Legal Fees | - | - | - | 16,382 | 40,000 | 40,000 | - | 40,000 |
| Printing | - | - | - | 1,406 | 2,500 | 2,500 | - | 2,500 |
| Contracted Services | - | - | - | 48,725 | 82,300 | 82,300 | - | 82,300 |
| Bank Fees & Other Expense | - | - | - | 44,125 | 64,000 | 64,000 | - | 64,000 |
| Purchased Services Total | - | - | - | 110,639 | 188,800 | 188,800 | - | 188,800 |
| Materials and Supplies | | | | | | | | |
| Capital and Transfer | | | | | | | | |
| Total | - | - | - | \$1,735,678 | \$3,688,800 | \$3,688,800 | \$(500,000) | \$3,188,800 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Non Departmental

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 93900 | | | | | | | | |
| Payroll | | | | | | | | |
| Substitute Teacher | - | - | - | \$2,930 | - | - | - | - |
| Substitute Secretary | - | - | - | 448 | - | - | - | - |
| Paraprofessional | - | - | - | 571 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 19 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 10,945 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 6,197 | - | - | - | - |
| Overtime - Classified | - | - | - | 5,571 | - | - | - | - |
| Payroll Total | - | - | - | 26,680 | - | - | - | - |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 4,060 | - | - | - | - |
| Benefits Total | - | - | - | 4,060 | - | - | - | - |
| Purchased Services | | | | | | | | |
| Meals/Refreshments | - | - | - | 343 | - | - | - | - |
| Bank Fees & Other Expense | - | - | - | 4,311 | 21,000 | 21,000 | - | 21,000 |
| County Treasurer's Fees | - | - | - | 670,288 | 640,000 | 640,000 | - | 640,000 |
| Lease Purch-Other-Principal | - | - | - | 1,295,000 | 1,360,000 | 1,360,000 | - | 1,360,000 |
| Lease Purch-Other-Interest | - | - | - | 1,910,529 | 1,845,600 | 1,845,600 | - | 1,845,600 |
| Purchased Services Total | - | - | - | 3,880,470 | 3,866,600 | 3,866,600 | - | 3,866,600 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 609 | - | - | - | - |
| Purchased Food. | - | - | - | 211 | - | - | - | - |
| Materials and Supplies Total | - | - | - | 820 | - | - | - | - |
| Capital and Transfer | | | | | | | | |
| Transfers. | - | - | - | 166,020 | 550,000 | 500,000 | - | 500,000 |
| Capital and Transfer Total | - | - | - | 166,020 | 550,000 | 500,000 | - | 500,000 |
| Total | - | - | - | \$4,078,050 | \$4,416,600 | \$4,366,600 | - | \$4,366,600 |



Educational Technology Services

Educational Technology is a department within the Division of Instruction. The role of the Educational Technology Department is to provide leadership and support for the use of technology tools as well as information and resources to support teaching and learning in the district. This department works closely with other departments in the Division of Instruction, Information Technology, and schools to ensure that digital learning resources support student-learning experiences.

The department focus is to ensure that:

- All students are technologically literate
- All staff is technologically literate
- Technology is integrated in curriculum, instruction, assessment, and intervention
- Technology systems are used to support 21st century teaching

Teams in Educational Technology Services include:

- Educational Technology
- Online Learning
- Support for Jeffco's 21st Century Virtual Academy
- Library Services
- Jeffcat Cataloging
- Professional Development / Teacher Induction

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-----------------------|----------------------------|----------------------------|----------------------------|----------------------|---------------------|--------------------------|-------------------------|---------------------|
| Instructional Support | | | | | | | | |
| Payroll | 16.00 | 14.01 | 10.00 | \$1,637,163 | \$1,449,400 | \$1,477,100 | \$(379,600) | \$1,097,500 |
| Non-Payroll | - | - | - | 562,515 | 913,300 | 898,200 | - | 898,200 |
| Total | 16.00 | 14.01 | 10.00 | \$2,199,678 | \$2,362,700 | \$2,375,300 | \$(379,600) | \$1,995,700 |





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2011/2012

General Fund Department Detail

Educational Technology Services

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: Educational Technology Services | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$106,103 | \$108,600 | \$87,200 | - | \$87,200 |
| Director | 1.00 | 1.00 | - | 103,532 | 105,200 | 107,000 | (107,000) | - |
| Assistant Director | 1.00 | 1.00 | 1.00 | 48,632 | 82,300 | 85,000 | - | 85,000 |
| Supervisor | 1.00 | 1.00 | - | 65,818 | 56,800 | 54,200 | (54,200) | - |
| Technical Specialist | 1.00 | 1.00 | 1.00 | 62,002 | 64,400 | 58,500 | - | 58,500 |
| Teacher | - | - | - | 360 | - | - | - | - |
| Substitute Teacher | - | - | - | 35,485 | 42,100 | 37,900 | - | 37,900 |
| Teacher Librarian | 1.00 | 1.00 | - | 137,661 | 74,600 | 71,300 | (71,300) | - |
| Coordinator - Licensed | 4.00 | 3.00 | 2.00 | 224,926 | 216,400 | 209,900 | (69,500) | 140,400 |
| Resource Teachers | 3.00 | 3.00 | 3.00 | 188,043 | 191,900 | 211,400 | - | 211,400 |
| Administrator | - | - | - | 13,371 | - | - | - | - |
| Technician - Classified | 1.00 | 1.00 | 1.00 | 20,320 | 43,800 | 42,500 | - | 42,500 |
| Substitute Secretary | - | - | - | 126 | 500 | 500 | - | 500 |
| Secretary | 1.00 | - | - | 56,834 | - | - | - | - |
| Clerk | 1.00 | 1.00 | 1.00 | 36,804 | 37,100 | 36,000 | - | 36,000 |
| Certificated - Hourly | - | 0.01 | - | 320 | 300 | - | - | - |
| Variable/Performance Pay | - | - | - | 6,709 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 13,367 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 213,157 | 158,000 | 170,000 | - | 170,000 |
| Additional Pay-Classified | - | - | - | 14,318 | 1,000 | 1,000 | - | 1,000 |
| Additional Pay-Administrative | - | - | - | 6,397 | 1,900 | 2,200 | - | 2,200 |
| Overtime - Classified | - | - | - | - | 500 | 500 | - | 500 |
| Payroll Total | 16.00 | 14.01 | 10.00 | 1,354,285 | 1,185,400 | 1,175,100 | (302,000) | 873,100 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 282,878 | 264,000 | 302,000 | (77,600) | 224,400 |
| Benefits Total | - | - | - | 282,878 | 264,000 | 302,000 | (77,600) | 224,400 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 4,015 | 7,200 | 5,600 | - | 5,600 |
| Employee Training & Conf | - | - | - | 17,929 | 8,100 | 6,100 | - | 6,100 |
| Meals/Refreshments | - | - | - | 1,852 | 1,500 | 1,100 | - | 1,100 |
| Printing | - | - | - | 2,904 | 4,500 | 4,000 | - | 4,000 |
| Consultants | - | - | - | 12,500 | 2,500 | 2,500 | - | 2,500 |
| Contracted Services | - | - | - | 340,055 | 567,000 | 650,000 | - | 650,000 |
| Building Rental | - | - | - | 1,264 | 1,000 | 1,000 | - | 1,000 |
| Contract Maint/Eq Repair | - | - | - | 300 | 800 | 800 | - | 800 |
| Software Purch/Lease | - | - | - | - | 34,000 | 5,000 | - | 5,000 |
| Marketing - Advertising | - | - | - | 52 | 1,000 | 1,000 | - | 1,000 |
| Telephone/Pagers/Modems | - | - | - | 2,698 | 3,500 | 3,500 | - | 3,500 |
| Postage | - | - | - | 82 | 100 | 100 | - | 100 |
| Fees For Dist Membership | - | - | - | 1,729 | 5,000 | 2,500 | - | 2,500 |
| Purchased Services Total | - | - | - | 385,380 | 636,200 | 683,200 | - | 683,200 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 27,933 | 47,100 | 31,300 | - | 31,300 |
| Office Equipment - Under \$5K | - | - | - | 55,628 | 17,500 | 17,500 | - | 17,500 |
| Instructional Material/Supply | - | - | - | 93,052 | 211,800 | 165,500 | - | 165,500 |
| Copier Usage | - | - | - | 522 | 700 | 700 | - | 700 |
| Materials and Supplies Total | - | - | - | 177,135 | 277,100 | 215,000 | - | 215,000 |
| Capital and Transfer | | | | | | | | |
| Total | 16.00 | 14.01 | 10.00 | \$2,199,678 | \$2,362,700 | \$2,375,300 | \$(379,600) | \$1,995,700 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Library Data/Automation

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 84040 | | | | | | | | |
| Payroll | | | | | | | | |
| Supervisor | 1.00 | 1.00 | - | \$65,818 | \$56,800 | \$54,200 | \$(54,200) | - |
| Technician - Classified | 1.00 | 1.00 | 1.00 | 20,320 | 43,800 | 42,500 | - | 42,500 |
| Clerk | 1.00 | 1.00 | 1.00 | 36,804 | 37,100 | 36,000 | - | 36,000 |
| Variable/Performance Pay | - | - | - | 1,448 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 1,180 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | - | - | 12,000 | - | 12,000 |
| Additional Pay-Classified | - | - | - | 8,710 | - | - | - | - |
| Payroll Total | 3.00 | 3.00 | 2.00 | 134,279 | 137,700 | 144,700 | (54,200) | 90,500 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 34,529 | 39,200 | 37,200 | (13,900) | 23,300 |
| Benefits Total | - | - | - | 34,529 | 39,200 | 37,200 | (13,900) | 23,300 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 17 | 200 | 200 | - | 200 |
| Employee Training & Conf | - | - | - | 80 | 1,000 | 1,000 | - | 1,000 |
| Contracted Services | - | - | - | - | 14,000 | 14,000 | - | 14,000 |
| Software Purch/Lease | - | - | - | - | 5,000 | 5,000 | - | 5,000 |
| Telephone/Pagers/Modems | - | - | - | 14 | 200 | 200 | - | 200 |
| Purchased Services Total | - | - | - | 110 | 20,400 | 20,400 | - | 20,400 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 490 | 16,800 | 8,000 | - | 8,000 |
| Office Equipment - Under \$5K | - | - | - | 1,915 | - | - | - | - |
| Materials and Supplies Total | - | - | - | 2,405 | 16,800 | 8,000 | - | 8,000 |
| Capital and Transfer | | | | | | | | |
| Total | 3.00 | 3.00 | 2.00 | \$171,324 | \$214,100 | \$210,300 | \$(68,100) | \$142,200 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Educational Technology

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 84062 | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$106,103 | \$108,600 | \$87,200 | - | \$87,200 |
| Assistant Director | 1.00 | 1.00 | 1.00 | 48,632 | 82,300 | 85,000 | - | 85,000 |
| Technical Specialist | 1.00 | 1.00 | 1.00 | 62,002 | 64,400 | 58,500 | - | 58,500 |
| Teacher | - | - | - | 80 | - | - | - | - |
| Substitute Teacher | - | - | - | 11,135 | 23,200 | 20,900 | - | 20,900 |
| Teacher Librarian | 1.00 | 1.00 | - | 137,661 | 74,600 | 71,300 | (71,300) | - |
| Coordinator - Licensed | 2.00 | 2.00 | 2.00 | 91,945 | 144,700 | 140,400 | - | 140,400 |
| Resource Teachers | 3.00 | 3.00 | 3.00 | 188,043 | 191,900 | 211,400 | - | 211,400 |
| Administrator | - | - | - | 13,371 | - | - | - | - |
| Substitute Secretary | - | - | - | 126 | 500 | 500 | - | 500 |
| Secretary | 1.00 | - | - | 56,834 | - | - | - | - |
| Variable/Performance Pay | - | - | - | 3,239 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 9,431 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 115,525 | 72,000 | 72,000 | - | 72,000 |
| Additional Pay-Classified | - | - | - | 5,775 | 1,000 | 1,000 | - | 1,000 |
| Additional Pay-Administrative | - | - | - | 4,798 | 1,900 | 1,900 | - | 1,900 |
| Overtime - Classified | - | - | - | - | 500 | 500 | - | 500 |
| Payroll Total | 10.00 | 9.00 | 8.00 | 854,700 | 765,600 | 750,600 | (71,300) | 679,300 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 176,949 | 170,500 | 192,900 | (18,300) | 174,600 |
| Benefits Total | - | - | - | 176,949 | 170,500 | 192,900 | (18,300) | 174,600 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 3,998 | 7,000 | 5,400 | - | 5,400 |
| Employee Training & Conf | - | - | - | 9,940 | 4,600 | 2,600 | - | 2,600 |
| Meals/Refreshments | - | - | - | 674 | 500 | 100 | - | 100 |
| Printing | - | - | - | 60 | 500 | - | - | - |
| Contracted Services | - | - | - | 334,055 | 553,000 | 636,000 | - | 636,000 |
| Contract Maint/Eq Repair | - | - | - | 300 | 700 | 700 | - | 700 |
| Software Purch/Lease | - | - | - | - | 29,000 | - | - | - |
| Marketing - Advertising | - | - | - | 52 | 1,000 | 1,000 | - | 1,000 |
| Telephone/Pagers/Modems | - | - | - | 1,581 | 2,000 | 2,000 | - | 2,000 |
| Postage | - | - | - | 62 | 100 | 100 | - | 100 |
| Fees For Dist Membership | - | - | - | 1,729 | 5,000 | 2,500 | - | 2,500 |
| Purchased Services Total | - | - | - | 352,452 | 603,400 | 650,400 | - | 650,400 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 13,366 | 24,600 | 17,600 | - | 17,600 |
| Office Equipment - Under \$5K | - | - | - | 52,256 | 16,300 | 16,300 | - | 16,300 |
| Instructional Material/Supply | - | - | - | 93,052 | 209,800 | 163,500 | - | 163,500 |
| Copier Usage | - | - | - | 522 | 700 | 700 | - | 700 |
| Materials and Supplies Total | - | - | - | 159,196 | 251,400 | 198,100 | - | 198,100 |
| Capital and Transfer | | | | | | | | |
| Total | 10.00 | 9.00 | 8.00 | \$1,543,298 | \$1,790,900 | \$1,792,000 | \$(89,600) | \$1,702,400 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Teacher Induction

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 84028 | | | | | | | | |
| Payroll | | | | | | | | |
| Director | 1.00 | 1.00 | - | \$103,532 | \$105,200 | \$107,000 | \$(107,000) | - |
| Teacher | - | - | - | 280 | - | - | - | - |
| Substitute Teacher | - | - | - | 24,350 | 18,900 | 17,000 | - | 17,000 |
| Coordinator - Licensed | 2.00 | 1.00 | - | 132,982 | 71,700 | 69,500 | (69,500) | - |
| Certificated - Hourly | - | 0.01 | - | 320 | 300 | - | - | - |
| Variable/Performance Pay | - | - | - | 2,022 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 2,756 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 97,632 | 86,000 | 86,000 | - | 86,000 |
| Additional Pay-Classified | - | - | - | (167) | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 1,600 | - | 300 | - | 300 |
| Payroll Total | 3.00 | 2.01 | - | 365,306 | 282,100 | 279,800 | (176,500) | 103,300 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 71,399 | 54,300 | 71,900 | (45,400) | 26,500 |
| Benefits Total | - | - | - | 71,399 | 54,300 | 71,900 | (45,400) | 26,500 |
| Purchased Services | | | | | | | | |
| Employee Training & Conf | - | - | - | 7,908 | 2,500 | 2,500 | - | 2,500 |
| Meals/Refreshments | - | - | - | 1,178 | 1,000 | 1,000 | - | 1,000 |
| Printing | - | - | - | 2,844 | 4,000 | 4,000 | - | 4,000 |
| Consultants | - | - | - | 12,500 | 2,500 | 2,500 | - | 2,500 |
| Contracted Services | - | - | - | 6,000 | - | - | - | - |
| Building Rental | - | - | - | 1,264 | 1,000 | 1,000 | - | 1,000 |
| Contract Maint/Eq Repair | - | - | - | - | 100 | 100 | - | 100 |
| Telephone/Pagers/Modems | - | - | - | 1,104 | 1,300 | 1,300 | - | 1,300 |
| Postage | - | - | - | 20 | - | - | - | - |
| Purchased Services Total | - | - | - | 32,817 | 12,400 | 12,400 | - | 12,400 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 14,076 | 5,700 | 5,700 | - | 5,700 |
| Office Equipment - Under \$5K | - | - | - | 1,458 | 1,200 | 1,200 | - | 1,200 |
| Instructional Material/Supply | - | - | - | - | 2,000 | 2,000 | - | 2,000 |
| Materials and Supplies Total | - | - | - | 15,534 | 8,900 | 8,900 | - | 8,900 |
| Capital and Transfer | | | | | | | | |
| Total | 3.00 | 2.01 | - | \$485,056 | \$357,700 | \$373,000 | \$(221,900) | \$151,100 |

Field Services

Facility Maintenance

In this department, managers are responsible for identifying maintenance issues, performing minor maintenance, maintaining logbooks, and submitting work requests. They also respond to after hour emergencies.

Site Maintenance

The scope of work for Site Maintenance includes tree and shrub trimming, athletic field maintenance and irrigation, fencing, snow removal from sidewalks and play pads, and playground equipment safety and minor repairs.

One of the largest challenges facing the Site Maintenance group is the rising cost of water which is used to maintain the grass fields at our high schools and stadium complexes. The district has made a concerted effort to become more conservation conscious by converting our fields to artificial turf. Turf fields eliminate the cost of some of the maintenance including mowing and fertilizing. They also eliminate the cost of watering and reduce water consumption which lessens the demand on our environmental resources. Conversion of the fields at seven high schools has been completed in the last 5 years. The field at Trailblazer Stadium, which is one of our four stadium complexes, also has been upgraded to artificial turf.

Environmental Services

Environmental Services manages state and federal environmental regulatory requirements as they relate to hazardous waste, asbestos, indoor air quality, and storm water management. This department also operates and maintains water and waste treatment facilities for district locations in mountain communities.

Central Mailroom - Archives

- Handles the distribution of internal and U.S. mail to all district facilities.
- District archives stores district records for a legally prescribed period of time.

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|----------------------------|----------------------------|----------------------------|----------------------------|----------------------|---------------------|--------------------------|-------------------------|---------------------|
| Operations and Maintenance | | | | | | | | |
| Payroll | 211.15 | 196.71 | 182.21 | \$13,926,799 | \$14,272,500 | \$12,845,600 | \$(661,200) | \$12,184,400 |
| Non-Payroll | - | - | - | 5,618,772 | 3,651,400 | 3,438,600 | - | 3,438,600 |
| Total | 211.15 | 196.71 | 182.21 | \$19,545,571 | \$17,923,900 | \$16,284,200 | \$(661,200) | \$15,623,000 |

NOTE: The Field Services Division underwent a re-organization for 2011/2012. Some departments that have been moved or absorbed into existing departments show no budgeted amounts for 2011/2012.





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Field Services

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: Field Services | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$84,834 | \$99,400 | \$94,800 | - | \$94,800 |
| Director | 2.00 | 2.00 | 2.00 | 183,296 | 188,100 | 154,200 | - | 154,200 |
| Supervisor | 1.00 | 1.00 | 1.00 | - | 75,000 | 72,800 | - | 72,800 |
| Manager | 3.00 | 2.00 | 3.00 | 186,499 | 141,800 | 228,800 | - | 228,800 |
| Technical Specialist | 3.00 | 3.00 | 3.00 | 95,190 | 264,400 | 255,400 | - | 255,400 |
| Technician - Classified | 20.50 | 17.50 | 14.00 | 824,969 | 809,700 | 613,700 | - | 613,700 |
| Group Leader | 16.00 | 16.00 | 14.00 | 1,173,564 | 1,092,700 | 925,300 | - | 925,300 |
| Substitute Secretary | - | - | - | 25,167 | - | - | - | - |
| Secretary | 1.00 | 1.00 | 1.00 | 44,599 | 51,500 | 50,000 | - | 50,000 |
| Trades Technician | 156.00 | 146.00 | 136.00 | 8,319,854 | 8,304,000 | 7,953,100 | (526,000) | 7,427,100 |
| Warehouse Worker | 3.00 | 3.00 | 3.00 | 105,577 | 116,900 | 113,400 | - | 113,400 |
| Classified - Hourly | 4.65 | 4.21 | 4.21 | 97,538 | 105,100 | 102,000 | - | 102,000 |
| Variable/Performance Pay | - | - | - | 12,049 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 207,570 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 217 | - | - | - | - |
| Additional Pay-Classified | - | - | - | 37,304 | 12,300 | 31,300 | - | 31,300 |
| Additional Pay-Administrative | - | - | - | 139,525 | - | - | - | - |
| Overtime - Classified | - | - | - | 196,950 | 116,400 | 133,500 | - | 133,500 |
| Payroll Exception | - | - | - | (680,680) | - | (509,100) | - | (509,100) |
| Payroll Total | 211.15 | 196.71 | 182.21 | 11,054,022 | 11,377,300 | 10,219,200 | (526,000) | 9,693,200 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 2,872,778 | 2,895,200 | 2,626,400 | (135,200) | 2,491,200 |
| Benefits Total | - | - | - | 2,872,778 | 2,895,200 | 2,626,400 | (135,200) | 2,491,200 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 3,320 | 7,100 | 7,700 | - | 7,700 |
| Employee Training & Conf | - | - | - | 39,258 | 39,300 | 38,300 | - | 38,300 |
| Awards And Banquets | - | - | - | 226 | - | 300 | - | 300 |
| Recruiting Costs | - | - | - | 2,373 | 5,000 | 5,000 | - | 5,000 |
| Required Physical Exams | - | - | - | 2,033 | 2,700 | - | - | - |
| Meals/Refreshments | - | - | - | 33 | - | - | - | - |
| Printing | - | - | - | 1,182 | 3,400 | 2,900 | - | 2,900 |
| Consultants | - | - | - | 108,615 | 86,000 | 83,800 | - | 83,800 |
| Contract Labor | - | - | - | 3,678 | - | - | - | - |
| Contracted Services | - | - | - | 174,756 | 39,000 | 33,500 | - | 33,500 |
| Fleet Maintenance. | - | - | - | 8,257 | - | - | - | - |
| Refuse & Dump Fees | - | - | - | 21,050 | 18,000 | 32,000 | - | 32,000 |
| Equipment Rental | - | - | - | 35,846 | 25,400 | 37,900 | - | 37,900 |
| Rental - Vehicles | - | - | - | 1,409 | - | - | - | - |
| Contract Maint/Eq Repair | - | - | - | 26,473 | 18,000 | 18,500 | - | 18,500 |
| Const Maint/Repair - Building | - | - | - | 2,152,070 | 1,148,100 | 1,062,700 | - | 1,062,700 |
| Software Purch/Lease | - | - | - | 2,692 | 7,800 | 500 | - | 500 |
| Marketing - Advertising | - | - | - | 1,250 | 500 | 300 | - | 300 |
| Telephone/Pagers/Modems | - | - | - | 54,136 | 36,300 | 57,400 | - | 57,400 |
| Postage | - | - | - | 4,115 | 4,600 | 4,400 | - | 4,400 |
| Permits/Licenses/Fees | - | - | - | 50,167 | 44,000 | 40,200 | - | 40,200 |
| Community Relations | - | - | - | 28 | - | - | - | - |
| Purchased Services Total | - | - | - | 2,692,965 | 1,485,200 | 1,425,400 | - | 1,425,400 |
| Materials and Supplies | | | | | | | | |
| Contingency | - | - | - | - | - | 400,000 | - | 400,000 |
| Office Material/Supplies | - | - | - | 17,504 | 22,000 | 22,900 | - | 22,900 |
| Office Equipment - Under \$5K | - | - | - | 3,311 | 36,000 | 36,000 | - | 36,000 |
| Copier Usage | - | - | - | 5,127 | 5,200 | 5,700 | - | 5,700 |
| Maint Materials/Supplies | - | - | - | 2,148,346 | 1,938,700 | 1,383,000 | - | 1,383,000 |
| Small Hand Tools | - | - | - | 61,999 | 61,400 | 59,700 | - | 59,700 |
| Uniforms | - | - | - | 14,978 | 3,600 | 7,500 | - | 7,500 |
| Purchased Food. | - | - | - | 14 | - | - | - | - |
| Physical Invty Gain/Loss | - | - | - | (1,813) | - | - | - | - |
| Materials and Supplies Total | - | - | - | 2,249,466 | 2,066,900 | 1,914,800 | - | 1,914,800 |
| Capital and Transfer | | | | | | | | |
| Office Equipment | - | - | - | 230 | 3,500 | 3,500 | - | 3,500 |
| Plant/Shop Equipment | - | - | - | 257,120 | 95,800 | 19,900 | - | 19,900 |
| Building Improvements. | - | - | - | 418,591 | - | 75,000 | - | 75,000 |
| Transfers. | - | - | - | 400 | - | - | - | - |
| Capital and Transfer Total | - | - | - | 676,341 | 99,300 | 98,400 | - | 98,400 |
| Total | 211.15 | 196.71 | 182.21 | \$19,545,571 | \$17,923,900 | \$16,284,200 | \$(661,200) | \$15,623,000 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Facilities Management

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 93401 | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$84,834 | \$99,400 | \$94,800 | - | \$94,800 |
| Manager | 1.00 | 1.00 | 2.00 | 64,694 | 67,200 | 135,800 | - | 135,800 |
| Technical Specialist | 2.00 | 2.00 | 2.00 | 32,339 | 199,100 | 193,100 | - | 193,100 |
| Technician - Classified | 8.00 | 7.00 | 14.00 | 307,600 | 317,800 | 613,700 | - | 613,700 |
| Substitute Secretary | - | - | - | 15,964 | - | - | - | - |
| Secretary | 1.00 | 1.00 | 1.00 | 44,599 | 51,500 | 50,000 | - | 50,000 |
| Variable/Performance Pay | - | - | - | 4,025 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 6,677 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 217 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 78,379 | - | - | - | - |
| Overtime - Classified | - | - | - | 5,044 | 7,000 | 7,000 | - | 7,000 |
| Payroll Exception | - | - | - | (8,672) | - | - | - | - |
| Payroll Total | 13.00 | 12.00 | 20.00 | 635,700 | 742,000 | 1,094,400 | - | 1,094,400 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 136,510 | 185,400 | 281,200 | - | 281,200 |
| Benefits Total | - | - | - | 136,510 | 185,400 | 281,200 | - | 281,200 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 1,100 | 5,000 | 5,000 | - | 5,000 |
| Employee Training & Conf | - | - | - | 18,014 | 20,000 | 20,000 | - | 20,000 |
| Awards And Banquets | - | - | - | 132 | - | 100 | - | 100 |
| Recruiting Costs | - | - | - | 128 | 3,000 | 3,000 | - | 3,000 |
| Meals/Refreshments | - | - | - | 33 | - | - | - | - |
| Printing | - | - | - | 117 | 2,000 | 2,000 | - | 2,000 |
| Consultants | - | - | - | 13,250 | 30,000 | 50,000 | - | 50,000 |
| Contracted Services | - | - | - | 1,640 | - | - | - | - |
| Equipment Rental | - | - | - | 22 | - | - | - | - |
| Contract Maint/Eq Repair | - | - | - | 19,385 | 10,000 | 12,000 | - | 12,000 |
| Const Maint/Repair - Building | - | - | - | 603,961 | - | 290,000 | - | 290,000 |
| Software Purch/Lease | - | - | - | - | 7,000 | - | - | - |
| Telephone/Pagers/Modems | - | - | - | 4,793 | 2,500 | 4,500 | - | 4,500 |
| Postage | - | - | - | 51 | 300 | 300 | - | 300 |
| Permits/Licenses/Fees | - | - | - | 1,065 | - | 3,000 | - | 3,000 |
| Purchased Services Total | - | - | - | 663,690 | 79,800 | 389,900 | - | 389,900 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 5,760 | 10,000 | 11,000 | - | 11,000 |
| Office Equipment - Under \$5K | - | - | - | 933 | 34,000 | 34,000 | - | 34,000 |
| Copier Usage | - | - | - | 5,127 | 5,200 | 5,200 | - | 5,200 |
| Maint Materials/Supplies | - | - | - | 36,142 | 14,000 | 70,000 | - | 70,000 |
| Small Hand Tools | - | - | - | - | - | 300 | - | 300 |
| Purchased Food. | - | - | - | 14 | - | - | - | - |
| Materials and Supplies Total | - | - | - | 47,976 | 63,200 | 120,500 | - | 120,500 |
| Capital and Transfer | | | | | | | | |
| Building Improvements. | - | - | - | 334,560 | - | 60,000 | - | 60,000 |
| Capital and Transfer Total | - | - | - | 334,560 | - | 60,000 | - | 60,000 |
| Total | 13.00 | 12.00 | 20.00 | \$1,818,436 | \$1,070,400 | \$1,946,000 | - | \$1,946,000 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Facilities Services

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 93501 | | | | | | | | |
| Payroll | | | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$98,589 | \$100,800 | \$70,400 | - | \$70,400 |
| Manager | 2.00 | 1.00 | 1.00 | 121,805 | 74,600 | 93,000 | - | 93,000 |
| Technician - Classified | 3.50 | 3.50 | - | 121,868 | 137,400 | - | - | - |
| Group Leader | 11.00 | 11.00 | 10.00 | 832,611 | 759,600 | 666,000 | - | 666,000 |
| Substitute Secretary | - | - | - | 9,203 | - | - | - | - |
| Trades Technician | 111.00 | 105.00 | 93.00 | 6,119,796 | 6,216,600 | 5,701,700 | (414,000) | 5,287,700 |
| Classified - Hourly | 2.50 | 2.57 | 1.73 | 58,958 | 64,100 | 42,000 | - | 42,000 |
| Variable/Performance Pay | - | - | - | 5,207 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 140,278 | - | - | - | - |
| Additional Pay-Classified | - | - | - | 24,634 | 8,800 | 23,800 | - | 23,800 |
| Additional Pay-Administrative | - | - | - | 22,345 | - | - | - | - |
| Overtime - Classified | - | - | - | 121,299 | 55,900 | 40,000 | - | 40,000 |
| Payroll Exception | - | - | - | (10,313) | - | - | - | - |
| Payroll Total | 131.00 | 124.07 | 106.73 | 7,666,279 | 7,417,800 | 6,636,900 | (414,000) | 6,222,900 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 1,861,286 | 1,863,600 | 1,705,700 | (106,400) | 1,599,300 |
| Benefits Total | - | - | - | 1,861,286 | 1,863,600 | 1,705,700 | (106,400) | 1,599,300 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 1,406 | 1,000 | 1,600 | - | 1,600 |
| Employee Training & Conf | - | - | - | 12,684 | 10,500 | 9,100 | - | 9,100 |
| Awards And Banquets | - | - | - | 94 | - | 200 | - | 200 |
| Recruiting Costs | - | - | - | 926 | 1,000 | 900 | - | 900 |
| Required Physical Exams | - | - | - | 1,096 | 1,000 | - | - | - |
| Printing | - | - | - | 867 | 1,400 | 900 | - | 900 |
| Consultants | - | - | - | 23,316 | 11,000 | 28,000 | - | 28,000 |
| Refuse & Dump Fees | - | - | - | 20,122 | 10,000 | 5,000 | - | 5,000 |
| Equipment Rental | - | - | - | 17,653 | 9,400 | 18,600 | - | 18,600 |
| Rental - Vehicles | - | - | - | 1,409 | - | - | - | - |
| Contract Maint/Eq Repair | - | - | - | 3,700 | 1,000 | 1,000 | - | 1,000 |
| Const Maint/Repair - Building | - | - | - | 890,159 | 545,600 | 445,400 | - | 445,400 |
| Software Purch/Lease | - | - | - | 2,692 | - | - | - | - |
| Telephone/Pagers/Modems | - | - | - | 39,341 | 23,900 | 39,300 | - | 39,300 |
| Postage | - | - | - | 1,668 | 600 | 400 | - | 400 |
| Permits/Licenses/Fees | - | - | - | 36,452 | 30,000 | 25,000 | - | 25,000 |
| Community Relations | - | - | - | 28 | - | - | - | - |
| Purchased Services Total | - | - | - | 1,053,612 | 646,400 | 575,400 | - | 575,400 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 6,884 | 6,000 | 5,000 | - | 5,000 |
| Office Equipment - Under \$5K | - | - | - | 1,269 | 1,000 | 1,000 | - | 1,000 |
| Maint Materials/Supplies | - | - | - | 1,470,999 | 1,325,600 | 911,500 | - | 911,500 |
| Small Hand Tools | - | - | - | 55,210 | 54,200 | 47,300 | - | 47,300 |
| Uniforms | - | - | - | 10,830 | 600 | 3,600 | - | 3,600 |
| Physical Invty Gain/Loss | - | - | - | (1,813) | - | - | - | - |
| Materials and Supplies Total | - | - | - | 1,543,379 | 1,387,400 | 968,400 | - | 968,400 |
| Capital and Transfer | | | | | | | | |
| Office Equipment | - | - | - | 230 | 1,500 | 1,500 | - | 1,500 |
| Plant/Shop Equipment | - | - | - | 12,022 | 10,000 | 8,600 | - | 8,600 |
| Building Improvements. | - | - | - | - | - | 10,000 | - | 10,000 |
| Transfers. | - | - | - | 400 | - | - | - | - |
| Capital and Transfer Total | - | - | - | 12,652 | 11,500 | 20,100 | - | 20,100 |
| Total | 131.00 | 124.07 | 106.73 | \$12,137,209 | \$11,326,700 | \$9,906,500 | \$(520,400) | \$9,386,100 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Facility Consolidation

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 93503 | | | | | | | | |
| Payroll | | | | | | | | |
| Group Leader | 1.00 | 1.00 | - | \$67,911 | \$68,000 | - | - | - |
| Trades Technician | 5.00 | 4.00 | - | 258,882 | 213,800 | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 6,724 | - | - | - | - |
| Additional Pay-Classified | - | - | - | 746 | - | - | - | - |
| Overtime - Classified | - | - | - | 13,065 | 10,000 | - | - | - |
| Payroll Exception | - | - | - | 7,665 | - | - | - | - |
| Payroll Total | 6.00 | 5.00 | - | 354,992 | 291,800 | - | - | - |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 86,435 | 74,600 | - | - | - |
| Benefits Total | - | - | - | 86,435 | 74,600 | - | - | - |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 238 | - | - | - | - |
| Consultants | - | - | - | 46,720 | 20,000 | - | - | - |
| Refuse & Dump Fees | - | - | - | 1,075 | 5,000 | - | - | - |
| Equipment Rental | - | - | - | 3,532 | 5,000 | - | - | - |
| Const Maint/Repair - Building | - | - | - | 120,410 | 241,300 | - | - | - |
| Telephone/Pagers/Modems | - | - | - | 580 | - | - | - | - |
| Permits/Licenses/Fees | - | - | - | 3,838 | 4,500 | - | - | - |
| Purchased Services Total | - | - | - | 176,392 | 275,800 | - | - | - |
| Materials and Supplies | | | | | | | | |
| Contingency | - | - | - | - | - | 400,000 | - | 400,000 |
| Maint Materials/Supplies | - | - | - | 175,172 | 218,200 | - | - | - |
| Materials and Supplies Total | - | - | - | 175,172 | 218,200 | 400,000 | - | 400,000 |
| Capital and Transfer | | | | | | | | |
| Building Improvements. | - | - | - | 37,719 | - | - | - | - |
| Capital and Transfer Total | - | - | - | 37,719 | - | - | - | - |
| Total | 6.00 | 5.00 | - | \$830,711 | \$860,400 | \$400,000 | - | \$400,000 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Facilities Work Orders

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 93509 | | | | | | | | |
| Payroll | | | | | | | | |
| Technician - Classified | 7.00 | 6.00 | - | \$305,894 | \$307,300 | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 6,048 | - | - | - | - |
| Overtime - Classified | - | - | - | 953 | 1,000 | - | - | - |
| Payroll Exception | - | - | - | (1,644) | - | - | - | - |
| Payroll Total | 7.00 | 6.00 | - | 311,251 | 308,300 | - | - | - |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 81,827 | 83,300 | - | - | - |
| Benefits Total | - | - | - | 81,827 | 83,300 | - | - | - |
| Purchased Services | | | | | | | | |
| Consultants | - | - | - | 21,132 | 20,000 | - | - | - |
| Refuse & Dump Fees | - | - | - | - | 1,000 | - | - | - |
| Equipment Rental | - | - | - | - | 1,000 | - | - | - |
| Contract Maint/Eq Repair | - | - | - | 1,840 | 1,500 | - | - | - |
| Const Maint/Repair - Building | - | - | - | 432,573 | 280,000 | - | - | - |
| Permits/Licenses/Fees | - | - | - | 2,862 | 2,500 | - | - | - |
| Purchased Services Total | - | - | - | 458,407 | 306,000 | - | - | - |
| Materials and Supplies | | | | | | | | |
| Office Equipment - Under \$5K | - | - | - | 917 | - | - | - | - |
| Maint Materials/Supplies | - | - | - | 71,503 | 53,900 | - | - | - |
| Small Hand Tools | - | - | - | 400 | - | - | - | - |
| Materials and Supplies Total | - | - | - | 72,820 | 53,900 | - | - | - |
| Capital and Transfer | | | | | | | | |
| Building Improvements. | - | - | - | 46,313 | - | - | - | - |
| Capital and Transfer Total | - | - | - | 46,313 | - | - | - | - |
| Total | 7.00 | 6.00 | - | \$970,618 | \$751,500 | - | - | - |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Site Maintenance

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 93604 | | | | | | | | |
| Payroll | | | | | | | | |
| Supervisor | 1.00 | 1.00 | 1.00 | - | \$75,000 | \$72,800 | - | \$72,800 |
| Group Leader | 2.00 | 2.00 | 3.00 | 129,282 | 131,300 | 191,100 | - | 191,100 |
| Trades Technician | 27.00 | 25.00 | 39.00 | 1,283,834 | 1,218,000 | 1,931,600 | - | 1,931,600 |
| Classified - Hourly | 2.15 | 1.64 | 2.48 | 38,580 | 41,000 | 60,000 | - | 60,000 |
| One-Time Add'l Salary Pymts | - | - | - | 27,910 | - | - | - | - |
| Additional Pay-Classified | - | - | - | 4,110 | 3,500 | 6,500 | - | 6,500 |
| Additional Pay-Administrative | - | - | - | 38,800 | - | - | - | - |
| Overtime - Classified | - | - | - | 36,392 | 29,000 | 74,900 | - | 74,900 |
| Payroll Exception | - | - | - | (4,253) | - | - | - | - |
| Payroll Total | 32.15 | 29.64 | 45.48 | 1,554,655 | 1,497,800 | 2,336,900 | - | 2,336,900 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 402,157 | 397,700 | 600,600 | - | 600,600 |
| Benefits Total | - | - | - | 402,157 | 397,700 | 600,600 | - | 600,600 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | - | 500 | 500 | - | 500 |
| Employee Training & Conf | - | - | - | 40 | - | 1,400 | - | 1,400 |
| Recruiting Costs | - | - | - | 1,320 | 1,000 | 1,100 | - | 1,100 |
| Required Physical Exams | - | - | - | 936 | 1,000 | - | - | - |
| Printing | - | - | - | 18 | - | - | - | - |
| Refuse & Dump Fees | - | - | - | (147) | 2,000 | 27,000 | - | 27,000 |
| Equipment Rental | - | - | - | 14,639 | 10,000 | 19,300 | - | 19,300 |
| Contract Maint/Eq Repair | - | - | - | - | 1,000 | 1,000 | - | 1,000 |
| Const Maint/Repair - Building | - | - | - | 104,966 | 81,200 | 321,800 | - | 321,800 |
| Telephone/Pagers/Modems | - | - | - | 4,524 | 4,000 | 9,600 | - | 9,600 |
| Postage | - | - | - | - | - | 200 | - | 200 |
| Permits/Licenses/Fees | - | - | - | - | - | 5,000 | - | 5,000 |
| Purchased Services Total | - | - | - | 126,297 | 100,700 | 386,900 | - | 386,900 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 641 | 500 | 1,500 | - | 1,500 |
| Office Equipment - Under \$5K | - | - | - | 192 | 1,000 | 1,000 | - | 1,000 |
| Maint Materials/Supplies | - | - | - | 280,869 | 203,600 | 373,700 | - | 373,700 |
| Small Hand Tools | - | - | - | 3,399 | 4,000 | 10,900 | - | 10,900 |
| Uniforms | - | - | - | 2,385 | 1,500 | 3,300 | - | 3,300 |
| Materials and Supplies Total | - | - | - | 287,486 | 210,600 | 390,400 | - | 390,400 |
| Capital and Transfer | | | | | | | | |
| Plant/Shop Equipment | - | - | - | 12,657 | 10,000 | 11,300 | - | 11,300 |
| Building Improvements. | - | - | - | - | - | 5,000 | - | 5,000 |
| Capital and Transfer Total | - | - | - | 12,657 | 10,000 | 16,300 | - | 16,300 |
| Total | 32.15 | 29.64 | 45.48 | \$2,383,252 | \$2,216,800 | \$3,731,100 | - | \$3,731,100 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Facilities Services.

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 93605 | | | | | | | | |
| Payroll | | | | | | | | |
| Payroll Exception | - | - | - | \$(659,619) | - | \$(509,100) | - | \$(509,100) |
| Payroll Total | - | - | - | (659,619) | - | (509,100) | - | (509,100) |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | - | - | (130,800) | - | (130,800) |
| Benefits Total | - | - | - | - | - | (130,800) | - | (130,800) |
| Materials and Supplies | | | | | | | | |
| Capital and Transfer | | | | | | | | |
| Total | - | - | - | (659,619) | - | (639,900) | - | (639,900) |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Small Engine Repair

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 93606 | | | | | | | | |
| Payroll | | | | | | | | |
| Technician - Classified | 1.00 | - | - | \$42,481 | - | - | - | - |
| Group Leader | 1.00 | 1.00 | - | 61,208 | 63,400 | - | - | - |
| Trades Technician | 6.00 | 5.00 | - | 308,183 | 272,300 | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 8,306 | - | - | - | - |
| Additional Pay-Classified | - | - | - | 534 | - | - | - | - |
| Overtime - Classified | - | - | - | 8,065 | 1,900 | - | - | - |
| Payroll Total | 8.00 | 6.00 | - | 428,777 | 337,600 | - | - | - |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 110,798 | 86,800 | - | - | - |
| Benefits Total | - | - | - | 110,798 | 86,800 | - | - | - |
| Purchased Services | | | | | | | | |
| Employee Training & Conf | - | - | - | - | 1,000 | - | - | - |
| Telephone/Pagers/Modems | - | - | - | 529 | 2,000 | - | - | - |
| Purchased Services Total | - | - | - | 529 | 3,000 | - | - | - |
| Materials and Supplies | | | | | | | | |
| Maint Materials/Supplies | - | - | - | 98,049 | 100,000 | - | - | - |
| Small Hand Tools | - | - | - | 2,459 | 2,000 | - | - | - |
| Uniforms | - | - | - | 1,763 | 1,500 | - | - | - |
| Materials and Supplies Total | - | - | - | 102,270 | 103,500 | - | - | - |
| Capital and Transfer | | | | | | | | |
| Plant/Shop Equipment | - | - | - | 217,901 | 58,500 | - | - | - |
| Capital and Transfer Total | - | - | - | 217,901 | 58,500 | - | - | - |
| Total | 8.00 | 6.00 | - | \$860,275 | \$589,400 | - | - | - |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Environmental Services

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 93700 | | | | | | | | |
| Payroll | | | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$84,706 | \$87,300 | \$83,800 | - | \$83,800 |
| Technical Specialist | 1.00 | 1.00 | 1.00 | 62,851 | 65,300 | 62,300 | - | 62,300 |
| Technician - Classified | 1.00 | 1.00 | - | 47,127 | 47,200 | - | - | - |
| Group Leader | 1.00 | 1.00 | 1.00 | 82,552 | 70,400 | 68,200 | - | 68,200 |
| Trades Technician | 7.00 | 7.00 | 4.00 | 349,159 | 383,300 | 319,800 | (112,000) | 207,800 |
| Variable/Performance Pay | - | - | - | 2,817 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 9,500 | - | - | - | - |
| Additional Pay-Classified | - | - | - | 7,281 | - | 1,000 | - | 1,000 |
| Overtime - Classified | - | - | - | 12,065 | 9,000 | 9,000 | - | 9,000 |
| Payroll Exception | - | - | - | (3,844) | - | - | - | - |
| Payroll Total | 11.00 | 11.00 | 7.00 | 654,215 | 662,500 | 544,100 | (112,000) | 432,100 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 160,070 | 167,300 | 139,900 | (28,800) | 111,100 |
| Benefits Total | - | - | - | 160,070 | 167,300 | 139,900 | (28,800) | 111,100 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 575 | 600 | 600 | - | 600 |
| Employee Training & Conf | - | - | - | 8,519 | 7,500 | 7,500 | - | 7,500 |
| Required Physical Exams | - | - | - | - | 700 | - | - | - |
| Consultants | - | - | - | 4,199 | 5,000 | 5,800 | - | 5,800 |
| Contracted Services | - | - | - | 171,309 | 31,000 | 25,500 | - | 25,500 |
| Contract Maint/Eq Repair | - | - | - | 1,548 | 2,500 | 2,500 | - | 2,500 |
| Const Maint/Repair - Building | - | - | - | - | - | 5,500 | - | 5,500 |
| Software Purch/Lease | - | - | - | - | 800 | 500 | - | 500 |
| Marketing - Advertising | - | - | - | 1,250 | 500 | 300 | - | 300 |
| Telephone/Pagers/Modems | - | - | - | 4,369 | 3,900 | 4,000 | - | 4,000 |
| Postage | - | - | - | 81 | 700 | 500 | - | 500 |
| Permits/Licenses/Fees | - | - | - | 5,951 | 7,000 | 7,200 | - | 7,200 |
| Purchased Services Total | - | - | - | 197,802 | 60,200 | 59,900 | - | 59,900 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 2,019 | 2,700 | 2,600 | - | 2,600 |
| Copier Usage | - | - | - | - | - | 500 | - | 500 |
| Maint Materials/Supplies | - | - | - | 15,570 | 23,000 | 27,400 | - | 27,400 |
| Small Hand Tools | - | - | - | 532 | 1,200 | 1,200 | - | 1,200 |
| Uniforms | - | - | - | - | - | 600 | - | 600 |
| Materials and Supplies Total | - | - | - | 18,120 | 26,900 | 32,300 | - | 32,300 |
| Capital and Transfer | | | | | | | | |
| Plant/Shop Equipment | - | - | - | 14,539 | 17,300 | - | - | - |
| Capital and Transfer Total | - | - | - | 14,539 | 17,300 | - | - | - |
| Total | 11.00 | 11.00 | 7.00 | \$1,044,747 | \$934,200 | \$776,200 | \$(140,800) | \$635,400 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Central Mailroom/Archives

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 94730 | | | | | | | | |
| Payroll | | | | | | | | |
| Warehouse Worker | 3.00 | 3.00 | 3.00 | \$105,577 | \$116,900 | \$113,400 | - | \$113,400 |
| One-Time Add'l Salary Pymts | - | - | - | 2,128 | - | - | - | - |
| Overtime - Classified | - | - | - | 66 | 2,600 | 2,600 | - | 2,600 |
| Payroll Total | 3.00 | 3.00 | 3.00 | 107,771 | 119,500 | 116,000 | - | 116,000 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 33,694 | 36,500 | 29,800 | - | 29,800 |
| Benefits Total | - | - | - | 33,694 | 36,500 | 29,800 | - | 29,800 |
| Purchased Services | | | | | | | | |
| Employee Training & Conf | - | - | - | - | 300 | 300 | - | 300 |
| Printing | - | - | - | 180 | - | - | - | - |
| Contract Labor | - | - | - | 3,678 | - | - | - | - |
| Contracted Services | - | - | - | 1,807 | 8,000 | 8,000 | - | 8,000 |
| Fleet Maintenance. | - | - | - | 8,257 | - | - | - | - |
| Contract Maint/Eq Repair | - | - | - | - | 2,000 | 2,000 | - | 2,000 |
| Postage | - | - | - | 2,315 | 3,000 | 3,000 | - | 3,000 |
| Purchased Services Total | - | - | - | 16,236 | 13,300 | 13,300 | - | 13,300 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 2,200 | 2,800 | 2,800 | - | 2,800 |
| Maint Materials/Supplies | - | - | - | 43 | 400 | 400 | - | 400 |
| Materials and Supplies Total | - | - | - | 2,243 | 3,200 | 3,200 | - | 3,200 |
| Capital and Transfer | | | | | | | | |
| Office Equipment | - | - | - | - | 2,000 | 2,000 | - | 2,000 |
| Capital and Transfer Total | - | - | - | - | 2,000 | 2,000 | - | 2,000 |
| Total | 3.00 | 3.00 | 3.00 | \$159,943 | \$174,500 | \$164,300 | - | \$164,300 |

Financial Services

Financial Services is responsible for ensuring adequate internal controls which facilitate compliance with district policies and procedures, as well as federal, state and local regulations. Financial Services provides administrative support to all departments and schools in regards to their financial needs.

Accounting

- Manages the general ledger and monitors all financial transactions.
- Provides reports on the status of funds and prepares the Comprehensive Annual Financial Report (CAFR).
- Assists the district's independent, external auditors with the annual financial audit.

Accounts Payable

- Manages the payment of vendors for goods and services.

Budget Management

- Prepares the annual budget.
- Reports to department managers, the superintendent, and the Board of Education on the status of spending and cash flow for all departments.
- This department also provides direct support to schools through the School Accounting Support Team (SAST).

Financial Services

- Manages the investment of district funds, bonds, and daily cash transactions.
- Oversees the department of Risk Management.

Payroll

- Issues all payroll checks for over 14,000 employees monthly.
- Monitors leave accruals.
- Issues W-2 forms to employees for annual income tax reporting.
- Manages all TSA and 401-k retirement investment data and set up.
- Pays all taxes to the state and federal government and issue tax reports
- Pays PERA contributions.

Purchasing

- Manages the purchase of goods or services through district vendors.
- Oversees the bidding process to award new contracts for goods or services.
- Manages the Purchase-card program through which employees may purchase products for school and department use.

Information Technology

- General Fund expenditures transferred monthly to Technology Internal Service Fund revenue.

Opportunities and Challenges

While business processes are under constant review, declining resources require that we review operational procedures and implement new business practices. Changes for the upcoming year include single-vendor payment for large volume transactions, reduce overtime expense, and improve the coordination of student enrollment information for financial projection purposes.

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|------------------------|----------------------------|----------------------------|----------------------------|----------------------|---------------------|--------------------------|-------------------------|---------------------|
| General Administration | | | | | | | | |
| Payroll | 44.17 | 43.17 | 42.17 | \$3,408,916 | \$3,545,800 | \$3,466,300 | \$(75,400) | \$3,390,900 |
| Non-Payroll | - | - | - | 14,665,703 | 11,527,600 | 11,538,000 | (687,500) | 10,850,500 |
| Total | 44.17 | 43.17 | 42.17 | \$18,074,619 | \$15,073,400 | \$15,004,300 | \$(762,900) | \$14,241,400 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Financial Services

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: Financial Services | | | | | | | | |
| Payroll | | | | | | | | |
| Chief Financial Officer | 1.00 | 1.00 | 1.00 | \$151,627 | \$151,600 | \$147,100 | - | \$147,100 |
| Executive Director | - | 1.00 | 1.00 | - | 108,900 | 104,900 | - | 104,900 |
| Director | 3.00 | 2.00 | 2.00 | 198,299 | 185,100 | 179,400 | - | 179,400 |
| Supervisor | 1.00 | 1.00 | 1.00 | 77,373 | 79,200 | 76,300 | - | 76,300 |
| Manager | 5.00 | 5.00 | 5.00 | 395,237 | 405,200 | 392,200 | - | 392,200 |
| Technical Specialist | 7.00 | 7.00 | 7.00 | 487,776 | 472,800 | 452,100 | - | 452,100 |
| Accountant I | 2.00 | 2.00 | 2.00 | 114,273 | 118,400 | 114,800 | - | 114,800 |
| Coordinator - Administrative | 1.00 | 1.00 | 1.00 | 72,012 | 69,000 | 65,500 | - | 65,500 |
| Specialist - Classified | 7.00 | 7.00 | 7.00 | 396,876 | 403,100 | 391,000 | - | 391,000 |
| Buyer | 1.67 | 1.67 | 1.67 | 88,615 | 91,200 | 88,400 | - | 88,400 |
| Technician - Classified | 11.50 | 10.50 | 10.50 | 479,252 | 535,100 | 518,900 | - | 518,900 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 61,750 | 63,400 | 63,700 | - | 63,700 |
| Substitute Secretary | - | - | - | 3,663 | 5,000 | 4,500 | - | 4,500 |
| Buyer Assistant | 3.00 | 3.00 | 2.00 | 140,501 | 142,300 | 138,000 | (46,000) | 92,000 |
| Classified - Hourly | - | - | - | 553 | - | - | - | - |
| Variable/Performance Pay | - | - | - | 27,444 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 25,261 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 32,496 | - | - | - | - |
| Overtime - Classified | - | - | - | 11,462 | 20,800 | 20,800 | (14,000) | 6,800 |
| Payroll Total | 44.17 | 43.17 | 42.17 | 2,764,470 | 2,851,100 | 2,757,600 | (60,000) | 2,697,600 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 644,446 | 694,700 | 708,700 | (15,400) | 693,300 |
| Benefits Total | - | - | - | 644,446 | 694,700 | 708,700 | (15,400) | 693,300 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 6,300 | 11,800 | 11,700 | (3,500) | 8,200 |
| Employee Training & Conf | - | - | - | 8,300 | 16,300 | 16,000 | (2,500) | 13,500 |
| Meals/Refreshments | - | - | - | 1,463 | 1,800 | 1,800 | - | 1,800 |
| Printing | - | - | - | 12,151 | 8,300 | 8,200 | (500) | 7,700 |
| Consultants | - | - | - | 48,120 | 20,000 | 20,000 | - | 20,000 |
| Contract Labor | - | - | - | 12,409 | 12,000 | 12,000 | - | 12,000 |
| Contracted Services | - | - | - | 100,489 | 45,200 | 44,800 | (35,500) | 9,300 |
| Bank Fees & Other Expense | - | - | - | 1,253 | 46,900 | 46,900 | - | 46,900 |
| Contract Maint/Eq Repair | - | - | - | 2,143 | 1,800 | 1,800 | - | 1,800 |
| Technology Services | - | - | - | 14,390,800 | 11,275,800 | 11,286,200 | (634,500) | 10,651,700 |
| Software Purch/Lease | - | - | - | - | 200 | 200 | - | 200 |
| Computer Hardware Lease | - | - | - | 895 | - | - | - | - |
| Marketing - Advertising | - | - | - | 403 | 1,200 | 1,200 | (1,200) | - |
| Equipment/Copier Repair | - | - | - | - | 2,000 | 2,000 | (1,000) | 1,000 |
| Telephone Service Order | - | - | - | - | 500 | 300 | (300) | - |
| Telephone/Pagers/Modems | - | - | - | 3,776 | 2,200 | 2,400 | - | 2,400 |
| Voice Communication Line | - | - | - | 9 | - | - | - | - |
| Postage | - | - | - | 29,801 | 28,500 | 28,500 | (1,000) | 27,500 |
| Fees For Dist Membership | - | - | - | 3,910 | 3,700 | 3,700 | - | 3,700 |
| District Meetings/Conferences | - | - | - | 189 | - | - | - | - |
| Purchased Services Total | - | - | - | 14,622,411 | 11,478,200 | 11,487,700 | (680,000) | 10,807,700 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 34,746 | 45,000 | 45,900 | (7,500) | 38,400 |
| Office Equipment - Under \$5K | - | - | - | 4,519 | - | - | - | - |
| Instructional Material/Supply | - | - | - | 253 | - | - | - | - |
| Copier Usage | - | - | - | 3,775 | 4,400 | 4,400 | - | 4,400 |
| Materials and Supplies Total | - | - | - | 43,292 | 49,400 | 50,300 | (7,500) | 42,800 |
| Capital and Transfer | | | | | | | | |
| Total | 44.17 | 43.17 | 42.17 | \$18,074,619 | \$15,073,400 | \$15,004,300 | \$(762,900) | \$14,241,400 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Budget Management

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 92100 | | | | | | | | |
| Payroll | | | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | - | \$91,700 | \$88,900 | - | \$88,900 |
| Manager | 1.00 | 1.00 | 1.00 | 86,362 | 87,100 | 84,500 | - | 84,500 |
| Technical Specialist | 3.00 | 3.00 | 3.00 | 189,681 | 195,700 | 196,100 | - | 196,100 |
| Accountant I | 1.00 | 1.00 | 1.00 | 57,137 | 59,200 | 57,400 | - | 57,400 |
| Specialist - Classified | 6.00 | 6.00 | 6.00 | 333,561 | 339,700 | 329,500 | - | 329,500 |
| Variable/Performance Pay | - | - | - | 5,293 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 7,788 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 22,471 | - | - | - | - |
| Overtime - Classified | - | - | - | 11,079 | - | - | - | - |
| Payroll Total | 12.00 | 12.00 | 12.00 | 713,371 | 773,400 | 756,400 | - | 756,400 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 166,772 | 190,200 | 194,400 | - | 194,400 |
| Benefits Total | - | - | - | 166,772 | 190,200 | 194,400 | - | 194,400 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 3,255 | 2,500 | 2,500 | - | 2,500 |
| Employee Training & Conf | - | - | - | 365 | 2,500 | 2,500 | - | 2,500 |
| Meals/Refreshments | - | - | - | - | 800 | 800 | - | 800 |
| Printing | - | - | - | 3,545 | 3,500 | 3,500 | - | 3,500 |
| Contracted Services | - | - | - | 25,730 | - | - | - | - |
| Contract Maint/Eq Repair | - | - | - | - | 700 | 700 | - | 700 |
| Computer Hardware Lease | - | - | - | 895 | - | - | - | - |
| Telephone/Pagers/Modems | - | - | - | 2,216 | 1,000 | 1,000 | - | 1,000 |
| Fees For Dist Membership | - | - | - | 150 | 500 | 500 | - | 500 |
| Purchased Services Total | - | - | - | 36,156 | 11,500 | 11,500 | - | 11,500 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 3,079 | 5,600 | 5,600 | - | 5,600 |
| Copier Usage | - | - | - | 257 | 400 | 400 | - | 400 |
| Materials and Supplies Total | - | - | - | 3,337 | 6,000 | 6,000 | - | 6,000 |
| Capital and Transfer | | | | | | | | |
| Total | 12.00 | 12.00 | 12.00 | \$919,635 | \$981,100 | \$968,300 | - | \$968,300 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Financial Services

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 93200 | | | | | | | | |
| Payroll | | | | | | | | |
| Chief Financial Officer | 1.00 | 1.00 | 1.00 | \$151,627 | \$151,600 | \$147,100 | - | \$147,100 |
| Technical Specialist | 1.00 | 1.00 | 1.00 | 76,568 | 77,800 | 75,300 | - | 75,300 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 61,750 | 63,400 | 63,700 | - | 63,700 |
| Variable/Performance Pay | - | - | - | 7,227 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 10,025 | - | - | - | - |
| Payroll Total | 3.00 | 3.00 | 3.00 | 307,196 | 292,800 | 286,100 | - | 286,100 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 64,057 | 62,500 | 73,500 | - | 73,500 |
| Benefits Total | - | - | - | 64,057 | 62,500 | 73,500 | - | 73,500 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 957 | 1,000 | 1,000 | - | 1,000 |
| Employee Training & Conf | - | - | - | 2,206 | 2,000 | 2,000 | - | 2,000 |
| Meals/Refreshments | - | - | - | 1,361 | 500 | 500 | - | 500 |
| Printing | - | - | - | 2,507 | 1,500 | 1,500 | - | 1,500 |
| Consultants | - | - | - | 48,120 | 20,000 | 20,000 | - | 20,000 |
| Contracted Services | - | - | - | 74,664 | 40,000 | 40,000 | (31,000) | 9,000 |
| Bank Fees & Other Expense | - | - | - | 1,195 | 46,600 | 46,600 | - | 46,600 |
| Contract Maint/Eq Repair | - | - | - | - | 500 | 500 | - | 500 |
| Software Purch/Lease | - | - | - | - | 200 | 200 | - | 200 |
| Marketing - Advertising | - | - | - | 403 | - | - | - | - |
| Telephone/Pagers/Modems | - | - | - | 1,105 | 400 | 400 | - | 400 |
| Postage | - | - | - | 267 | 100 | 100 | - | 100 |
| Fees For Dist Membership | - | - | - | 1,890 | 1,800 | 1,800 | - | 1,800 |
| District Meetings/Conferences | - | - | - | 189 | - | - | - | - |
| Purchased Services Total | - | - | - | 134,863 | 114,600 | 114,600 | (31,000) | 83,600 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 6,633 | 6,000 | 6,000 | - | 6,000 |
| Copier Usage | - | - | - | 2,066 | 1,300 | 1,300 | - | 1,300 |
| Materials and Supplies Total | - | - | - | 8,699 | 7,300 | 7,300 | - | 7,300 |
| Capital and Transfer | | | | | | | | |
| Total | 3.00 | 3.00 | 3.00 | \$514,815 | \$477,200 | \$481,500 | \$(31,000) | \$450,500 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Payroll

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 93210 | | | | | | | | |
| Payroll | | | | | | | | |
| Manager | 1.00 | 1.00 | 1.00 | \$78,750 | \$83,100 | \$80,500 | - | \$80,500 |
| Technical Specialist | - | - | - | 26,697 | - | - | - | - |
| Accountant I | 1.00 | 1.00 | 1.00 | 57,137 | 59,200 | 57,400 | - | 57,400 |
| Coordinator - Administrative | 1.00 | 1.00 | 1.00 | 72,012 | 69,000 | 65,500 | - | 65,500 |
| Technician - Classified | 5.50 | 5.50 | 5.50 | 271,128 | 301,200 | 292,200 | - | 292,200 |
| Substitute Secretary | - | - | - | 3,663 | 5,000 | 4,500 | - | 4,500 |
| Variable/Performance Pay | - | - | - | 1,306 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 7,094 | - | - | - | - |
| Overtime - Classified | - | - | - | 383 | 20,800 | 20,800 | (14,000) | 6,800 |
| Payroll Total | 8.50 | 8.50 | 8.50 | 518,169 | 538,300 | 520,900 | (14,000) | 506,900 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 125,373 | 133,300 | 133,900 | (3,600) | 130,300 |
| Benefits Total | - | - | - | 125,373 | 133,300 | 133,900 | (3,600) | 130,300 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 152 | 700 | 700 | - | 700 |
| Employee Training & Conf | - | - | - | 2,900 | 4,000 | 4,000 | (1,000) | 3,000 |
| Contract Labor | - | - | - | 12,409 | 12,000 | 12,000 | - | 12,000 |
| Bank Fees & Other Expense | - | - | - | 58 | 300 | 300 | - | 300 |
| Contract Maint/Eq Repair | - | - | - | 979 | 300 | 300 | - | 300 |
| Telephone/Pagers/Modems | - | - | - | 53 | 100 | 100 | - | 100 |
| Postage | - | - | - | 12,534 | 7,100 | 7,100 | - | 7,100 |
| Purchased Services Total | - | - | - | 29,085 | 24,500 | 24,500 | (1,000) | 23,500 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 9,628 | 6,600 | 6,600 | - | 6,600 |
| Copier Usage | - | - | - | 460 | 500 | 500 | - | 500 |
| Materials and Supplies Total | - | - | - | 10,088 | 7,100 | 7,100 | - | 7,100 |
| Capital and Transfer | | | | | | | | |
| Total | 8.50 | 8.50 | 8.50 | \$682,715 | \$703,200 | \$686,400 | \$(18,600) | \$667,800 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Accounts Payable

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 93220 | | | | | | | | |
| Payroll | | | | | | | | |
| Supervisor | 1.00 | 1.00 | 1.00 | \$77,373 | \$79,200 | \$76,300 | - | \$76,300 |
| Technician - Classified | 4.00 | 4.00 | 4.00 | 169,264 | 174,500 | 169,300 | - | 169,300 |
| Variable/Performance Pay | - | - | - | 1,499 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 3,407 | - | - | - | - |
| Payroll Total | 5.00 | 5.00 | 5.00 | 251,542 | 253,700 | 245,600 | - | 245,600 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 58,541 | 69,000 | 63,100 | - | 63,100 |
| Benefits Total | - | - | - | 58,541 | 69,000 | 63,100 | - | 63,100 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | - | 100 | - | - | - |
| Employee Training & Conf | - | - | - | - | 300 | - | - | - |
| Printing | - | - | - | 4,134 | 500 | - | - | - |
| Contracted Services | - | - | - | 95 | - | - | - | - |
| Contract Maint/Eq Repair | - | - | - | 564 | 300 | 300 | - | 300 |
| Telephone/Pagers/Modems | - | - | - | 187 | 500 | 500 | - | 500 |
| Postage | - | - | - | 16,667 | 20,600 | 20,600 | (1,000) | 19,600 |
| Purchased Services Total | - | - | - | 21,648 | 22,300 | 21,400 | (1,000) | 20,400 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 8,074 | 9,500 | 10,400 | (2,500) | 7,900 |
| Copier Usage | - | - | - | 518 | 600 | 600 | - | 600 |
| Materials and Supplies Total | - | - | - | 8,592 | 10,100 | 11,000 | (2,500) | 8,500 |
| Capital and Transfer | | | | | | | | |
| Total | 5.00 | 5.00 | 5.00 | \$340,323 | \$355,100 | \$341,100 | \$(3,500) | \$337,600 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Accounting

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 93250 | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | - | 1.00 | 1.00 | - | \$108,900 | \$104,900 | - | \$104,900 |
| Director | 1.00 | - | - | 106,353 | - | - | - | - |
| Manager | 1.00 | 1.00 | 1.00 | 82,765 | 84,100 | 81,400 | - | 81,400 |
| Technician - Classified | 2.00 | 1.00 | 1.00 | 38,860 | 59,400 | 57,400 | - | 57,400 |
| Classified - Hourly | - | - | - | 553 | - | - | - | - |
| Variable/Performance Pay | - | - | - | 3,676 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 1,106 | - | - | - | - |
| Payroll Total | 4.00 | 3.00 | 3.00 | 233,313 | 252,400 | 243,700 | - | 243,700 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 54,131 | 56,500 | 62,600 | - | 62,600 |
| Benefits Total | - | - | - | 54,131 | 56,500 | 62,600 | - | 62,600 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 370 | 5,500 | 5,500 | (3,500) | 2,000 |
| Employee Training & Conf | - | - | - | 1,350 | 3,500 | 3,500 | (1,000) | 2,500 |
| Meals/Refreshments | - | - | - | - | 300 | 300 | - | 300 |
| Printing | - | - | - | 579 | 1,700 | 1,700 | (500) | 1,200 |
| Contracted Services | - | - | - | - | 4,500 | 4,500 | (4,500) | - |
| Marketing - Advertising | - | - | - | - | 1,200 | 1,200 | (1,200) | - |
| Equipment/Copier Repair | - | - | - | - | 2,000 | 2,000 | (1,000) | 1,000 |
| Telephone Service Order | - | - | - | - | 500 | 300 | (300) | - |
| Telephone/Pagers/Modems | - | - | - | 28 | -200 | - | - | - |
| Postage | - | - | - | 15 | 300 | 300 | - | 300 |
| Purchased Services Total | - | - | - | 2,342 | 19,300 | 19,300 | (12,000) | 7,300 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 4,177 | 12,500 | 12,500 | (5,000) | 7,500 |
| Instructional Material/Supply | - | - | - | 253 | - | - | - | - |
| Copier Usage | - | - | - | 82 | 500 | 500 | - | 500 |
| Materials and Supplies Total | - | - | - | 4,512 | 13,000 | 13,000 | (5,000) | 8,000 |
| Capital and Transfer | | | | | | | | |
| Total | 4.00 | 3.00 | 3.00 | \$294,298 | \$341,200 | \$338,600 | \$(17,000) | \$321,600 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Purchasing

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 94710 | | | | | | | | |
| Payroll | | | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$91,946 | \$93,400 | \$90,500 | - | \$90,500 |
| Manager | 2.00 | 2.00 | 2.00 | 147,361 | 150,900 | 145,800 | - | 145,800 |
| Technical Specialist | 3.00 | 3.00 | 3.00 | 194,831 | 199,300 | 180,700 | - | 180,700 |
| Specialist - Classified | 1.00 | 1.00 | 1.00 | 63,314 | 63,400 | 61,500 | - | 61,500 |
| Buyer | 1.67 | 1.67 | 1.67 | 88,615 | 91,200 | 88,400 | - | 88,400 |
| Buyer Assistant | 3.00 | 3.00 | 2.00 | 140,501 | 142,300 | 138,000 | (46,000) | 92,000 |
| Variable/Performance Pay | - | - | - | 8,443 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 5,867 | - | - | - | - |
| Payroll Total | 11.67 | 11.67 | 10.67 | 740,879 | 740,500 | 704,900 | (46,000) | 658,900 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 175,572 | 183,200 | 181,200 | (11,800) | 169,400 |
| Benefits Total | - | - | - | 175,572 | 183,200 | 181,200 | (11,800) | 169,400 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 1,567 | 2,000 | 2,000 | - | 2,000 |
| Employee Training & Conf | - | - | - | 1,479 | 4,000 | 4,000 | (500) | 3,500 |
| Meals/Refreshments | - | - | - | 102 | 200 | 200 | - | 200 |
| Printing | - | - | - | 1,386 | 1,100 | 1,500 | - | 1,500 |
| Contracted Services | - | - | - | - | 700 | 300 | - | 300 |
| Contract Maint/Eq Repair | - | - | - | 600 | - | - | - | - |
| Telephone/Pagers/Modems | - | - | - | 188 | 400 | 400 | - | 400 |
| Voice Communication Line | - | - | - | 9 | - | - | - | - |
| Postage | - | - | - | 317 | 400 | 400 | - | 400 |
| Fees For Dist Membership | - | - | - | 1,870 | 1,400 | 1,400 | - | 1,400 |
| Purchased Services Total | - | - | - | 7,518 | 10,200 | 10,200 | (500) | 9,700 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 3,154 | 4,800 | 4,800 | - | 4,800 |
| Office Equipment - Under \$5K | - | - | - | 4,519 | - | - | - | - |
| Copier Usage | - | - | - | 392 | 1,100 | 1,100 | - | 1,100 |
| Materials and Supplies Total | - | - | - | 8,064 | 5,900 | 5,900 | - | 5,900 |
| Capital and Transfer | | | | | | | | |
| Total | 11.67 | 11.67 | 10.67 | \$932,033 | \$939,800 | \$902,200 | \$(58,300) | \$843,900 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Information Technology.

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 92230 | | | | | | | | |
| Purchased Services | | | | | | | | |
| Technology Services | - | - | - | \$14,390,800 | \$11,275,800 | \$11,286,200 | \$(634,500) | \$10,651,700 |
| Purchased Services Total | - | - | - | 14,390,800 | 11,275,800 | 11,286,200 | (634,500) | 10,651,700 |
| Materials and Supplies | | | | | | | | |
| Capital and Transfer | | | | | | | | |
| Total | - | - | - | \$14,390,800 | \$11,275,800 | \$11,286,200 | \$(634,500) | \$10,651,700 |

Human Resources

Human Resources is responsible for all activities involving the recruitment, hiring and retention of administrators, professional/technical, teachers, substitutes and support personnel. This includes placements on the salary schedule, determining benefit coverage, and establishing and ensuring that evaluation systems for all employee groups are completed per the negotiated agreements. Employee leaves (maternity, medical and personal) are managed through this department. Additionally, Human Resources ensures compliance with negotiated agreements and laws governing employment.

This department is also responsible for the following services:

Substitute Teachers

In addition to being recruited and hired, substitute teachers are trained in district curriculum and classroom management. Assignments are tracked and recorded on a daily basis. Payroll for substitutes is approved and recorded and statistical information on substitute coverage is compiled.

Employee Assistance Program

The Employee Assistance Program is a confidential program that provides assessment, counseling, and referrals designed to assist employees in dealing with personal or work related problems that may affect their work performance. Additionally, consultation and training is provided to supervisors to address employee work performance problems.

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|------------------------|----------------------------|----------------------------|----------------------------|----------------------|---------------------|--------------------------|-------------------------|---------------------|
| General Administration | | | | | | | | |
| Payroll | 45.43 | 44.21 | 40.70 | \$3,262,064 | \$3,391,800 | \$3,286,700 | \$(217,600) | \$3,069,100 |
| Non-Payroll | - | - | - | 1,218,278 | 1,644,400 | 1,644,400 | (4,700) | 1,639,700 |
| Total | 45.43 | 44.21 | 40.70 | \$4,480,343 | \$5,036,200 | \$4,931,100 | \$(222,300) | \$4,708,800 |





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Human Resources

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: Human Resources | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$107,955 | \$112,400 | \$108,800 | - | \$108,800 |
| Director | 3.00 | 3.00 | 3.00 | 290,982 | 294,800 | 285,800 | - | 285,800 |
| Manager | 5.00 | 6.00 | 6.00 | 413,242 | 457,000 | 442,200 | - | 442,200 |
| Technical Specialist | 1.00 | 1.00 | 1.00 | 61,591 | 63,500 | 60,900 | - | 60,900 |
| Teacher | - | - | - | 13,372 | - | - | - | - |
| Substitute Teacher | - | - | - | 89,495 | 31,000 | 27,900 | - | 27,900 |
| Counselor | 1.00 | 1.00 | 1.00 | 48,918 | 74,400 | 62,400 | - | 62,400 |
| Specialist - Classified | 2.00 | 2.00 | 2.00 | 120,983 | 120,600 | 117,000 | - | 117,000 |
| Technician - Classified | 30.00 | 28.00 | 24.50 | 1,336,571 | 1,407,900 | 1,359,600 | (173,100) | 1,186,500 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 59,325 | 61,200 | 58,700 | - | 58,700 |
| Substitute Secretary | - | - | - | 7,406 | 4,400 | 4,000 | - | 4,000 |
| Secretary | 0.50 | 0.50 | 0.50 | 19,040 | 19,900 | 19,300 | - | 19,300 |
| Classified - Hourly | 0.93 | 0.71 | 0.70 | 963 | 17,800 | 17,300 | - | 17,300 |
| Variable/Performance Pay | - | - | - | 17,601 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 30,265 | - | - | - | - |
| Additional Pay-Classified | - | - | - | 2,216 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 300 | - | - | - | - |
| Overtime - Classified | - | - | - | 21,533 | 50,900 | 50,900 | - | 50,900 |
| Payroll Total | 45.43 | 44.21 | 40.70 | 2,641,757 | 2,715,800 | 2,614,800 | (173,100) | 2,441,700 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 620,308 | 676,000 | 671,900 | (44,500) | 627,400 |
| Benefits Total | - | - | - | 620,308 | 676,000 | 671,900 | (44,500) | 627,400 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 3,325 | 4,500 | 4,500 | - | 4,500 |
| Employee Training & Conf | - | - | - | 110,732 | 172,200 | 172,200 | - | 172,200 |
| Awards And Banquets | - | - | - | 6,448 | 12,000 | 12,000 | - | 12,000 |
| Recruiting Costs | - | - | - | 1,283 | 12,500 | 12,500 | - | 12,500 |
| Required Physical Exams | - | - | - | 25,188 | 23,000 | 23,000 | - | 23,000 |
| Employee Background Verificatn | - | - | - | 44,801 | 55,000 | 55,000 | - | 55,000 |
| Drug And Alcohol Testing | - | - | - | 15,245 | 17,000 | 17,000 | - | 17,000 |
| Meals/Refreshments | - | - | - | 937 | 3,000 | 3,000 | - | 3,000 |
| Legal Fees | - | - | - | 26,551 | 18,000 | 18,000 | - | 18,000 |
| Printing | - | - | - | 14,067 | 15,800 | 15,800 | - | 15,800 |
| Contracted Services | - | - | - | 229,214 | 140,000 | 140,000 | - | 140,000 |
| Contract Maint/Eq Repair | - | - | - | 89,881 | 24,000 | 24,000 | - | 24,000 |
| Software Purch/Lease | - | - | - | 600 | 600 | 600 | - | 600 |
| Computer Hardware Lease | - | - | - | - | 5,800 | 5,800 | - | 5,800 |
| Marketing - Advertising | - | - | - | 6,269 | 16,600 | 16,600 | - | 16,600 |
| Telephone/Pagers/Modems | - | - | - | 1,640 | 3,400 | 3,400 | - | 3,400 |
| Postage | - | - | - | 32,924 | 24,000 | 24,000 | - | 24,000 |
| Unemployment Comp Insur | - | - | - | 566,096 | 1,050,600 | 1,050,600 | - | 1,050,600 |
| Fees For Dist Membership | - | - | - | 6,280 | 1,900 | 1,900 | - | 1,900 |
| Purchased Services Total | - | - | - | 1,181,479 | 1,599,900 | 1,599,900 | - | 1,599,900 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 28,161 | 36,100 | 36,100 | (4,700) | 31,400 |
| Office Equipment - Under \$5K | - | - | - | 2,224 | - | - | - | - |
| Copier Usage | - | - | - | 6,414 | 8,400 | 8,400 | - | 8,400 |
| Materials and Supplies Total | - | - | - | 36,799 | 44,500 | 44,500 | (4,700) | 39,800 |
| Capital and Transfer | | | | | | | | |
| Total | 45.43 | 44.21 | 40.70 | \$4,480,343 | \$5,036,200 | \$4,931,100 | \$(222,300) | \$4,708,800 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Personnel Management

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 97000 | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$107,955 | \$112,400 | \$108,800 | - | \$108,800 |
| Manager | 1.00 | 1.00 | 1.00 | 74,987 | 76,800 | 74,000 | - | 74,000 |
| Teacher | - | - | - | 13,372 | - | - | - | - |
| Specialist - Classified | 1.00 | 1.00 | 1.00 | 57,797 | 57,200 | 55,500 | - | 55,500 |
| Technician - Classified | 4.00 | 4.00 | 3.50 | 154,361 | 166,600 | 161,600 | (19,500) | 142,100 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 59,325 | 61,200 | 58,700 | - | 58,700 |
| Substitute Secretary | - | - | - | 3,797 | 2,500 | 2,300 | - | 2,300 |
| Classified - Hourly | 0.32 | 0.33 | 0.33 | - | 8,300 | 8,100 | - | 8,100 |
| Variable/Performance Pay | - | - | - | 4,728 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 4,407 | - | - | - | - |
| Additional Pay-Classified | - | - | - | 1,215 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 300 | - | - | - | - |
| Overtime - Classified | - | - | - | 2,581 | 1,200 | 1,200 | - | 1,200 |
| Payroll Total | 8.32 | 8.33 | 7.83 | 484,824 | 486,200 | 470,200 | (19,500) | 450,700 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 115,072 | 122,300 | 120,800 | (5,000) | 115,800 |
| Benefits Total | - | - | - | 115,072 | 122,300 | 120,800 | (5,000) | 115,800 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 415 | 800 | 800 | - | 800 |
| Employee Training & Conf | - | - | - | 2,840 | 2,500 | 2,500 | - | 2,500 |
| Awards And Banquets | - | - | - | 6,448 | 12,000 | 12,000 | - | 12,000 |
| Meals/Refreshments | - | - | - | 741 | 1,500 | 1,500 | - | 1,500 |
| Legal Fees | - | - | - | 12,151 | 8,000 | 8,000 | - | 8,000 |
| Printing | - | - | - | 1,748 | 1,600 | 1,600 | - | 1,600 |
| Contracted Services | - | - | - | 119,400 | 5,000 | 5,000 | - | 5,000 |
| Contract Maint/Eq Repair | - | - | - | 89,881 | 24,000 | 24,000 | - | 24,000 |
| Telephone/Pagers/Modems | - | - | - | 1,488 | 3,150 | 3,100 | - | 3,100 |
| Postage | - | - | - | 9,381 | 15,000 | 15,000 | - | 15,000 |
| Unemployment Comp Insur | - | - | - | 566,096 | 1,050,600 | 1,050,600 | - | 1,050,600 |
| Fees For Dist Membership | - | - | - | 4,660 | - | - | - | - |
| Purchased Services Total | - | - | - | 815,248 | 1,124,150 | 1,124,100 | - | 1,124,100 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 28,030 | 36,000 | 36,000 | (4,700) | 31,300 |
| Office Equipment - Under \$5K | - | - | - | 2,224 | - | - | - | - |
| Copier Usage | - | - | - | 6,133 | 8,000 | 8,000 | - | 8,000 |
| Materials and Supplies Total | - | - | - | 36,387 | 44,000 | 44,000 | (4,700) | 39,300 |
| Capital and Transfer | | | | | | | | |
| Total | 8.32 | 8.33 | 7.83 | \$1,451,532 | \$1,776,650 | \$1,759,100 | \$(29,200) | \$1,729,900 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Employee Assist-Wellness

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 97003 | | | | | | | | |
| Payroll | | | | | | | | |
| Manager | 1.00 | 1.00 | 1.00 | \$79,608 | \$80,900 | \$78,300 | - | \$78,300 |
| Counselor | 1.00 | 1.00 | 1.00 | 48,918 | 74,400 | 62,400 | - | 62,400 |
| Secretary | 0.50 | 0.50 | 0.50 | 19,040 | 19,900 | 19,300 | - | 19,300 |
| Variable/Performance Pay | - | - | - | 3,000 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 384 | - | - | - | - |
| Additional Pay-Classified | - | - | - | 106 | - | - | - | - |
| Overtime - Classified | - | - | - | 74 | - | - | - | - |
| Payroll Total | 2.50 | 2.50 | 2.50 | 151,130 | 175,200 | 160,000 | - | 160,000 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 32,071 | 41,700 | 41,100 | - | 41,100 |
| Benefits Total | - | - | - | 32,071 | 41,700 | 41,100 | - | 41,100 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 996 | 1,200 | 1,200 | - | 1,200 |
| Printing | - | - | - | 665 | 400 | 400 | - | 400 |
| Contracted Services | - | - | - | 65 | 1,000 | 1,000 | - | 1,000 |
| Software Purch/Lease | - | - | - | 600 | 600 | 600 | - | 600 |
| Telephone/Pagers/Modems | - | - | - | 20 | 50 | 100 | - | 100 |
| Fees For Dist Membership | - | - | - | 390 | 400 | 400 | - | 400 |
| Purchased Services Total | - | - | - | 2,736 | 3,650 | 3,700 | - | 3,700 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 131 | 100 | 100 | - | 100 |
| Copier Usage | - | - | - | 281 | 400 | 400 | - | 400 |
| Materials and Supplies Total | - | - | - | 412 | 500 | 500 | - | 500 |
| Capital and Transfer | | | | | | | | |
| Total | 2.50 | 2.50 | 2.50 | \$186,349 | \$221,050 | \$205,300 | - | \$205,300 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Employee Records/Systems

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 97004 | | | | | | | | |
| Payroll | | | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$89,621 | \$91,000 | \$88,200 | - | \$88,200 |
| Technical Specialist | 1.00 | 1.00 | 1.00 | 61,591 | 63,500 | 60,900 | - | 60,900 |
| Specialist - Classified | 1.00 | 1.00 | 1.00 | 62,966 | 63,400 | 61,500 | - | 61,500 |
| Technician - Classified | 10.00 | 9.00 | 9.00 | 428,939 | 452,500 | 439,000 | - | 439,000 |
| Substitute Secretary | - | - | - | - | 100 | 100 | - | 100 |
| Classified - Hourly | 0.45 | 0.28 | 0.28 | - | 7,100 | 6,900 | - | 6,900 |
| Variable/Performance Pay | - | - | - | 2,912 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 10,159 | - | - | - | - |
| Overtime - Classified | - | - | - | 12,131 | 30,300 | 30,300 | - | 30,300 |
| Payroll Total | 13.45 | 12.28 | 12.28 | 668,319 | 707,900 | 686,900 | - | 686,900 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 159,939 | 180,300 | 176,500 | - | 176,500 |
| Benefits Total | - | - | - | 159,939 | 180,300 | 176,500 | - | 176,500 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 392 | 200 | 200 | - | 200 |
| Employee Training & Conf | - | - | - | 2,111 | 4,000 | 4,000 | - | 4,000 |
| Required Physical Exams | - | - | - | 25,188 | 23,000 | 23,000 | - | 23,000 |
| Drug And Alcohol Testing | - | - | - | 15,245 | 17,000 | 17,000 | - | 17,000 |
| Computer Hardware Lease | - | - | - | - | 5,800 | 5,800 | - | 5,800 |
| Purchased Services Total | - | - | - | 42,935 | 50,000 | 50,000 | - | 50,000 |
| Materials and Supplies | | | | | | | | |
| Capital and Transfer | | | | | | | | |
| Total | 13.45 | 12.28 | 12.28 | \$871,194 | \$938,200 | \$913,400 | - | \$913,400 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Benefits

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 97005 | | | | | | | | |
| Payroll | | | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$94,083 | \$94,800 | \$92,000 | - | \$92,000 |
| Manager | - | 1.00 | 1.00 | 25,039 | 60,100 | 59,500 | - | 59,500 |
| Technician - Classified | 5.00 | 4.00 | 4.00 | 249,850 | 211,300 | 195,700 | - | 195,700 |
| Substitute Secretary | - | - | - | 3,609 | - | - | - | - |
| Classified - Hourly | 0.16 | 0.10 | 0.09 | - | 2,400 | 2,300 | - | 2,300 |
| Variable/Performance Pay | - | - | - | 1,837 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 5,388 | - | - | - | - |
| Overtime - Classified | - | - | - | 5,807 | 7,200 | 7,200 | - | 7,200 |
| Payroll Total | 6.16 | 6.10 | 6.09 | 385,613 | 375,800 | 356,700 | - | 356,700 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 97,129 | 93,400 | 91,700 | - | 91,700 |
| Benefits Total | - | - | - | 97,129 | 93,400 | 91,700 | - | 91,700 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 58 | 300 | 300 | - | 300 |
| Employee Training & Conf | - | - | - | 200 | 3,000 | 3,000 | - | 3,000 |
| Meals/Refreshments | - | - | - | 197 | 500 | 500 | - | 500 |
| Legal Fees | - | - | - | 14,399 | 10,000 | 10,000 | - | 10,000 |
| Printing | - | - | - | 11,092 | 12,800 | 12,800 | - | 12,800 |
| Contracted Services | - | - | - | 109,749 | 134,000 | 134,000 | - | 134,000 |
| Telephone/Pagers/Modems | - | - | - | 118 | 200 | 200 | - | 200 |
| Postage | - | - | - | 23,543 | 9,000 | 9,000 | - | 9,000 |
| Purchased Services Total | - | - | - | 159,356 | 169,800 | 169,800 | - | 169,800 |
| Materials and Supplies | | | | | | | | |
| Capital and Transfer | | | | | | | | |
| Total | 6.16 | 6.10 | 6.09 | \$642,098 | \$639,000 | \$618,200 | - | \$618,200 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Employment Services

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 97006 | | | | | | | | |
| Payroll | | | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$107,277 | \$109,000 | \$105,600 | - | \$105,600 |
| Manager | 3.00 | 3.00 | 3.00 | 233,608 | 239,200 | 230,400 | - | 230,400 |
| Substitute Teacher | - | - | - | 63,355 | 5,000 | 4,500 | - | 4,500 |
| Specialist - Classified | - | - | - | 220 | - | - | - | - |
| Technician - Classified | 11.00 | 11.00 | 8.00 | 503,421 | 577,500 | 563,300 | (153,600) | 409,700 |
| Substitute Secretary | - | - | - | - | 1,800 | 1,600 | - | 1,600 |
| Classified - Hourly | - | - | - | 963 | - | - | - | - |
| Variable/Performance Pay | - | - | - | 5,123 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 9,928 | - | - | - | - |
| Additional Pay-Classified | - | - | - | 895 | - | - | - | - |
| Overtime - Classified | - | - | - | 940 | 12,200 | 12,200 | - | 12,200 |
| Payroll Total | 15.00 | 15.00 | 12.00 | 925,730 | 944,700 | 917,600 | (153,600) | 764,000 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 212,153 | 234,300 | 235,800 | (39,500) | 196,300 |
| Benefits Total | - | - | - | 212,153 | 234,300 | 235,800 | (39,500) | 196,300 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 1,464 | 2,000 | 2,000 | - | 2,000 |
| Employee Training & Conf | - | - | - | 105,581 | 162,700 | 162,700 | - | 162,700 |
| Recruiting Costs | - | - | - | 1,283 | 12,500 | 12,500 | - | 12,500 |
| Employee Background Verificatn | - | - | - | 44,801 | 55,000 | 55,000 | - | 55,000 |
| Meals/Refreshments | - | - | - | - | 1,000 | 1,000 | - | 1,000 |
| Printing | - | - | - | 562 | 1,000 | 1,000 | - | 1,000 |
| Marketing - Advertising | - | - | - | 6,269 | 16,600 | 16,600 | - | 16,600 |
| Telephone/Pagers/Modems | - | - | - | 14 | - | - | - | - |
| Fees For Dist Membership | - | - | - | 1,230 | 1,500 | 1,500 | - | 1,500 |
| Purchased Services Total | - | - | - | 161,204 | 252,300 | 252,300 | - | 252,300 |
| Materials and Supplies | | | | | | | | |
| Capital and Transfer | | | | | | | | |
| Total | 15.00 | 15.00 | 12.00 | \$1,299,087 | \$1,431,300 | \$1,405,700 | \$(193,100) | \$1,212,600 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Association Substitutes

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 97012 | | | | | | | | |
| Payroll | | | | | | | | |
| Substitute Teacher | - | - | - | \$26,140 | \$26,000 | \$23,400 | - | \$23,400 |
| Payroll Total | - | - | - | 26,140 | 26,000 | 23,400 | - | 23,400 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 3,943 | 4,000 | 6,000 | - | 6,000 |
| Benefits Total | - | - | - | 3,943 | 4,000 | 6,000 | - | 6,000 |
| Materials and Supplies | | | | | | | | |
| Capital and Transfer | | | | | | | | |
| Total | - | - | - | \$30,083 | \$30,000 | \$29,400 | - | \$29,400 |



Instructional Data Services

Assessment and Research

The Assessment and Research Department is responsible for district-wide assessment, evaluation, and research functions. Assessment and Research facilitates screening and progress monitoring and oversees data decision tools.

District-wide Assessment

- Screening, benchmark and progress monitoring assessments
- Training for teachers, principals, and other educators
- Data decision making tools/resources

Standardized Test Administration

- Administration training and processing for:
- CSAP, CSAPA, CELA, Colorado ACT, Colorado Basic Literacy Act assessments
- Support for School Assessment Coordinators

Research and Evaluation

- Survey research
- Instructional program evaluation
- Online data reporting and analysis
- Accountability reporting
- Accreditation, Adequate Yearly Progress/No Child Left Behind, and
- School Accountability Reports
- External research review

Reporting Student Data

- State and Federal Reporting
- Student October Count, December Count, Graduation Rates, Dropout
- Rates, Mobility Rates, Safety and Discipline Report, Civil Rights Data
- Collection and School Accountability Reports.

Data and Records Management

- Student Academic and Special Education
- Records Verification, Archives
- Transcripts/Records Requests
- School Secretary Support Training

I2(a)

I2(a) stands for Instruction & Intervention informed by assessment. It is all about responsive teaching and learning based on data-driven decision making. Jeffco instituted the I2(a) initiative to monitor all of our district initiatives. It is the umbrella that pulls all these research-based practices together at the school and classroom level to help educators:

- Effectively implement a guaranteed and viable curriculum
- Plan effective instruction
- Provide responsive interventions using ongoing assessment information and other data sources, and
- Enhance teacher skillfulness, boost efficacy, and increase student achievement.

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-----------------------|----------------------------|----------------------------|----------------------------|----------------------|---------------------|--------------------------|-------------------------|---------------------|
| Instructional Support | | | | | | | | |
| Payroll | 32.00 | 29.00 | 27.50 | \$2,712,090 | \$2,722,500 | \$2,615,300 | \$(209,500) | \$2,405,800 |
| Non-Payroll | - | - | - | 2,016,168 | 2,451,800 | 2,460,300 | - | 2,460,300 |
| Total | 32.00 | 29.00 | 27.50 | \$4,728,258 | \$5,174,300 | \$5,075,600 | \$(209,500) | \$4,866,100 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Instructional Data Services

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: Instructional Data Services | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 2.00 | 2.00 | 2.00 | \$231,596 | \$220,500 | \$212,400 | - | \$212,400 |
| Director | 2.00 | 2.00 | 2.00 | 111,026 | 198,500 | 174,000 | - | 174,000 |
| Assistant Director | 2.00 | 1.00 | 1.00 | 223,090 | 82,100 | 79,400 | - | 79,400 |
| Manager | 1.50 | 0.50 | - | 83,172 | 38,200 | 37,100 | (37,100) | - |
| Technical Specialist | 4.00 | 5.00 | 5.00 | 251,562 | 386,500 | 375,300 | - | 375,300 |
| Substitute Teacher | - | - | - | 95,410 | 120,800 | 108,700 | - | 108,700 |
| Coordinator - Licensed | 5.00 | 5.00 | 5.00 | 328,721 | 332,100 | 322,100 | - | 322,100 |
| Resource Teachers | 3.00 | 2.00 | 2.00 | 170,182 | 146,400 | 141,000 | - | 141,000 |
| Specialist - Classified | 5.00 | 4.00 | 4.00 | 217,831 | 218,000 | 192,300 | - | 192,300 |
| Technician - Classified | 6.50 | 6.50 | 6.50 | 258,709 | 275,000 | 262,800 | - | 262,800 |
| Substitute Secretary | - | - | - | 32,922 | 36,200 | 32,600 | - | 32,600 |
| Secretary | 1.00 | 1.00 | - | 51,102 | 55,300 | 53,600 | (53,600) | - |
| Variable/Performance Pay | - | - | - | 18,284 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 20,227 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 8,921 | 5,500 | 5,500 | - | 5,500 |
| Additional Pay-Classified | - | - | - | 583 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 118,056 | 82,800 | 76,000 | (76,000) | - |
| Overtime - Classified | - | - | - | 7,823 | 7,800 | 7,800 | - | 7,800 |
| Payroll Total | 32.00 | 29.00 | 27.50 | 2,229,217 | 2,205,700 | 2,080,600 | (166,700) | 1,913,900 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 482,872 | 516,800 | 534,700 | (42,800) | 491,900 |
| Benefits Total | - | - | - | 482,872 | 516,800 | 534,700 | (42,800) | 491,900 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 7,181 | 5,700 | 5,700 | - | 5,700 |
| Employee Training & Conf | - | - | - | 17,943 | 1,200 | 1,200 | - | 1,200 |
| Meals/Refreshments | - | - | - | 3,012 | - | - | - | - |
| Printing | - | - | - | 22,672 | 20,300 | 16,500 | - | 16,500 |
| Contract Labor | - | - | - | 49,740 | 32,400 | 32,400 | - | 32,400 |
| Contract Maint/Eq Repair | - | - | - | 7,401 | 6,000 | 6,000 | - | 6,000 |
| Technology Services | - | - | - | 182,244 | 180,000 | 180,000 | - | 180,000 |
| Software Purch/Lease | - | - | - | 637,377 | 1,180,500 | 1,179,500 | - | 1,179,500 |
| Computer Hardware Lease | - | - | - | 1,489 | - | - | - | - |
| Telephone/Pagers/Modems | - | - | - | 4,506 | 3,100 | 3,100 | - | 3,100 |
| Postage | - | - | - | 4,150 | 4,000 | 4,000 | - | 4,000 |
| Purchased Services Total | - | - | - | 937,715 | 1,433,200 | 1,428,400 | - | 1,428,400 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 29,003 | 29,000 | 29,000 | - | 29,000 |
| Office Equipment - Under \$5K | - | - | - | 23,515 | 12,000 | 12,000 | - | 12,000 |
| Curriculum Dev/Staff Training | - | - | - | 130 | 8,000 | 8,000 | - | 8,000 |
| Instructional Material/Supply | - | - | - | 20,517 | 5,000 | 5,000 | - | 5,000 |
| Instructional Equip-Under \$5K | - | - | - | 945,864 | 951,800 | 951,800 | - | 951,800 |
| Copier Usage | - | - | - | 6,315 | 8,600 | 6,900 | - | 6,900 |
| Testing Materials | - | - | - | 52,978 | 3,000 | 18,000 | - | 18,000 |
| Library Materials | - | - | - | 130 | 1,200 | 1,200 | - | 1,200 |
| Materials and Supplies Total | - | - | - | 1,078,454 | 1,018,600 | 1,031,900 | - | 1,031,900 |
| Capital and Transfer | | | | | | | | |
| Total | 32.00 | 29.00 | 27.50 | \$4,728,258 | \$5,174,300 | \$5,075,600 | \$(209,500) | \$4,866,100 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Assessment and Research

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 84022 | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$109,453 | \$112,100 | \$108,000 | - | \$108,000 |
| Director | 1.00 | 1.00 | 1.00 | 13,420 | 98,600 | 77,700 | - | 77,700 |
| Assistant Director | 1.00 | 1.00 | 1.00 | 145,708 | 79,200 | 79,400 | - | 79,400 |
| Technical Specialist | 4.00 | 4.00 | 4.00 | 251,562 | 302,000 | 293,500 | - | 293,500 |
| Substitute Teacher | - | - | - | 175 | - | - | - | - |
| Resource Teachers | 3.00 | 2.00 | 2.00 | 153,656 | 146,400 | 141,000 | - | 141,000 |
| Specialist - Classified | 3.00 | 3.00 | 3.00 | 135,677 | 139,100 | 134,900 | - | 134,900 |
| Substitute Secretary | - | - | - | 19,188 | 16,200 | 14,600 | - | 14,600 |
| Variable/Performance Pay | - | - | - | 11,272 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 5,607 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 60 | - | - | - | - |
| Additional Pay-Classified | - | - | - | 422 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 72,736 | 82,800 | 76,000 | (76,000) | - |
| Overtime - Classified | - | - | - | 749 | 800 | 800 | - | 800 |
| Payroll Total | 13.00 | 12.00 | 12.00 | 919,684 | 977,200 | 925,900 | (76,000) | 849,900 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 197,426 | 220,800 | 238,000 | (19,500) | 218,500 |
| Benefits Total | - | - | - | 197,426 | 220,800 | 238,000 | (19,500) | 218,500 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 1,790 | 2,000 | 2,000 | - | 2,000 |
| Employee Training & Conf | - | - | - | 659 | 300 | 300 | - | 300 |
| Meals/Refreshments | - | - | - | 400 | - | - | - | - |
| Printing | - | - | - | 13,897 | 18,000 | 14,000 | - | 14,000 |
| Contract Labor | - | - | - | 39,180 | 10,200 | 10,200 | - | 10,200 |
| Contract Maint/Eq Repair | - | - | - | 200 | - | - | - | - |
| Software Purch/Lease | - | - | - | 8,170 | 2,000 | 1,000 | - | 1,000 |
| Telephone/Pagers/Modems | - | - | - | 2,585 | 900 | 900 | - | 900 |
| Purchased Services Total | - | - | - | 66,882 | 33,400 | 28,400 | - | 28,400 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 10,522 | 10,000 | 10,000 | - | 10,000 |
| Office Equipment - Under \$5K | - | - | - | 9,422 | 4,000 | 4,000 | - | 4,000 |
| Curriculum Dev/Staff Training | - | - | - | - | 8,000 | 8,000 | - | 8,000 |
| Copier Usage | - | - | - | 2,640 | 4,100 | 2,600 | - | 2,600 |
| Testing Materials | - | - | - | 52,978 | 3,000 | 18,000 | - | 18,000 |
| Library Materials | - | - | - | 130 | 200 | 200 | - | 200 |
| Materials and Supplies Total | - | - | - | 75,693 | 29,300 | 42,800 | - | 42,800 |
| Capital and Transfer | | | | | | | | |
| Total | 13.00 | 12.00 | 12.00 | \$1,259,684 | \$1,260,700 | \$1,235,100 | \$(95,500) | \$1,139,600 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Instructional Data Reporting

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 91180 | | | | | | | | |
| Payroll | | | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$97,606 | \$99,900 | \$96,300 | - | \$96,300 |
| Manager | 1.00 | - | - | 83,172 | - | - | - | - |
| Technical Specialist | - | 1.00 | 1.00 | - | 84,500 | 81,800 | - | 81,800 |
| Specialist - Classified | 2.00 | 1.00 | 1.00 | 82,154 | 78,900 | 57,400 | - | 57,400 |
| Technician - Classified | 5.50 | 5.50 | 5.50 | 228,172 | 233,900 | 225,600 | - | 225,600 |
| Substitute Secretary | - | - | - | 13,734 | 20,000 | 18,000 | - | 18,000 |
| Variable/Performance Pay | - | - | - | 3,515 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 6,190 | - | - | - | - |
| Overtime - Classified | - | - | - | 6,573 | 7,000 | 7,000 | - | 7,000 |
| Payroll Total | 9.50 | 8.50 | 8.50 | 521,117 | 524,200 | 486,100 | - | 486,100 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 114,120 | 131,100 | 124,900 | - | 124,900 |
| Benefits Total | - | - | - | 114,120 | 131,100 | 124,900 | - | 124,900 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 348 | 700 | 700 | - | 700 |
| Employee Training & Conf | - | - | - | 850 | 900 | 900 | - | 900 |
| Meals/Refreshments | - | - | - | 31 | - | - | - | - |
| Printing | - | - | - | 8,775 | 2,500 | 2,500 | - | 2,500 |
| Contract Labor | - | - | - | 10,560 | 20,800 | 20,800 | - | 20,800 |
| Contract Maint/Eq Repair | - | - | - | 7,201 | 6,000 | 6,000 | - | 6,000 |
| Software Purch/Lease | - | - | - | 829 | 500 | 500 | - | 500 |
| Telephone/Pagers/Modems | - | - | - | 612 | 1,000 | 1,000 | - | 1,000 |
| Postage | - | - | - | 4,150 | 4,000 | 4,000 | - | 4,000 |
| Purchased Services Total | - | - | - | 33,357 | 36,400 | 36,400 | - | 36,400 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 11,906 | 10,000 | 10,000 | - | 10,000 |
| Office Equipment - Under \$5K | - | - | - | 1,698 | 5,000 | 5,000 | - | 5,000 |
| Copier Usage | - | - | - | 1,771 | 2,500 | 2,500 | - | 2,500 |
| Materials and Supplies Total | - | - | - | 15,376 | 17,500 | 17,500 | - | 17,500 |
| Capital and Transfer | | | | | | | | |
| Total | 9.50 | 8.50 | 8.50 | \$683,969 | \$709,200 | \$664,900 | - | \$664,900 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

12a School Improvement and Support

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 84023 | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$122,144 | \$108,400 | \$104,400 | - | \$104,400 |
| Assistant Director | 1.00 | - | - | 77,382 | 2,900 | - | - | - |
| Manager | 0.50 | 0.50 | - | - | 38,200 | 37,100 | (37,100) | - |
| Substitute Teacher | - | - | - | 95,235 | 120,800 | 108,700 | - | 108,700 |
| Coordinator - Licensed | 5.00 | 5.00 | 5.00 | 328,721 | 332,100 | 322,100 | - | 322,100 |
| Resource Teachers | - | - | - | 16,526 | - | - | - | - |
| Technician - Classified | 1.00 | 1.00 | 1.00 | 30,537 | 41,100 | 37,200 | - | 37,200 |
| Secretary | 1.00 | 1.00 | - | 51,102 | 55,300 | 53,600 | (53,600) | - |
| Variable/Performance Pay | - | - | - | 3,497 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 8,429 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 8,861 | 5,500 | 5,500 | - | 5,500 |
| Additional Pay-Classified | - | - | - | 161 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 45,320 | - | - | - | - |
| Overtime - Classified | - | - | - | 501 | - | - | - | - |
| Payroll Total | 9.50 | 8.50 | 7.00 | 788,416 | 704,300 | 668,600 | (90,700) | 577,900 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 171,327 | 164,900 | 171,800 | (23,300) | 148,500 |
| Benefits Total | - | - | - | 171,327 | 164,900 | 171,800 | (23,300) | 148,500 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 5,043 | 3,000 | 3,000 | - | 3,000 |
| Employee Training & Conf | - | - | - | 16,434 | - | - | - | - |
| Meals/Refreshments | - | - | - | 2,581 | - | - | - | - |
| Printing | - | - | - | - | -200 | - | - | - |
| Contract Labor | - | - | - | - | 1,400 | 1,400 | - | 1,400 |
| Technology Services | - | - | - | 182,244 | 180,000 | 180,000 | - | 180,000 |
| Software Purch/Lease | - | - | - | 628,378 | 1,178,000 | 1,178,000 | - | 1,178,000 |
| Computer Hardware Lease | - | - | - | 1,489 | - | - | - | - |
| Telephone/Pagers/Modems | - | - | - | 1,308 | 1,200 | 1,200 | - | 1,200 |
| Purchased Services Total | - | - | - | 837,477 | 1,363,400 | 1,363,600 | - | 1,363,600 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 6,575 | 9,000 | 9,000 | - | 9,000 |
| Office Equipment - Under \$5K | - | - | - | 12,395 | 3,000 | 3,000 | - | 3,000 |
| Curriculum Dev/Staff Training | - | - | - | 130 | - | - | - | - |
| Instructional Material/Supply | - | - | - | 20,517 | 5,000 | 5,000 | - | 5,000 |
| Instructional Equip-Under \$5K | - | - | - | 945,864 | 951,800 | 951,800 | - | 951,800 |
| Copier Usage | - | - | - | 1,904 | 2,000 | 1,800 | - | 1,800 |
| Library Materials | - | - | - | - | 1,000 | 1,000 | - | 1,000 |
| Materials and Supplies Total | - | - | - | 987,385 | 971,800 | 971,600 | - | 971,600 |
| Capital and Transfer | | | | | | | | |
| Total | 9.50 | 8.50 | 7.00 | \$2,784,604 | \$3,204,400 | \$3,175,600 | \$(114,000) | \$3,061,600 |

Learning and Educational Achievement

The Department provides support and service to teachers and schools in the areas of curriculum, instruction, and staff development in order to help the district achieve its mission and to meet state and federal laws required of K-12 Public Education.

Curriculum development, implementation, and support are available for the following areas:

- Art
- English Language Arts
- Library Information Services
- Math
- Music
- Physical Education
- Science
- Social Studies
- World Languages

In addition, the department coordinates these programs and school supports:

- Elementary Report Card
- Early Childhood Education Services
- Outdoor Education Lab School
- Secondary/School Reform
- Staff Development
- Instructional Coaches
- ESL Dual Language

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-----------------------|----------------------------|----------------------------|----------------------------|----------------------|---------------------|--------------------------|-------------------------|---------------------|
| General Instruction | | | | | | | | |
| Payroll | 131.80 | 154.40 | 161.20 | \$9,284,305 | \$11,013,500 | \$12,960,800 | \$(504,700) | \$12,456,100 |
| Non-Payroll | - | - | - | 1,052 | - | - | - | - |
| Instructional Support | | | | | | | | |
| Payroll | 123.17 | 87.16 | 79.62 | 7,995,620 | 8,116,300 | 6,475,400 | (486,400) | 5,989,000 |
| Non-Payroll | - | - | - | 1,789,225 | 1,612,700 | 1,415,300 | (38,000) | 1,377,300 |
| Total | 254.97 | 241.56 | 240.82 | \$19,070,201 | \$20,742,500 | \$20,851,500 | \$(1,029,100) | \$19,822,400 |





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2011/2012

General Fund Department Detail

Learning and Educational Achievement

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|--|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: Learning and Educational Achievement | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$110,249 | \$112,900 | \$108,700 | - | \$108,700 |
| Director | 7.00 | 6.00 | 6.00 | 555,777 | 612,900 | 588,500 | - | 588,500 |
| Assistant Director | 2.00 | 2.00 | 2.00 | 231,726 | 168,900 | 171,200 | - | 171,200 |
| Technical Specialist | 1.00 | 1.00 | 1.00 | 67,609 | 69,700 | 66,800 | - | 66,800 |
| Teacher | 51.90 | 75.90 | 78.90 | 3,032,619 | 4,606,600 | 4,606,900 | (57,200) | 4,549,700 |
| Substitute Teacher | - | - | - | 257,089 | 405,000 | 303,600 | (4,600) | 299,000 |
| Coordinator - Licensed | 4.50 | 4.50 | 4.00 | 292,151 | 328,200 | 318,300 | (34,200) | 284,100 |
| Coordinator - Administrative | 3.00 | 3.00 | 3.00 | 205,448 | 217,000 | 203,900 | - | 203,900 |
| Resource Teachers | 41.40 | 41.00 | 37.00 | 2,694,970 | 2,815,800 | 2,772,800 | (352,300) | 2,420,500 |
| Instructional Coach. | 65.50 | 64.50 | 70.30 | 4,193,274 | 4,287,000 | 4,607,900 | (70,800) | 4,537,100 |
| Administrator | 1.00 | 1.00 | - | - | 97,400 | 94,500 | (94,500) | - |
| Specialist - Classified | 2.00 | 2.00 | 1.00 | 95,950 | 101,000 | 98,000 | (55,500) | 42,500 |
| Technician - Classified | 5.00 | 5.00 | 5.00 | 216,157 | 230,900 | 223,900 | - | 223,900 |
| Substitute Secretary | - | - | - | 432 | 3,500 | 3,200 | - | 3,200 |
| Secretary | 6.00 | 6.00 | 6.00 | 271,752 | 277,100 | 270,300 | - | 270,300 |
| Paraprofessional | 4.48 | 1.85 | 1.41 | 50,217 | 46,300 | 34,200 | - | 34,200 |
| Special Interpreter/Tutor | 35.84 | 24.03 | 19.90 | 873,316 | 600,000 | 482,000 | - | 482,000 |
| Para-Educator | 19.40 | - | - | - | - | - | - | - |
| Classified - Hourly | 3.95 | 2.78 | 4.31 | 76,176 | 69,500 | 104,400 | - | 104,400 |
| Variable/Performance Pay | - | - | - | 24,101 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 238,212 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 261,579 | 253,800 | 249,900 | (3,300) | 246,600 |
| Additional Pay-Classified | - | - | - | 24,277 | 1,000 | 1,000 | - | 1,000 |
| Additional Pay-Administrative | - | - | - | 254,470 | 80,000 | 148,700 | (116,100) | 32,600 |
| Overtime - Classified | - | - | - | 1,456 | 3,600 | 3,600 | - | 3,600 |
| Payroll Total | 254.97 | 241.56 | 240.82 | 14,029,004 | 15,388,100 | 15,462,300 | (788,500) | 14,673,800 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 3,250,921 | 3,741,700 | 3,973,900 | (202,600) | 3,771,300 |
| Benefits Total | - | - | - | 3,250,921 | 3,741,700 | 3,973,900 | (202,600) | 3,771,300 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 42,439 | 69,500 | 67,400 | - | 67,400 |
| Employee Training & Conf | - | - | - | 132,835 | 41,800 | 41,800 | - | 41,800 |
| Orientation-Inserv-Workshops | - | - | - | 836 | 1,000 | 1,000 | - | 1,000 |
| Meals/Refreshments | - | - | - | 10,097 | 1,000 | 1,000 | - | 1,000 |
| Student Transportation. | - | - | - | 271 | 2,300 | 2,300 | - | 2,300 |
| Printing | - | - | - | 18,095 | 50,900 | 50,800 | - | 50,800 |
| Consultants | - | - | - | - | 15,000 | 15,000 | - | 15,000 |
| Contract Labor | - | - | - | 7,704 | 76,300 | 76,300 | - | 76,300 |
| Contracted Services | - | - | - | 78,561 | 35,000 | 35,000 | - | 35,000 |
| Building Rental | - | - | - | 12,638 | 16,000 | 16,000 | - | 16,000 |
| Contract Maint/Eq Repair | - | - | - | 1,022 | 100 | 100 | - | 100 |
| Software Purch/Lease | - | - | - | 10,009 | 11,400 | 11,400 | - | 11,400 |
| Telephone/Pagers/Modems | - | - | - | 15,479 | 18,000 | 18,000 | - | 18,000 |
| Data Communication Lines | - | - | - | 151 | - | - | - | - |
| Voice Communication Line | - | - | - | 0 | - | - | - | - |
| Postage | - | - | - | 1,408 | 7,300 | 7,500 | - | 7,500 |
| Permits/Licenses/Fees | - | - | - | 9,000 | - | - | - | - |
| Fees For Dist Membership | - | - | - | 7,738 | 8,200 | 8,200 | - | 8,200 |
| District Meetings/Conferences | - | - | - | - | 11,500 | 11,500 | - | 11,500 |
| Community Relations | - | - | - | - | 2,000 | 2,500 | - | 2,500 |
| Purchased Services Total | - | - | - | 348,284 | 367,300 | 365,800 | - | 365,800 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 61,245 | 355,800 | 343,000 | (36,000) | 307,000 |
| Office Equipment - Under \$5K | - | - | - | 47,909 | 10,000 | 10,000 | - | 10,000 |
| Curriculum Dev/Staff Training | - | - | - | 250 | 7,500 | 7,500 | - | 7,500 |
| Instructional Material/Supply | - | - | - | 1,292,055 | 775,000 | 594,900 | (2,000) | 592,900 |
| Textbooks | - | - | - | 5,552 | 15,100 | 15,100 | - | 15,100 |
| Copier Usage | - | - | - | 22,423 | 37,000 | 37,000 | - | 37,000 |
| Testing Materials | - | - | - | - | 15,000 | 12,000 | - | 12,000 |
| Materials and Supplies Total | - | - | - | 1,429,434 | 1,215,400 | 1,019,500 | (38,000) | 981,500 |
| Capital and Transfer | | | | | | | | |
| Office Equipment | - | - | - | 12,369 | 30,000 | 30,000 | - | 30,000 |
| Transfers. | - | - | - | 190 | - | - | - | - |
| Capital and Transfer Total | - | - | - | 12,559 | 30,000 | 30,000 | - | 30,000 |
| Total | 254.97 | 241.56 | 240.82 | \$19,070,201 | \$20,742,500 | \$20,851,500 | \$(1,029,100) | \$19,822,400 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Staff Development

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 84003 | | | | | | | | |
| Payroll | | | | | | | | |
| Substitute Teacher | - | - | - | \$22,023 | \$45,000 | \$40,500 | - | \$40,500 |
| Paraprofessional | 0.16 | 0.17 | 0.17 | 306 | 4,200 | 4,100 | - | 4,100 |
| Classified - Hourly | 0.14 | 0.14 | 0.14 | - | 3,500 | 3,400 | - | 3,400 |
| Additional Pay - Certificated | - | - | - | 700 | 56,000 | 56,000 | - | 56,000 |
| Additional Pay-Classified | - | - | - | 15,177 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 32,000 | 30,000 | 30,000 | - | 30,000 |
| Payroll Total | 0.30 | 0.31 | 0.31 | 70,206 | 138,700 | 134,000 | - | 134,000 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 10,381 | 20,200 | 34,500 | - | 34,500 |
| Benefits Total | - | - | - | 10,381 | 20,200 | 34,500 | - | 34,500 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 104 | 2,000 | 2,000 | - | 2,000 |
| Employee Training & Conf | - | - | - | 1,149 | 30,000 | 30,000 | - | 30,000 |
| Meals/Refreshments | - | - | - | 1,230 | 800 | 800 | - | 800 |
| Printing | - | - | - | 184 | 2,200 | 2,200 | - | 2,200 |
| Contract Labor | - | - | - | - | 14,800 | 14,800 | - | 14,800 |
| Contracted Services | - | - | - | 18,941 | - | - | - | - |
| Building Rental | - | - | - | 3,000 | 4,000 | 4,000 | - | 4,000 |
| Telephone/Pagers/Modems | - | - | - | 97 | 700 | 700 | - | 700 |
| Postage | - | - | - | - | 1,000 | 1,000 | - | 1,000 |
| Fees For Dist Membership | - | - | - | - | 2,500 | 2,500 | - | 2,500 |
| Purchased Services Total | - | - | - | 24,705 | 58,000 | 58,000 | - | 58,000 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 933 | 47,400 | 47,400 | - | 47,400 |
| Instructional Material/Supply | - | - | - | 9,890 | - | - | - | - |
| Copier Usage | - | - | - | 2,954 | 7,900 | 7,900 | - | 7,900 |
| Materials and Supplies Total | - | - | - | 13,777 | 55,300 | 55,300 | - | 55,300 |
| Capital and Transfer | | | | | | | | |
| Total | 0.30 | 0.31 | 0.31 | \$119,069 | \$272,200 | \$281,800 | - | \$281,800 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Curriculum and Instruction

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 84035 | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$110,249 | \$112,900 | \$108,700 | - | \$108,700 |
| Director | 4.00 | 4.00 | 4.00 | 369,525 | 419,100 | 405,600 | - | 405,600 |
| Substitute Teacher | - | - | - | 204,351 | 300,000 | 208,100 | (4,600) | 203,500 |
| Coordinator - Licensed | 4.50 | 4.50 | 4.00 | 292,151 | 328,200 | 318,300 | (34,200) | 284,100 |
| Coordinator - Administrative | 1.00 | 1.00 | 1.00 | 77,013 | 79,800 | 76,600 | - | 76,600 |
| Resource Teachers | 29.00 | 29.00 | 26.00 | 1,933,917 | 2,070,300 | 2,018,200 | (287,100) | 1,731,100 |
| Instructional Coach. | 65.50 | 64.50 | 70.30 | 4,193,274 | 4,287,000 | 4,607,900 | (70,800) | 4,537,100 |
| Administrator | 1.00 | 1.00 | - | - | 97,400 | 94,500 | (94,500) | - |
| Specialist - Classified | 1.00 | 1.00 | - | 55,197 | 57,200 | 55,500 | (55,500) | - |
| Technician - Classified | 3.00 | 3.00 | 3.00 | 152,179 | 154,700 | 150,000 | - | 150,000 |
| Substitute Secretary | - | - | - | - | 3,000 | 2,700 | - | 2,700 |
| Secretary | 4.00 | 4.00 | 4.00 | 188,927 | 189,000 | 183,300 | - | 183,300 |
| Paraprofessional | - | - | - | 1,535 | - | - | - | - |
| Classified - Hourly | 0.31 | - | - | 6,729 | - | - | - | - |
| Variable/Performance Pay | - | - | - | 11,559 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 136,696 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 239,084 | 127,600 | 122,900 | (3,300) | 119,600 |
| Additional Pay-Classified | - | - | - | 4,534 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 222,470 | 50,000 | 118,700 | (116,100) | 2,600 |
| Overtime - Classified | - | - | - | 67 | 600 | 600 | - | 600 |
| Payroll Total | 114.31 | 113.00 | 113.30 | 8,199,457 | 8,276,800 | 8,471,600 | (666,100) | 7,805,500 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 1,800,988 | 1,946,400 | 2,177,400 | (171,100) | 2,006,300 |
| Benefits Total | - | - | - | 1,800,988 | 1,946,400 | 2,177,400 | (171,100) | 2,006,300 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 12,019 | 33,800 | 33,800 | - | 33,800 |
| Employee Training & Conf | - | - | - | 118,410 | 8,800 | 8,800 | - | 8,800 |
| Orientation-Inserv-Workshops | - | - | - | 836 | - | - | - | - |
| Meals/Refreshments | - | - | - | 6,773 | 200 | 200 | - | 200 |
| Student Transportation. | - | - | - | 271 | 2,300 | 2,300 | - | 2,300 |
| Printing | - | - | - | 15,175 | 44,100 | 44,100 | - | 44,100 |
| Consultants | - | - | - | - | 15,000 | 15,000 | - | 15,000 |
| Contract Labor | - | - | - | 7,704 | 61,500 | 61,500 | - | 61,500 |
| Contracted Services | - | - | - | 7,054 | - | - | - | - |
| Building Rental | - | - | - | 6,793 | - | - | - | - |
| Contract Maint/Eq Repair | - | - | - | 870 | - | - | - | - |
| Software Purch/Lease | - | - | - | - | 11,400 | 11,400 | - | 11,400 |
| Telephone/Pagers/Modems | - | - | - | 5,576 | 7,200 | 7,200 | - | 7,200 |
| Data Communication Lines | - | - | - | 151 | - | - | - | - |
| Voice Communication Line | - | - | - | 0 | - | - | - | - |
| Postage | - | - | - | 324 | 5,100 | 5,100 | - | 5,100 |
| Permits/Licenses/Fees | - | - | - | 9,000 | - | - | - | - |
| Fees For Dist Membership | - | - | - | 7,300 | 5,100 | 5,100 | - | 5,100 |
| District Meetings/Conferences | - | - | - | - | 11,500 | 11,500 | - | 11,500 |
| Community Relations | - | - | - | - | 2,000 | 2,000 | - | 2,000 |
| Purchased Services Total | - | - | - | 198,257 | 208,000 | 208,000 | - | 208,000 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 44,048 | 274,100 | 261,100 | (36,000) | 225,100 |
| Office Equipment - Under \$5K | - | - | - | 37,454 | - | - | - | - |
| Curriculum Dev/Staff Training | - | - | - | - | 7,500 | 7,500 | - | 7,500 |
| Instructional Material/Supply | - | - | - | 464,587 | 179,300 | 192,800 | (2,000) | 190,800 |
| Textbooks | - | - | - | - | 15,100 | 15,100 | - | 15,100 |
| Copier Usage | - | - | - | 13,905 | 24,200 | 24,200 | - | 24,200 |
| Testing Materials | - | - | - | - | 15,000 | 12,000 | - | 12,000 |
| Materials and Supplies Total | - | - | - | 559,994 | 515,200 | 512,700 | (38,000) | 474,700 |
| Capital and Transfer | | | | | | | | |
| Office Equipment | - | - | - | - | 30,000 | 30,000 | - | 30,000 |
| Transfers. | - | - | - | 190 | - | - | - | - |
| Capital and Transfer Total | - | - | - | 190 | 30,000 | 30,000 | - | 30,000 |
| Total | 114.31 | 113.00 | 113.30 | \$10,758,885 | \$10,976,400 | \$11,399,700 | \$(875,200) | \$10,524,500 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Family Literacy

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85086 | | | | | | | | |
| Payroll | | | | | | | | |
| Substitute Teacher | - | - | - | - | - | \$1,000 | - | \$1,000 |
| Coordinator - Administrative | 1.00 | 1.00 | 1.00 | 85,715 | 87,800 | 84,500 | - | 84,500 |
| Paraprofessional | 0.43 | 0.44 | - | 2,709 | 11,100 | - | - | - |
| Classified - Hourly | - | - | 0.41 | 9,482 | - | 10,000 | - | 10,000 |
| Variable/Performance Pay | - | - | - | 1,661 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 326 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | - | 200 | 1,000 | - | 1,000 |
| Payroll Total | 1.43 | 1.44 | 1.41 | 99,893 | 99,100 | 96,500 | - | 96,500 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 21,356 | 21,000 | 24,800 | - | 24,800 |
| Benefits Total | - | - | - | 21,356 | 21,000 | 24,800 | - | 24,800 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 4,329 | 8,200 | 6,100 | - | 6,100 |
| Printing | - | - | - | 428 | 600 | 500 | - | 500 |
| Contracted Services | - | - | - | 63 | - | - | - | - |
| Telephone/Pagers/Modems | - | - | - | - | 100 | 100 | - | 100 |
| Postage | - | - | - | - | - | 200 | - | 200 |
| Fees For Dist Membership | - | - | - | 100 | 100 | 100 | - | 100 |
| Community Relations | - | - | - | - | - | 500 | - | 500 |
| Purchased Services Total | - | - | - | 4,920 | 9,000 | 7,500 | - | 7,500 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 2,555 | 1,300 | 1,500 | - | 1,500 |
| Instructional Material/Supply | - | - | - | 228 | - | - | - | - |
| Copier Usage | - | - | - | 1,322 | 1,400 | 1,400 | - | 1,400 |
| Materials and Supplies Total | - | - | - | 4,105 | 2,700 | 2,900 | - | 2,900 |
| Capital and Transfer | | | | | | | | |
| Total | 1.43 | 1.44 | 1.41 | \$130,275 | \$131,800 | \$131,700 | - | \$131,700 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

ESL Dual Language

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 89112 | | | | | | | | |
| Payroll | | | | | | | | |
| Director | 3.00 | 2.00 | 2.00 | \$186,252 | \$193,800 | \$182,900 | - | \$182,900 |
| Assistant Director | 2.00 | 2.00 | 2.00 | 231,726 | 168,900 | 171,200 | - | 171,200 |
| Technical Specialist | 1.00 | 1.00 | 1.00 | 67,609 | 69,700 | 66,800 | - | 66,800 |
| Teacher | 51.90 | 75.90 | 78.90 | 3,032,619 | 4,606,600 | 4,606,900 | (57,200) | 4,549,700 |
| Substitute Teacher | - | - | - | 30,715 | 60,000 | 54,000 | - | 54,000 |
| Coordinator - Administrative | 1.00 | 1.00 | 1.00 | 42,720 | 49,400 | 42,800 | - | 42,800 |
| Resource Teachers | 12.40 | 12.00 | 11.00 | 761,052 | 745,500 | 754,600 | (65,200) | 689,400 |
| Specialist - Classified | 1.00 | 1.00 | 1.00 | 40,754 | 43,800 | 42,500 | - | 42,500 |
| Technician - Classified | 2.00 | 2.00 | 2.00 | 63,978 | 76,200 | 73,900 | - | 73,900 |
| Substitute Secretary | - | - | - | 432 | 500 | 500 | - | 500 |
| Secretary | 2.00 | 2.00 | 2.00 | 82,825 | 88,100 | 87,000 | - | 87,000 |
| Paraprofessional | 3.89 | 1.24 | 1.24 | 45,666 | 31,000 | 30,100 | - | 30,100 |
| Special Interpreter/Tutor | 35.84 | 24.03 | 19.90 | 873,316 | 600,000 | 482,000 | - | 482,000 |
| Para-Educator | 19.40 | - | - | - | - | - | - | - |
| Classified - Hourly | 3.50 | 2.64 | 3.76 | 59,965 | 66,000 | 91,000 | - | 91,000 |
| Variable/Performance Pay | - | - | - | 10,881 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 101,190 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 21,795 | 70,000 | 70,000 | - | 70,000 |
| Additional Pay-Classified | - | - | - | 4,565 | 1,000 | 1,000 | - | 1,000 |
| Overtime - Classified | - | - | - | 1,389 | 3,000 | 3,000 | - | 3,000 |
| Payroll Total | 138.93 | 126.81 | 125.80 | 5,659,449 | 6,873,500 | 6,760,200 | (122,400) | 6,637,800 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 1,418,196 | 1,754,100 | 1,737,200 | (31,500) | 1,705,700 |
| Benefits Total | - | - | - | 1,418,196 | 1,754,100 | 1,737,200 | (31,500) | 1,705,700 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 25,987 | 25,500 | 25,500 | - | 25,500 |
| Employee Training & Conf | - | - | - | 13,276 | 3,000 | 3,000 | - | 3,000 |
| Orientation-Inserv-Workshops | - | - | - | - | 1,000 | 1,000 | - | 1,000 |
| Meals/Refreshments | - | - | - | 2,093 | - | - | - | - |
| Printing | - | - | - | 2,307 | 4,000 | 4,000 | - | 4,000 |
| Contracted Services | - | - | - | 52,502 | 35,000 | 35,000 | - | 35,000 |
| Building Rental | - | - | - | 2,846 | 12,000 | 12,000 | - | 12,000 |
| Contract Maint/Eq Repair | - | - | - | 153 | 100 | 100 | - | 100 |
| Software Purch/Lease | - | - | - | 10,009 | - | - | - | - |
| Telephone/Pagers/Modems | - | - | - | 9,806 | 10,000 | 10,000 | - | 10,000 |
| Postage | - | - | - | 1,084 | 1,200 | 1,200 | - | 1,200 |
| Fees For Dist Membership | - | - | - | 338 | 500 | 500 | - | 500 |
| Purchased Services Total | - | - | - | 120,401 | 92,300 | 92,300 | - | 92,300 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 13,710 | 33,000 | 33,000 | - | 33,000 |
| Office Equipment - Under \$5K | - | - | - | 10,455 | 10,000 | 10,000 | - | 10,000 |
| Curriculum Dev/Staff Training | - | - | - | 250 | - | - | - | - |
| Instructional Material/Supply | - | - | - | 817,350 | 595,700 | 402,100 | - | 402,100 |
| Textbooks | - | - | - | 5,552 | - | - | - | - |
| Copier Usage | - | - | - | 4,241 | 3,500 | 3,500 | - | 3,500 |
| Materials and Supplies Total | - | - | - | 851,558 | 642,200 | 448,600 | - | 448,600 |
| Capital and Transfer | | | | | | | | |
| Office Equipment | - | - | - | 12,369 | - | - | - | - |
| Capital and Transfer Total | - | - | - | 12,369 | - | - | - | - |
| Total | 138.93 | 126.81 | 125.80 | \$8,061,973 | \$9,362,100 | \$9,038,300 | \$(153,900) | \$8,884,400 |



School Management

The office is comprised of the four community superintendents, four executive directors, and four administrative assistants. This area manages, coordinates and evaluates the instructional program and the management of all district schools. School Management works to:

- Facilitate, support, evaluate, and develop principal leadership in all schools
- Build a community/staff team that ensures continuous improvement in student achievement
- Oversee and supervise 18 articulation areas including option schools and charter schools
- Lead schools and communities in achieving the goals of the Strategic Plan
- Manage staffing and class size relief
- Handle accreditation, accountability and school improvement issues
- Facilitate emergency management response
- Direct licensed staff evaluations
- Handle liaisons to other central departments

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|------------------------|----------------------------|----------------------------|----------------------------|----------------------|---------------------|--------------------------|-------------------------|---------------------|
| General Administration | | | | | | | | |
| Payroll | 12.00 | 11.00 | 11.00 | \$1,486,429 | \$1,420,200 | \$1,346,500 | - | \$1,346,500 |
| Non-Payroll | - | - | - | 82,767 | 123,000 | 123,000 | - | 123,000 |
| Instructional Support | | | | | | | | |
| Payroll | 5.50 | 5.50 | 5.50 | 461,625 | 477,000 | 443,600 | - | 443,600 |
| Non-Payroll | - | - | - | 145,454 | 179,100 | 179,100 | - | 179,100 |
| Total | 17.50 | 16.50 | 16.50 | \$2,176,275 | \$2,199,300 | \$2,092,200 | - | \$2,092,200 |





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

School Management

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: School Management | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 4.00 | 4.00 | 4.00 | \$465,940 | \$475,100 | \$433,500 | - | \$433,500 |
| Director | 1.50 | 1.50 | 1.50 | 133,628 | 137,200 | 131,800 | - | 131,800 |
| Assistant Director | 1.00 | - | - | 72,379 | - | - | - | - |
| Community Superintendent Manager | 4.00 | 4.00 | 4.00 | 517,004 | 530,200 | 484,200 | - | 484,200 |
| Teacher | - | 1.00 | 1.00 | 12,258 | 81,500 | 59,500 | - | 59,500 |
| Substitute Teacher | - | - | - | 2,200 | - | - | - | - |
| Coordinator - Administrative | - | - | - | 1,258 | 1,000 | 900 | - | 900 |
| Technician - Classified | 1.00 | 1.00 | 1.00 | 72,257 | 73,600 | 71,300 | - | 71,300 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 36,804 | 38,400 | 37,200 | - | 37,200 |
| Substitute Secretary | 4.00 | 3.00 | 3.00 | 217,325 | 170,500 | 153,500 | - | 153,500 |
| Secretary | - | - | - | 4,667 | 1,000 | 900 | - | 900 |
| Variable/Performance Pay | 1.00 | 1.00 | 1.00 | 36,804 | 38,400 | 37,200 | - | 37,200 |
| One-Time Add'l Salary Pymts | - | - | - | 28,796 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 1,483 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 160 | 14,100 | 14,100 | - | 14,100 |
| Overtime - Classified | - | - | - | 298 | - | - | - | - |
| | - | - | - | 107 | - | - | - | - |
| Payroll Total | 17.50 | 16.50 | 16.50 | 1,603,368 | 1,561,000 | 1,424,100 | - | 1,424,100 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 344,686 | 336,200 | 366,000 | - | 366,000 |
| Benefits Total | - | - | - | 344,686 | 336,200 | 366,000 | - | 366,000 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 22,024 | 22,600 | 22,600 | - | 22,600 |
| Employee Training & Conf | - | - | - | 438 | 1,700 | 1,700 | - | 1,700 |
| Professional Growth | - | - | - | 1,164 | 1,000 | 1,000 | - | 1,000 |
| Meals/Refreshments | - | - | - | 3,239 | 2,500 | 200 | - | 200 |
| Legal Fees | - | - | - | 45,138 | 80,000 | 80,000 | - | 80,000 |
| Printing | - | - | - | 2,003 | 3,500 | 3,500 | - | 3,500 |
| Consultants | - | - | - | 28,917 | 69,200 | 69,200 | - | 69,200 |
| Contract Labor | - | - | - | - | 400 | 400 | - | 400 |
| Contracted Services | - | - | - | 83,251 | 75,000 | 75,000 | - | 75,000 |
| Software Purch/Lease | - | - | - | 77 | - | - | - | - |
| Marketing - Advertising | - | - | - | 11,608 | 1,500 | 1,500 | - | 1,500 |
| Telephone/Pagers/Modems | - | - | - | 8,058 | 13,000 | 13,000 | - | 13,000 |
| Postage | - | - | - | 399 | 1,300 | 1,000 | - | 1,000 |
| Risk Management Charges | - | - | - | 1,000 | 1,000 | 1,000 | - | 1,000 |
| District Meetings/Conferences | - | - | - | 1,656 | 1,500 | 1,500 | - | 1,500 |
| Community Relations | - | - | - | 333 | - | - | - | - |
| Tuition Reimb-Other Facilities | - | - | - | - | 200 | 200 | - | 200 |
| Purchased Services Total | - | - | - | 209,304 | 274,400 | 271,800 | - | 271,800 |
| Materials and Supplies | | | | | | | | |
| Contingency | - | - | - | - | 2,400 | 2,700 | - | 2,700 |
| Office Material/Supplies | - | - | - | 14,008 | 10,300 | 12,600 | - | 12,600 |
| Office Equipment - Under \$5K | - | - | - | 1,295 | 2,000 | 2,000 | - | 2,000 |
| Curriculum Dev/Staff Training | - | - | - | - | 1,000 | 1,000 | - | 1,000 |
| Instructional Material/Supply | - | - | - | 119 | 600 | 600 | - | 600 |
| Textbooks | - | - | - | - | 600 | 600 | - | 600 |
| Copier Usage | - | - | - | 3,311 | 6,600 | 6,600 | - | 6,600 |
| Materials and Supplies Total | - | - | - | 18,733 | 23,500 | 26,100 | - | 26,100 |
| Capital and Transfer | | | | | | | | |
| Office Equipment | - | - | - | 185 | 4,200 | 4,200 | - | 4,200 |
| Capital and Transfer Total | - | - | - | 185 | 4,200 | 4,200 | - | 4,200 |
| Total | 17.50 | 16.50 | 16.50 | \$2,176,275 | \$2,199,300 | \$2,092,200 | - | \$2,092,200 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2011/2012

General Fund Department Detail

Dropout Prevention and Recovery

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85076 | | | | | | | | |
| Payroll | | | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$80,790 | \$83,900 | \$80,100 | - | \$80,100 |
| Assistant Director | 1.00 | - | - | 72,379 | - | - | - | - |
| Manager | - | 1.00 | 1.00 | 12,258 | 81,500 | 59,500 | - | 59,500 |
| Substitute Teacher | - | - | - | - | 1,000 | 900 | - | 900 |
| Technician - Classified | 1.00 | 1.00 | 1.00 | 36,804 | 38,400 | 37,200 | - | 37,200 |
| Substitute Secretary | - | - | - | 563 | 1,000 | 900 | - | 900 |
| Variable/Performance Pay | - | - | - | 3,041 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 742 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | - | 7,100 | 7,100 | - | 7,100 |
| Overtime - Classified | - | - | - | 107 | - | - | - | - |
| Payroll Total | 3.00 | 3.00 | 3.00 | 206,683 | 212,900 | 185,700 | - | 185,700 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 46,957 | 50,500 | 47,700 | - | 47,700 |
| Benefits Total | - | - | - | 46,957 | 50,500 | 47,700 | - | 47,700 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 2,431 | 3,000 | 3,000 | - | 3,000 |
| Employee Training & Conf | - | - | - | 282 | 1,500 | 1,500 | - | 1,500 |
| Meals/Refreshments | - | - | - | 56 | 200 | 200 | - | 200 |
| Printing | - | - | - | - | 1,500 | 1,500 | - | 1,500 |
| Consultants | - | - | - | 1,917 | 1,500 | 1,500 | - | 1,500 |
| Marketing - Advertising | - | - | - | 11,608 | 1,500 | 1,500 | - | 1,500 |
| Telephone/Pagers/Modems | - | - | - | 644 | 1,300 | 1,300 | - | 1,300 |
| Postage | - | - | - | 162 | 500 | 500 | - | 500 |
| Purchased Services Total | - | - | - | 17,099 | 11,000 | 11,000 | - | 11,000 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 1,404 | 3,200 | 3,200 | - | 3,200 |
| Copier Usage | - | - | - | 599 | 800 | 800 | - | 800 |
| Materials and Supplies Total | - | - | - | 2,003 | 4,000 | 4,000 | - | 4,000 |
| Capital and Transfer | | | | | | | | |
| Total | 3.00 | 3.00 | 3.00 | \$272,742 | \$278,400 | \$248,400 | - | \$248,400 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Student Outreach

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85082 | | | | | | | | |
| Payroll | | | | | | | | |
| Director | 0.50 | 0.50 | 0.50 | \$52,838 | \$53,300 | \$51,700 | - | \$51,700 |
| Teacher | - | - | - | 2,200 | - | - | - | - |
| Coordinator - Administrative | 1.00 | 1.00 | 1.00 | 72,257 | 73,600 | 71,300 | - | 71,300 |
| Secretary | 1.00 | 1.00 | 1.00 | 36,804 | 38,400 | 37,200 | - | 37,200 |
| Variable/Performance Pay | - | - | - | 2,447 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 742 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | - | 7,000 | 7,000 | - | 7,000 |
| Payroll Total | 2.50 | 2.50 | 2.50 | 167,288 | 172,300 | 167,200 | - | 167,200 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 40,697 | 41,300 | 43,000 | - | 43,000 |
| Benefits Total | - | - | - | 40,697 | 41,300 | 43,000 | - | 43,000 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 3,478 | 2,300 | 2,300 | - | 2,300 |
| Employee Training & Conf | - | - | - | 156 | 200 | 200 | - | 200 |
| Printing | - | - | - | 1,973 | 2,000 | 2,000 | - | 2,000 |
| Consultants | - | - | - | 27,000 | 67,700 | 67,700 | - | 67,700 |
| Contract Labor | - | - | - | - | 400 | 400 | - | 400 |
| Contracted Services | - | - | - | 83,251 | 75,000 | 75,000 | - | 75,000 |
| Telephone/Pagers/Modems | - | - | - | 700 | 1,700 | 1,700 | - | 1,700 |
| Postage | - | - | - | 233 | 300 | 300 | - | 300 |
| Risk Management Charges | - | - | - | 1,000 | 1,000 | 1,000 | - | 1,000 |
| Tuition Reimb-Other Facilities | - | - | - | - | 200 | 200 | - | 200 |
| Purchased Services Total | - | - | - | 117,790 | 150,800 | 150,800 | - | 150,800 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 6,284 | 4,100 | 4,100 | - | 4,100 |
| Office Equipment - Under \$5K | - | - | - | 1,295 | 2,000 | 2,000 | - | 2,000 |
| Curriculum Dev/Staff Training | - | - | - | - | 1,000 | 1,000 | - | 1,000 |
| Instructional Material/Supply | - | - | - | 90 | 600 | 600 | - | 600 |
| Textbooks | - | - | - | - | 600 | 600 | - | 600 |
| Copier Usage | - | - | - | 707 | 800 | 800 | - | 800 |
| Materials and Supplies Total | - | - | - | 8,376 | 9,100 | 9,100 | - | 9,100 |
| Capital and Transfer | | | | | | | | |
| Office Equipment | - | - | - | 185 | 4,200 | 4,200 | - | 4,200 |
| Capital and Transfer Total | - | - | - | 185 | 4,200 | 4,200 | - | 4,200 |
| Total | 2.50 | 2.50 | 2.50 | \$334,337 | \$377,700 | \$374,300 | - | \$374,300 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2011/2012

General Fund Department Detail

Community Superintendent.

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 91021 | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 4.00 | 4.00 | 4.00 | \$465,940 | \$475,100 | \$433,500 | - | \$433,500 |
| Community Superintendent | 4.00 | 4.00 | 4.00 | 517,004 | 530,200 | 484,200 | - | 484,200 |
| Substitute Teacher | - | - | - | 773 | - | - | - | - |
| Administrative Assistant | 4.00 | 3.00 | 3.00 | 217,325 | 170,500 | 153,500 | - | 153,500 |
| Substitute Secretary | - | - | - | 4,104 | - | - | - | - |
| Variable/Performance Pay | - | - | - | 23,309 | - | - | - | - |
| Payroll Total | 12.00 | 11.00 | 11.00 | 1,228,454 | 1,175,800 | 1,071,200 | - | 1,071,200 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 256,890 | 244,400 | 275,300 | - | 275,300 |
| Benefits Total | - | - | - | 256,890 | 244,400 | 275,300 | - | 275,300 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 16,079 | 17,300 | 17,300 | - | 17,300 |
| Professional Growth | - | - | - | 305 | 1,000 | 1,000 | - | 1,000 |
| Meals/Refreshments | - | - | - | 967 | 2,300 | - | - | - |
| Legal Fees | - | - | - | 45,138 | 80,000 | 80,000 | - | 80,000 |
| Telephone/Pagers/Modems | - | - | - | 6,714 | 10,000 | 10,000 | - | 10,000 |
| Postage | - | - | - | 5 | 500 | 200 | - | 200 |
| District Meetings/Conferences | - | - | - | - | 1,500 | 1,500 | - | 1,500 |
| Community Relations | - | - | - | 86 | - | - | - | - |
| Purchased Services Total | - | - | - | 69,293 | 112,600 | 110,000 | - | 110,000 |
| Materials and Supplies | | | | | | | | |
| Contingency | - | - | - | - | 2,400 | 2,700 | - | 2,700 |
| Office Material/Supplies | - | - | - | 173 | 3,000 | 5,300 | - | 5,300 |
| Instructional Material/Supply | - | - | - | 29 | - | - | - | - |
| Copier Usage | - | - | - | 2,004 | 5,000 | 5,000 | - | 5,000 |
| Materials and Supplies Total | - | - | - | 2,207 | 10,400 | 13,000 | - | 13,000 |
| Capital and Transfer | | | | | | | | |
| Total | 12.00 | 11.00 | 11.00 | \$1,556,844 | \$1,543,200 | \$1,469,500 | - | \$1,469,500 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2011/2012

General Fund Department Detail

Community Superintendent 02

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 91022 | | | | | | | | |
| Payroll | | | | | | | | |
| Substitute Teacher | - | - | - | \$365 | - | - | - | - |
| Payroll Total | - | - | - | 365 | - | - | - | - |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 56 | - | - | - | - |
| Benefits Total | - | - | - | 56 | - | - | - | - |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 36 | - | - | - | - |
| Professional Growth | - | - | - | 150 | - | - | - | - |
| Meals/Refreshments | - | - | - | 714 | - | - | - | - |
| Printing | - | - | - | 30 | - | - | - | - |
| Community Relations | - | - | - | 166 | - | - | - | - |
| Purchased Services Total | - | - | - | 1,096 | - | - | - | - |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 4 | - | - | - | - |
| Materials and Supplies Total | - | - | - | 4 | - | - | - | - |
| Capital and Transfer | | | | | | | | |
| Total | - | - | - | \$1,521 | - | - | - | - |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2011/2012

General Fund Department Detail

Community Superintendent 03

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 91023 | | | | | | | | |
| Purchased Services | | | | | | | | |
| Meals/Refreshments | - | - | - | \$118 | - | - | - | - |
| Purchased Services Total | - | - | - | 118 | - | - | - | - |
| Materials and Supplies | | | | | | | | |
| Capital and Transfer | | | | | | | | |
| Total | - | - | - | \$118 | - | - | - | - |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2011/2012

General Fund Department Detail

Community Superintendent 04

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 91024 | | | | | | | | |
| Purchased Services | | | | | | | | |
| Professional Growth | - | - | - | \$708 | - | - | - | - |
| Meals/Refreshments | - | - | - | 956 | - | - | - | - |
| Community Relations | - | - | - | 28 | - | - | - | - |
| Purchased Services Total | - | - | - | 1,692 | - | - | - | - |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 6,108 | - | - | - | - |
| Materials and Supplies Total | - | - | - | 6,108 | - | - | - | - |
| Capital and Transfer | | | | | | | | |
| Total | - | - | - | \$7,800 | - | - | - | - |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2011/2012

General Fund Department Detail

Community Superintendent 05

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 91025 | | | | | | | | |
| Payroll | | | | | | | | |
| Substitute Teacher | - | - | - | \$120 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 160 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 298 | - | - | - | - |
| Payroll Total | - | - | - | 578 | - | - | - | - |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 87 | - | - | - | - |
| Benefits Total | - | - | - | 87 | - | - | - | - |
| Purchased Services | | | | | | | | |
| Meals/Refreshments | - | - | - | 429 | - | - | - | - |
| Software Purch/Lease | - | - | - | 77 | - | - | - | - |
| District Meetings/Conferences | - | - | - | 1,656 | - | - | - | - |
| Community Relations | - | - | - | 53 | - | - | - | - |
| Purchased Services Total | - | - | - | 2,215 | - | - | - | - |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 34 | - | - | - | - |
| Materials and Supplies Total | - | - | - | 34 | - | - | - | - |
| Capital and Transfer | | | | | | | | |
| Total | - | - | - | \$2,913 | - | - | - | - |

Student Success

Student Success is responsible for supporting students who have been identified as having a disability. In order to receive special education services, each student must have a multi-disciplinary assessment, after which a staffing team determines eligibility. Then an Individual Educational Program (IEP) is developed which addresses the student's unique educational needs.

The district's least restrictive environment policy calls for students to be educated with their non-disabled peers to the maximum extent possible when given appropriate services and supports. The district is legally obligated to provide additional assistance to these children and the staff that supports them. Student Success is financially responsible to manage the additional monetary allocations that go out to these schools for the additional staff. Student Success must also monitor and reassess these children each year to assure that services are adequate or may perhaps need to be adjusted to ensure most effective use of the resources available.

As the intensity of the student's emotional or behavioral needs increase, an array of options is available. Center programs offer services that are more specialized. Programs currently available are: Deaf/Hearing Impaired, Significant Identifiable Emotional Disturbance (SIED), students with significant support needs (Challenge), Autistic Spectrum Disorders (ASD), Significant Limited Intellectual Capacity (SLIC) and Perceptual/Communication Labs (PC/CC/CAC). Fletcher Miller is a center program and serves students with multiple disabilities or who are also medically fragile. Occasionally, students are placed outside the district by the courts or the Jefferson County Department of Human Services.

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|----------------------------|----------------------------|----------------------------|----------------------------|----------------------|---------------------|--------------------------|-------------------------|---------------------|
| General Instruction | | | | | | | | |
| Payroll | 1.00 | 1.00 | 1.00 | \$269,209 | \$368,100 | \$331,300 | \$(121,900) | \$209,400 |
| Non-Payroll | - | - | - | 31,787 | 56,900 | 56,900 | (3,200) | 53,700 |
| Instructional Support | | | | | | | | |
| Payroll | 350.16 | 408.65 | 405.55 | 19,022,378 | 23,488,100 | 26,840,100 | (630,400) | 26,209,700 |
| Non-Payroll | - | - | - | 1,131,682 | 1,733,800 | 1,242,000 | - | 1,242,000 |
| Operations and Maintenance | | | | | | | | |
| Payroll | - | - | - | - | - | - | - | - |
| Non-Payroll | - | - | - | - | - | - | - | - |
| School Administration | | | | | | | | |
| Payroll | 1.75 | 5.75 | 5.75 | 206,092 | 373,200 | 504,400 | (25,100) | 479,300 |
| Non-Payroll | - | - | - | 9,537 | 12,500 | 12,500 | - | 12,500 |
| Special Ed Instruction | | | | | | | | |
| Payroll | 676.02 | 627.35 | 642.30 | 49,276,796 | 47,805,900 | 46,001,300 | (361,100) | 45,640,200 |
| Non-Payroll | - | - | - | 1,721,710 | 1,562,600 | 2,338,600 | - | 2,338,600 |
| Total | 1,028.93 | 1,042.75 | 1,054.60 | \$71,669,192 | \$75,401,100 | \$77,327,100 | \$(1,141,700) | \$76,185,400 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Student Success

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------------|-----------------------------|----------------------------------|---------------------------------|-----------------------------|
| Dept ID: Student Success | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$131,340 | \$114,300 | \$110,700 | - | \$110,700 |
| Director | 6.00 | 6.50 | 6.50 | 613,682 | 676,500 | 648,500 | - | 648,500 |
| Principal | 2.00 | 2.00 | 2.00 | 227,880 | 219,900 | 238,000 | - | 238,000 |
| Assistant Director | 5.00 | 5.00 | 4.00 | 482,553 | 478,200 | 550,800 | - | 550,800 |
| Assistant Principal | 2.00 | 2.00 | 2.00 | 160,868 | 155,300 | 146,500 | - | 146,500 |
| Manager | 1.00 | 1.00 | 1.00 | 59,138 | 61,400 | 58,600 | - | 58,600 |
| Technical Specialist | 1.00 | 1.00 | - | 56,612 | 58,800 | 56,100 | (56,100) | - |
| Teacher | 410.85 | 412.85 | 449.00 | 25,455,334 | 25,345,900 | 26,980,500 | (287,300) | 26,693,200 |
| Substitute Teacher | - | - | - | 418,944 | 386,500 | 347,900 | - | 347,900 |
| Counselor | 1.00 | 0.25 | 0.25 | 67,873 | - | 16,100 | - | 16,100 |
| Teacher Librarian | 0.50 | 0.50 | 0.50 | 21,776 | 23,200 | 22,800 | - | 22,800 |
| Coordinator - Licensed | 11.00 | 11.00 | 10.00 | 808,871 | 811,100 | 853,700 | (145,300) | 708,400 |
| Coordinator - Administrative | 1.50 | 2.00 | 2.00 | 117,993 | 170,500 | 164,400 | - | 164,400 |
| Resource Specialist | - | - | - | 25,242 | - | - | - | - |
| Resource Teachers | 2.00 | 2.00 | 1.00 | 137,276 | 137,600 | 138,700 | (74,800) | 63,900 |
| Physical Therapist | 13.60 | 13.60 | 12.00 | 872,361 | 842,600 | 741,600 | - | 741,600 |
| Occupational Therapist | 33.10 | 33.60 | 32.00 | 2,081,973 | 2,127,500 | 2,006,700 | - | 2,006,700 |
| Nurse | 31.00 | 31.00 | 35.88 | 2,012,696 | 2,114,300 | 2,452,200 | (51,400) | 2,400,800 |
| Psychologist | 70.50 | 73.50 | 70.80 | 4,500,162 | 4,942,300 | 4,682,400 | - | 4,682,400 |
| Social Worker | 57.60 | 54.60 | 56.50 | 3,836,914 | 3,603,900 | 3,608,900 | - | 3,608,900 |
| Audiologist | 4.00 | 4.00 | 4.00 | 283,926 | 282,700 | 285,200 | - | 285,200 |
| Speech Therapist | 115.10 | 115.10 | 118.70 | 7,489,221 | 7,658,500 | 7,563,100 | - | 7,563,100 |
| Specialist - Classified | 1.00 | 1.50 | 2.00 | 74,713 | 55,900 | 66,600 | - | 66,600 |
| Technician - Classified | 18.00 | 18.00 | 17.50 | 675,878 | 689,000 | 686,400 | (33,900) | 652,500 |
| School Secretary | 3.75 | 3.75 | 3.75 | 130,235 | 133,200 | 129,200 | - | 129,200 |
| Substitute Secretary | - | - | - | 13,995 | 2,700 | 2,400 | - | 2,400 |
| Secretary | 9.00 | 8.50 | 6.00 | 392,396 | 388,000 | 397,600 | (140,000) | 257,600 |
| Paraprofessional | 127.20 | 135.50 | 138.58 | 45,797 | 3,383,500 | 3,356,500 | - | 3,356,500 |
| Special Interpreter/Tutor | 33.75 | 34.88 | 32.83 | 812,847 | 871,100 | 795,000 | - | 795,000 |
| Para-Educator | 24.46 | 27.50 | 27.50 | 1,057,613 | 686,500 | 665,900 | - | 665,900 |
| Clinic Aides | 1.81 | 1.16 | 1.10 | 16,906 | 29,000 | 28,200 | - | 28,200 |
| Sub Para-Educator | - | - | - | 44,955 | 1,600 | 1,400 | - | 1,400 |
| Classified - Hourly | 36.04 | 35.29 | 12.04 | 823,510 | 881,300 | 291,800 | - | 291,800 |
| Certificated - Hourly | 4.17 | 4.17 | 4.17 | 121,560 | 104,000 | 100,900 | - | 100,900 |
| Variable/Performance Pay | - | - | - | 39,923 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 1,028,590 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 305,348 | 317,000 | 316,500 | (85,000) | 231,500 |
| Additional Pay-Classified | - | - | - | 42,460 | 58,300 | 58,300 | (20,000) | 38,300 |
| Additional Pay-Administrative | - | - | - | 31,911 | 53,000 | 14,000 | (12,000) | 2,000 |
| Overtime - Classified | - | - | - | 24,313 | 29,400 | 29,400 | - | 29,400 |
| Payroll Total | 1,028.93 | 1,042.75 | 1,054.60 | 55,545,587 | 57,894,500 | 58,613,500 | (905,800) | 57,707,700 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 13,228,888 | 14,140,800 | 15,063,600 | (232,700) | 14,830,900 |
| Benefits Total | - | - | - | 13,228,888 | 14,140,800 | 15,063,600 | (232,700) | 14,830,900 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 184,739 | 205,200 | 201,700 | - | 201,700 |
| Employee Training & Conf | - | - | - | 18,316 | 25,100 | 38,000 | - | 38,000 |
| Awards And Banquets | - | - | - | - | 200 | 200 | - | 200 |
| Orientation-Inserv-Workshops | - | - | - | 3,385 | 488,800 | 5,800 | - | 5,800 |
| Employee Vaccination | - | - | - | 160 | - | - | - | - |
| Meals/Refreshments | - | - | - | 10,738 | 10,200 | 4,700 | - | 4,700 |
| Student Transportation | - | - | - | 7,280 | 52,900 | 50,900 | - | 50,900 |
| Student Admission/Entry Fees | - | - | - | 48,114 | - | - | - | - |
| Legal Fees | - | - | - | 204,266 | 55,000 | 55,000 | - | 55,000 |
| Printing | - | - | - | 26,630 | 23,600 | 23,600 | - | 23,600 |
| ADA/Legal Settlement | - | - | - | 37,868 | 35,400 | 35,400 | - | 35,400 |
| Contract Labor | - | - | - | 2,752 | 3,500 | - | - | - |
| Contracted Services | - | - | - | 395,668 | 86,000 | 807,500 | - | 807,500 |
| Building Rental | - | - | - | 40,933 | 39,500 | 39,500 | - | 39,500 |
| Contract Maint/Eq Repair | - | - | - | 29,384 | 42,300 | 42,300 | - | 42,300 |
| Marketing - Advertising | - | - | - | 3,018 | 4,500 | 4,500 | - | 4,500 |
| Telephone/Pagers/Modems | - | - | - | 56,679 | 78,700 | 79,200 | - | 79,200 |
| Voice Communication Line | - | - | - | 29 | - | - | - | - |
| Postage | - | - | - | 9,045 | 10,200 | 10,100 | - | 10,100 |
| Permits/Licenses/Fees | - | - | - | 24,697 | 25,000 | 2,800 | - | 2,800 |
| Risk Management Charges | - | - | - | 1,000 | 1,000 | 1,000 | - | 1,000 |
| Fees For Dist Membership | - | - | - | 180 | 1,000 | 1,000 | - | 1,000 |
| Tuition to SPED Preschool | - | - | - | 900,000 | 900,000 | 900,000 | - | 900,000 |
| Purchased Services Total | - | - | - | 2,004,881 | 2,088,100 | 2,303,200 | - | 2,303,200 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Student Success

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Materials and Supplies | | | | | | | | |
| Contingency | - | - | - | - | 4,300 | 4,300 | - | 4,300 |
| Office Material/Supplies | - | - | - | 186,949 | 315,800 | 359,800 | - | 359,800 |
| Office Equipment - Under \$5K | - | - | - | 69,312 | 124,000 | 126,000 | - | 126,000 |
| Curriculum Dev/Staff Training | - | - | - | - | 17,900 | 23,500 | - | 23,500 |
| Clinic Supplies/Materials | - | - | - | 107,522 | 5,800 | 5,800 | - | 5,800 |
| Instructional Material/Supply | - | - | - | 375,145 | 646,500 | 660,900 | (3,200) | 657,700 |
| Instructional Equip-Under \$5K | - | - | - | 16,686 | 17,300 | 16,300 | - | 16,300 |
| Repair Parts-Instr Equip | - | - | - | 63 | - | - | - | - |
| Textbooks | - | - | - | 4,028 | 6,000 | 6,000 | - | 6,000 |
| Copier Usage | - | - | - | 30,448 | 28,900 | 29,900 | - | 29,900 |
| Testing Materials | - | - | - | 22,127 | 50,200 | 50,200 | - | 50,200 |
| Graduation Materials | - | - | - | 35 | - | - | - | - |
| Maint Materials/Supplies | - | - | - | 6,226 | 10,000 | 10,000 | - | 10,000 |
| Miscellaneous Expense | - | - | - | 899 | 1,000 | 4,100 | - | 4,100 |
| Materials and Supplies Total | - | - | - | 819,441 | 1,227,700 | 1,296,800 | (3,200) | 1,293,600 |
| Capital and Transfer | | | | | | | | |
| Office Equipment | - | - | - | 7,485 | - | - | - | - |
| Building Improvements. | - | - | - | 17,910 | 50,000 | 50,000 | - | 50,000 |
| Transfers. | - | - | - | 45,000 | - | - | - | - |
| Capital and Transfer Total | - | - | - | 70,395 | 50,000 | 50,000 | - | 50,000 |
| Total | 1,028.93 | 1,042.75 | 1,054.60 | \$71,669,192 | \$75,401,100 | \$77,327,100 | \$(1,141,700) | \$76,185,400 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Grants Management

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 82940 | | | | | | | | |
| Payroll | | | | | | | | |
| Coordinator - Administrative | 1.00 | 1.00 | 1.00 | \$69,554 | \$71,700 | \$68,800 | - | \$68,800 |
| Technician - Classified | 1.00 | 1.00 | 1.00 | 53,164 | 53,400 | 51,800 | - | 51,800 |
| Variable/Performance Pay | - | - | - | 1,328 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 1,068 | - | - | - | - |
| Payroll Total | 2.00 | 2.00 | 2.00 | 125,114 | 125,100 | 120,600 | - | 120,600 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 25,947 | 31,100 | 31,000 | - | 31,000 |
| Benefits Total | - | - | - | 25,947 | 31,100 | 31,000 | - | 31,000 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 234 | 900 | 900 | - | 900 |
| Employee Training & Conf | - | - | - | 820 | 2,500 | 2,500 | - | 2,500 |
| Printing | - | - | - | 67 | 1,000 | 1,000 | - | 1,000 |
| Contracted Services | - | - | - | 4 | 500 | 500 | - | 500 |
| Telephone/Pagers/Modems | - | - | - | 15 | - | - | - | - |
| Postage | - | - | - | 154 | 200 | 200 | - | 200 |
| Fees For Dist Membership | - | - | - | 180 | 200 | 200 | - | 200 |
| Purchased Services Total | - | - | - | 1,474 | 5,300 | 5,300 | - | 5,300 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 2,832 | 5,000 | 5,000 | - | 5,000 |
| Copier Usage | - | - | - | 604 | 2,000 | 2,000 | - | 2,000 |
| Materials and Supplies Total | - | - | - | 3,436 | 7,000 | 7,000 | - | 7,000 |
| Capital and Transfer | | | | | | | | |
| Total | 2.00 | 2.00 | 2.00 | \$155,971 | \$168,500 | \$163,900 | - | \$163,900 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2011/2012

General Fund Department Detail

Career and Technical Education

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 84002 | | | | | | | | |
| Payroll | | | | | | | | |
| Assistant Director | 1.00 | 1.00 | 1.00 | \$96,784 | \$98,600 | \$95,500 | - | \$95,500 |
| Substitute Teacher | - | - | - | 3,460 | 4,600 | 4,100 | - | 4,100 |
| Coordinator - Licensed | 1.00 | 1.00 | 1.00 | 87,086 | 87,200 | 84,500 | - | 84,500 |
| Secretary | 1.00 | 1.00 | - | 49,199 | 48,900 | 47,400 | (47,400) | - |
| Variable/Performance Pay | - | - | - | 1,896 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 2,726 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 1,120 | 1,000 | 1,000 | - | 1,000 |
| Overtime - Classified | - | - | - | 943 | 1,900 | 1,900 | - | 1,900 |
| Payroll Total | 3.00 | 3.00 | 2.00 | 243,214 | 242,200 | 234,400 | (47,400) | 187,000 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 50,563 | 54,800 | 60,200 | (12,200) | 48,000 |
| Benefits Total | - | - | - | 50,563 | 54,800 | 60,200 | (12,200) | 48,000 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 1,011 | 600 | 600 | - | 600 |
| Employee Training & Conf | - | - | - | 120 | 200 | 200 | - | 200 |
| Meals/Refreshments | - | - | - | 316 | - | - | - | - |
| Student Transportation. | - | - | - | 3,123 | 3,000 | 3,000 | - | 3,000 |
| Student Admission/Entry Fees | - | - | - | 48,114 | - | - | - | - |
| Printing | - | - | - | 9,741 | 5,800 | 5,800 | - | 5,800 |
| Contracted Services | - | - | - | - | 2,000 | 2,000 | - | 2,000 |
| Contract Maint/Eq Repair | - | - | - | 10,373 | 15,000 | 15,000 | - | 15,000 |
| Telephone/Pagers/Modems | - | - | - | 1,345 | 700 | 700 | - | 700 |
| Postage | - | - | - | 40 | - | - | - | - |
| Risk Management Charges | - | - | - | 1,000 | 1,000 | 1,000 | - | 1,000 |
| Purchased Services Total | - | - | - | 75,182 | 28,300 | 28,300 | - | 28,300 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 50 | 7,000 | 7,000 | - | 7,000 |
| Instructional Material/Supply | - | - | - | (20,190) | 167,600 | 166,600 | - | 166,600 |
| Copier Usage | - | - | - | 602 | - | 1,000 | - | 1,000 |
| Materials and Supplies Total | - | - | - | (19,538) | 174,600 | 174,600 | - | 174,600 |
| Capital and Transfer | | | | | | | | |
| Total | 3.00 | 3.00 | 2.00 | \$349,420 | \$499,900 | \$497,500 | \$(59,600) | \$437,900 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Gifted and Talented

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 84008 | | | | | | | | |
| Payroll | | | | | | | | |
| Director | 0.50 | 0.50 | 0.50 | \$48,995 | \$50,200 | \$48,300 | - | \$48,300 |
| Resource Teachers | 1.00 | 1.00 | - | 76,016 | 77,100 | 74,800 | (74,800) | - |
| Technician - Classified | 1.00 | 1.00 | 1.00 | 33,416 | 34,900 | 33,900 | - | 33,900 |
| Secretary | 1.00 | 1.00 | 1.00 | 44,246 | 44,100 | 44,200 | - | 44,200 |
| Variable/Performance Pay | - | - | - | 949 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 3,082 | - | - | - | - |
| Overtime - Classified | - | - | - | 173 | - | - | - | - |
| Payroll Total | 3.50 | 3.50 | 2.50 | 206,877 | 206,300 | 201,200 | (74,800) | 126,400 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 46,609 | 52,600 | 51,700 | (19,200) | 32,500 |
| Benefits Total | - | - | - | 46,609 | 52,600 | 51,700 | (19,200) | 32,500 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 2,562 | 4,000 | 2,000 | - | 2,000 |
| Contracted Services | - | - | - | 7,500 | 7,500 | 7,500 | - | 7,500 |
| Purchased Services Total | - | - | - | 10,062 | 11,500 | 9,500 | - | 9,500 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 1,757 | 3,700 | 3,700 | - | 3,700 |
| Office Equipment - Under \$5K | - | - | - | 6,283 | - | 2,000 | - | 2,000 |
| Materials and Supplies Total | - | - | - | 8,040 | 3,700 | 5,700 | - | 5,700 |
| Capital and Transfer | | | | | | | | |
| Total | 3.50 | 3.50 | 2.50 | \$271,588 | \$274,100 | \$268,100 | \$(94,000) | \$174,100 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Central Support

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85000 | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 1.00 | 1.00 | 1.00 | \$131,340 | \$114,300 | \$110,700 | - | \$110,700 |
| Director | 4.00 | 4.00 | 4.00 | 418,252 | 422,300 | 408,600 | - | 408,600 |
| Assistant Director | 4.00 | 4.00 | 3.00 | 385,769 | 379,600 | 455,300 | - | 455,300 |
| Manager | 1.00 | 1.00 | 1.00 | 59,138 | 61,400 | 58,600 | - | 58,600 |
| Technical Specialist | 1.00 | 1.00 | - | 56,612 | 58,800 | 56,100 | (56,100) | - |
| Substitute Teacher | - | - | - | - | 10,000 | 9,000 | - | 9,000 |
| Coordinator - Licensed | 10.00 | 10.00 | 9.00 | 687,837 | 723,900 | 769,200 | (145,300) | 623,900 |
| Technician - Classified | 3.00 | 13.00 | 12.50 | 140,263 | 488,400 | 491,700 | (33,900) | 457,800 |
| Secretary | 5.50 | 5.50 | 4.00 | 249,934 | 247,800 | 260,200 | (92,600) | 167,600 |
| Paraprofessional | 127.06 | 130.23 | 133.31 | 115 | 3,251,900 | 3,228,800 | - | 3,228,800 |
| Para-Educator | 0.46 | - | - | (1,349) | - | - | - | - |
| Variable/Performance Pay | - | - | - | 21,840 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 22,340 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 600 | - | 8,500 | - | 8,500 |
| Additional Pay-Classified | - | - | - | 382 | - | - | - | - |
| Overtime - Classified | - | - | - | 51 | - | - | - | - |
| Payroll Total | 157.02 | 169.73 | 167.81 | 2,173,124 | 5,758,400 | 5,856,700 | (327,900) | 5,528,800 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 501,175 | 1,067,400 | 1,505,200 | (84,300) | 1,420,900 |
| Benefits Total | - | - | - | 501,175 | 1,067,400 | 1,505,200 | (84,300) | 1,420,900 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 21,877 | 21,500 | 21,500 | - | 21,500 |
| Employee Training & Conf | - | - | - | 5,354 | 6,500 | 19,200 | - | 19,200 |
| Orientation-Inserv-Workshops | - | - | - | - | 483,000 | - | - | - |
| Meals/Refreshments | - | - | - | 1,546 | 2,000 | 2,000 | - | 2,000 |
| Student Transportation. | - | - | - | - | - | 300 | - | 300 |
| Legal Fees | - | - | - | 204,266 | 55,000 | 55,000 | - | 55,000 |
| Printing | - | - | - | 2,489 | 5,000 | 5,000 | - | 5,000 |
| ADA/Legal Settlement | - | - | - | 37,868 | 35,400 | 35,400 | - | 35,400 |
| Contract Labor | - | - | - | 2,752 | 3,500 | - | - | - |
| Contracted Services | - | - | - | 42,440 | - | 20,000 | - | 20,000 |
| Contract Maint/Eq Repair | - | - | - | 874 | 3,000 | 3,000 | - | 3,000 |
| Marketing - Advertising | - | - | - | 2,993 | 3,000 | 3,000 | - | 3,000 |
| Telephone/Pagers/Modems | - | - | - | 39,014 | 39,000 | 41,000 | - | 41,000 |
| Postage | - | - | - | 1,140 | 4,000 | 4,000 | - | 4,000 |
| Purchased Services Total | - | - | - | 362,614 | 660,900 | 209,400 | - | 209,400 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 46,274 | 144,400 | 190,300 | - | 190,300 |
| Office Equipment - Under \$5K | - | - | - | 58,018 | 122,000 | 122,000 | - | 122,000 |
| Curriculum Dev/Staff Training | - | - | - | - | - | 5,600 | - | 5,600 |
| Instructional Material/Supply | - | - | - | 99,805 | 202,000 | 210,700 | - | 210,700 |
| Textbooks | - | - | - | 41 | 1,000 | 1,000 | - | 1,000 |
| Copier Usage | - | - | - | 11,754 | 10,500 | 10,500 | - | 10,500 |
| Testing Materials | - | - | - | - | - | 50,000 | - | 50,000 |
| Materials and Supplies Total | - | - | - | 215,893 | 479,900 | 590,100 | - | 590,100 |
| Capital and Transfer | | | | | | | | |
| Building Improvements. | - | - | - | 17,910 | 50,000 | 50,000 | - | 50,000 |
| Transfers. | - | - | - | 45,000 | - | - | - | - |
| Capital and Transfer Total | - | - | - | 62,910 | 50,000 | 50,000 | - | 50,000 |
| Total | 157.02 | 169.73 | 167.81 | \$3,315,716 | \$8,016,600 | \$8,211,400 | \$(412,200) | \$7,799,200 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Hearing

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85004 | | | | | | | | |
| Payroll | | | | | | | | |
| Teacher | 14.00 | 14.00 | 14.00 | \$866,573 | \$900,500 | \$882,900 | - | \$882,900 |
| Substitute Teacher | - | - | - | 14,613 | 18,500 | 16,700 | - | 16,700 |
| Speech Therapist | - | - | - | 11,855 | - | - | - | - |
| Special Interpreter/Tutor | 25.91 | 27.18 | 25.12 | 629,422 | 678,600 | 608,300 | - | 608,300 |
| Para-Educator | 0.01 | 1.44 | 1.44 | - | 35,900 | 34,800 | - | 34,800 |
| One-Time Add'l Salary Pymts | - | - | - | 30,328 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 23,718 | 28,000 | 28,000 | - | 28,000 |
| Additional Pay-Classified | - | - | - | 973 | - | - | - | - |
| Overtime - Classified | - | - | - | 19,601 | 25,000 | 25,000 | - | 25,000 |
| Payroll Total | 39.92 | 42.62 | 40.56 | 1,597,082 | 1,686,500 | 1,595,700 | - | 1,595,700 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 441,674 | 478,100 | 410,100 | - | 410,100 |
| Benefits Total | - | - | - | 441,674 | 478,100 | 410,100 | - | 410,100 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 10,460 | 12,000 | 12,000 | - | 12,000 |
| Employee Training & Conf | - | - | - | 62 | 2,000 | 2,000 | - | 2,000 |
| Student Transportation. | - | - | - | - | 41,000 | 41,000 | - | 41,000 |
| Contracted Services | - | - | - | 305,828 | 17,000 | 717,000 | - | 717,000 |
| Purchased Services Total | - | - | - | 316,350 | 72,000 | 772,000 | - | 772,000 |
| Materials and Supplies | | | | | | | | |
| Instructional Material/Supply | - | - | - | 394 | 4,000 | 12,400 | - | 12,400 |
| Materials and Supplies Total | - | - | - | 394 | 4,000 | 12,400 | - | 12,400 |
| Capital and Transfer | | | | | | | | |
| Total | 39.92 | 42.62 | 40.56 | \$2,355,500 | \$2,240,600 | \$2,790,200 | - | \$2,790,200 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

School Based Staff

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85011 | | | | | | | | |
| Payroll | | | | | | | | |
| Teacher | 81.00 | 234.65 | 273.00 | \$5,141,950 | \$14,513,300 | \$16,519,600 | - | \$16,519,600 |
| Substitute Teacher | - | - | - | 77,448 | 250,000 | 225,000 | - | 225,000 |
| Psychologist | 22.00 | - | - | 1,452,697 | - | - | - | - |
| Social Worker | 13.50 | - | - | 922,550 | - | - | - | - |
| Speech Therapist | 28.50 | - | - | 1,824,243 | - | - | - | - |
| Technician - Classified | 2.00 | - | - | 68,366 | - | - | - | - |
| Paraprofessional | - | - | - | 252 | - | - | - | - |
| Para-Educator | - | - | - | 51,989 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 186,431 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 6,544 | - | - | - | - |
| Payroll Total | 147.00 | 234.65 | 273.00 | 9,732,470 | 14,763,300 | 16,744,600 | - | 16,744,600 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 2,257,321 | 3,640,400 | 4,303,400 | - | 4,303,400 |
| Benefits Total | - | - | - | 2,257,321 | 3,640,400 | 4,303,400 | - | 4,303,400 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 7,092 | 10,000 | 10,000 | - | 10,000 |
| Postage | - | - | - | 739 | - | - | - | - |
| Purchased Services Total | - | - | - | 7,831 | 10,000 | 10,000 | - | 10,000 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 62 | - | - | - | - |
| Instructional Material/Supply | - | - | - | 13,137 | - | - | - | - |
| Copier Usage | - | - | - | 555 | - | - | - | - |
| Testing Materials | - | - | - | 21,877 | 50,000 | - | - | - |
| Maint Materials/Supplies | - | - | - | 6,226 | - | - | - | - |
| Materials and Supplies Total | - | - | - | 41,857 | 50,000 | - | - | - |
| Capital and Transfer | | | | | | | | |
| Total | 147.00 | 234.65 | 273.00 | \$12,039,479 | \$18,463,700 | \$21,058,000 | - | \$21,058,000 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Speech/Language

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85012 | | | | | | | | |
| Payroll | | | | | | | | |
| Teacher | 79.25 | - | - | \$5,195,408 | - | - | - | - |
| Substitute Teacher | - | - | - | 90,058 | - | - | - | - |
| Psychologist | 16.00 | - | - | 1,129,079 | - | - | - | - |
| Social Worker | 12.50 | - | - | 907,727 | - | - | - | - |
| Speech Therapist | 25.70 | 85.10 | 87.60 | 1,725,956 | 5,659,300 | 5,634,500 | - | 5,634,500 |
| Technician - Classified | 3.00 | - | - | 102,182 | - | - | - | - |
| Para-Educator | - | - | - | 97,885 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 175,635 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 1,062 | - | - | - | - |
| Payroll Total | 136.45 | 85.10 | 87.60 | 9,424,992 | 5,659,300 | 5,634,500 | - | 5,634,500 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 2,234,815 | 1,415,300 | 1,448,100 | - | 1,448,100 |
| Benefits Total | - | - | - | 2,234,815 | 1,415,300 | 1,448,100 | - | 1,448,100 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 5,961 | 10,000 | 10,000 | - | 10,000 |
| Purchased Services Total | - | - | - | 5,961 | 10,000 | 10,000 | - | 10,000 |
| Materials and Supplies | | | | | | | | |
| Capital and Transfer | | | | | | | | |
| Total | 136.45 | 85.10 | 87.60 | \$11,665,768 | \$7,084,600 | \$7,092,600 | - | \$7,092,600 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Mental Health

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85013 | | | | | | | | |
| Payroll | | | | | | | | |
| Teacher | 108.90 | - | - | \$6,588,574 | - | - | - | - |
| Substitute Teacher | - | - | - | 101,240 | - | - | - | - |
| Psychologist | 28.50 | 68.00 | 65.30 | 1,704,637 | 4,596,200 | 4,293,300 | - | 4,293,300 |
| Social Worker | 15.70 | 45.60 | 47.00 | 1,070,899 | 3,013,400 | 3,045,700 | - | 3,045,700 |
| Speech Therapist | 30.90 | - | - | 2,060,129 | - | - | - | - |
| Technician - Classified | 2.00 | - | - | 68,756 | - | - | - | - |
| Paraprofessional | - | - | - | 240 | - | - | - | - |
| Para-Educator | - | - | - | 28,509 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 234,940 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 27,937 | - | - | - | - |
| Payroll Total | 186.00 | 113.60 | 112.30 | 11,885,861 | 7,609,600 | 7,339,000 | - | 7,339,000 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 2,737,135 | 1,812,100 | 1,886,100 | - | 1,886,100 |
| Benefits Total | - | - | - | 2,737,135 | 1,812,100 | 1,886,100 | - | 1,886,100 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 7,917 | 11,500 | 11,500 | - | 11,500 |
| Telephone/Pagers/Modems | - | - | - | 353 | 500 | - | - | - |
| Purchased Services Total | - | - | - | 8,270 | 12,000 | 11,500 | - | 11,500 |
| Materials and Supplies | | | | | | | | |
| Capital and Transfer | | | | | | | | |
| Total | 186.00 | 113.60 | 112.30 | \$14,631,267 | \$9,433,700 | \$9,236,600 | - | \$9,236,600 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012

General Fund Department Detail

Special Ed Preschool Program

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85015 | | | | | | | | |
| Payroll | | | | | | | | |
| Teacher | 17.20 | 17.20 | 19.50 | \$1,038,966 | \$1,064,900 | \$1,142,600 | - | \$1,142,600 |
| Substitute Teacher | - | - | - | 5,465 | 9,000 | 8,100 | - | 8,100 |
| Physical Therapist | 3.10 | 3.10 | 3.00 | 199,585 | 186,200 | 178,800 | - | 178,800 |
| Occupational Therapist | 11.10 | 11.10 | 10.00 | 695,466 | 747,400 | 649,800 | - | 649,800 |
| Psychologist | - | 3.00 | 3.00 | - | 161,800 | 209,700 | - | 209,700 |
| Social Worker | 3.00 | - | - | 199,449 | 35,700 | - | - | - |
| Speech Therapist | 19.50 | 19.50 | 20.60 | 1,172,222 | 1,297,000 | 1,271,000 | - | 1,271,000 |
| Specialist - Classified | - | - | - | 23,890 | - | - | - | - |
| Technician - Classified | 2.00 | 2.00 | 2.00 | 72,644 | 74,900 | 72,700 | - | 72,700 |
| Paraprofessional | - | 5.27 | 5.27 | 45,190 | 131,500 | 127,600 | - | 127,600 |
| Special Interpreter/Tutor | - | 0.80 | 0.81 | 20,663 | 20,100 | 19,500 | - | 19,500 |
| Sub Para-Educator | - | - | - | 10,665 | 1,600 | 1,400 | - | 1,400 |
| Classified - Hourly | 5.40 | 4.73 | 4.73 | 120,484 | 118,100 | 114,600 | - | 114,600 |
| One-Time Add'l Salary Pymts | - | - | - | 71,341 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 21,256 | 5,000 | 5,000 | - | 5,000 |
| Additional Pay-Classified | - | - | - | 349 | - | - | - | - |
| Overtime - Classified | - | - | - | 63 | - | - | - | - |
| Payroll Total | 61.30 | 66.70 | 68.91 | 3,697,698 | 3,853,200 | 3,800,800 | - | 3,800,800 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 860,737 | 927,700 | 976,800 | - | 976,800 |
| Benefits Total | - | - | - | 860,737 | 927,700 | 976,800 | - | 976,800 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 14,879 | 10,500 | 10,500 | - | 10,500 |
| Orientation-Inserv-Workshops | - | - | - | 2,346 | 1,500 | 1,500 | - | 1,500 |
| Meals/Refreshments | - | - | - | 313 | 500 | 500 | - | 500 |
| Printing | - | - | - | 1,296 | 1,000 | 1,000 | - | 1,000 |
| Telephone/Pagers/Modems | - | - | - | 1,464 | 6,000 | 6,000 | - | 6,000 |
| Postage | - | - | - | 4 | 1,500 | 1,500 | - | 1,500 |
| Tuition to SPED Preschool | - | - | - | 900,000 | 900,000 | 900,000 | - | 900,000 |
| Purchased Services Total | - | - | - | 920,301 | 921,000 | 921,000 | - | 921,000 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 12,858 | 13,000 | 13,000 | - | 13,000 |
| Instructional Material/Supply | - | - | - | 1,722 | 5,000 | 5,000 | - | 5,000 |
| Copier Usage | - | - | - | 332 | 3,000 | 3,000 | - | 3,000 |
| Materials and Supplies Total | - | - | - | 14,912 | 21,000 | 21,000 | - | 21,000 |
| Capital and Transfer | | | | | | | | |
| Total | 61.30 | 66.70 | 68.91 | \$5,493,648 | \$5,722,900 | \$5,719,600 | - | \$5,719,600 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Choice Area Intervention

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85055 | | | | | | | | |
| Payroll | | | | | | | | |
| Teacher | 12.50 | - | - | \$907,023 | - | - | - | - |
| Substitute Teacher | - | - | - | 7,105 | - | - | - | - |
| Psychologist | 1.00 | - | - | 67,304 | - | - | - | - |
| Social Worker | 3.90 | - | - | 205,611 | - | - | - | - |
| Speech Therapist | 1.00 | - | - | 51,362 | - | - | - | - |
| Technician - Classified | 1.00 | - | - | 33,509 | - | - | - | - |
| Paraprofessional | 0.14 | - | - | - | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 26,070 | - | - | - | - |
| Payroll Total | 19.54 | - | - | 1,297,984 | - | - | - | - |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 299,410 | - | - | - | - |
| Benefits Total | - | - | - | 299,410 | - | - | - | - |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 2,329 | - | - | - | - |
| Telephone/Pagers/Modems | - | - | - | 31 | - | - | - | - |
| Purchased Services Total | - | - | - | 2,360 | - | - | - | - |
| Materials and Supplies | | | | | | | | |
| Capital and Transfer | | | | | | | | |
| Total | 19.54 | - | - | \$1,599,753 | - | - | - | - |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Center Programs

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85070 | | | | | | | | |
| Payroll | | | | | | | | |
| Teacher | 34.00 | 82.00 | 84.00 | \$1,814,727 | \$4,930,500 | \$4,696,300 | - | \$4,696,300 |
| Substitute Teacher | - | - | - | 30,965 | 52,000 | 46,800 | - | 46,800 |
| Para-Educator | - | - | - | 217,757 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 36,187 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 3,479 | 10,000 | 10,000 | - | 10,000 |
| Payroll Total | 34.00 | 82.00 | 84.00 | 2,103,116 | 4,992,500 | 4,753,100 | - | 4,753,100 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 541,813 | 1,327,200 | 1,221,500 | - | 1,221,500 |
| Benefits Total | - | - | - | 541,813 | 1,327,200 | 1,221,500 | - | 1,221,500 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 338 | 6,000 | 6,000 | - | 6,000 |
| Contracted Services | - | - | - | 4,600 | 10,000 | 10,000 | - | 10,000 |
| Purchased Services Total | - | - | - | 4,938 | 16,000 | 16,000 | - | 16,000 |
| Materials and Supplies | | | | | | | | |
| Capital and Transfer | | | | | | | | |
| Total | 34.00 | 82.00 | 84.00 | \$2,649,866 | \$6,335,700 | \$5,990,600 | - | \$5,990,600 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Child Find

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85080 | | | | | | | | |
| Payroll | | | | | | | | |
| Teacher | 4.00 | 4.00 | 3.50 | \$205,419 | \$208,800 | \$197,700 | - | \$197,700 |
| Substitute Teacher | - | - | - | 7,760 | - | - | - | - |
| Physical Therapist | 1.50 | 1.50 | 1.50 | 98,051 | 97,200 | 99,400 | - | 99,400 |
| Occupational Therapist | 1.50 | 1.50 | 1.00 | 95,671 | 100,900 | 69,500 | - | 69,500 |
| Psychologist | 1.00 | 1.00 | 1.00 | 51,120 | 78,200 | 75,800 | - | 75,800 |
| Speech Therapist | 4.00 | 4.00 | 4.00 | 301,831 | 272,700 | 276,500 | - | 276,500 |
| One-Time Add'l Salary Pymts | - | - | - | 18,234 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 15,908 | 20,000 | 20,000 | - | 20,000 |
| Additional Pay-Administrative | - | - | - | 280 | - | - | - | - |
| Payroll Total | 12.00 | 12.00 | 11.00 | 794,275 | 777,800 | 738,900 | - | 738,900 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 183,454 | 190,800 | 189,900 | - | 189,900 |
| Benefits Total | - | - | - | 183,454 | 190,800 | 189,900 | - | 189,900 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 4,306 | 4,000 | 4,000 | - | 4,000 |
| Telephone/Pagers/Modems | - | - | - | 1,729 | - | - | - | - |
| Postage | - | - | - | 2,304 | - | - | - | - |
| Purchased Services Total | - | - | - | 8,339 | 4,000 | 4,000 | - | 4,000 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 1,848 | - | - | - | - |
| Copier Usage | - | - | - | 1,569 | - | - | - | - |
| Materials and Supplies Total | - | - | - | 3,417 | - | - | - | - |
| Capital and Transfer | | | | | | | | |
| Total | 12.00 | 12.00 | 11.00 | \$989,484 | \$972,600 | \$932,800 | - | \$932,800 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

SWAP-Sch to Work Alliance Program

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85087 | | | | | | | | |
| Payroll | | | | | | | | |
| Teacher | 5.00 | 5.00 | 5.00 | \$268,197 | \$281,000 | \$277,300 | - | \$277,300 |
| One-Time Add'l Salary Pymts | - | - | - | 5,407 | - | - | - | - |
| Payroll Total | 5.00 | 5.00 | 5.00 | 273,605 | 281,000 | 277,300 | - | 277,300 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 69,854 | 73,000 | 71,300 | - | 71,300 |
| Benefits Total | - | - | - | 69,854 | 73,000 | 71,300 | - | 71,300 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 406 | 3,000 | 3,000 | - | 3,000 |
| Purchased Services Total | - | - | - | 406 | 3,000 | 3,000 | - | 3,000 |
| Materials and Supplies | | | | | | | | |
| Capital and Transfer | | | | | | | | |
| Total | 5.00 | 5.00 | 5.00 | \$343,865 | \$357,000 | \$351,600 | - | \$351,600 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Jeffco Transition Services

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85088 | | | | | | | | |
| Payroll | | | | | | | | |
| Teacher | 4.00 | 4.00 | 4.00 | \$229,270 | \$233,100 | \$226,100 | - | \$226,100 |
| Substitute Teacher | - | - | - | 10,295 | 18,500 | 16,700 | - | 16,700 |
| Social Worker | 1.00 | 1.00 | 1.00 | 70,697 | 71,800 | 69,700 | - | 69,700 |
| Speech Therapist | 0.50 | 0.50 | 0.50 | 29,183 | 36,200 | 35,200 | - | 35,200 |
| Technician - Classified | 1.00 | 1.00 | 1.00 | 36,632 | 37,400 | 36,300 | - | 36,300 |
| Sub Para-Educator | - | - | - | 17,402 | - | - | - | - |
| Classified - Hourly | 23.10 | 23.25 | - | 548,469 | 580,600 | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 18,816 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 2,000 | 2,000 | 2,000 | - | 2,000 |
| Additional Pay-Classified | - | - | - | 882 | 800 | 800 | - | 800 |
| Overtime - Classified | - | - | - | 109 | - | - | - | - |
| Payroll Total | 29.60 | 29.75 | 6.50 | 963,755 | 980,400 | 386,800 | - | 386,800 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 322,348 | 326,700 | 99,400 | - | 99,400 |
| Benefits Total | - | - | - | 322,348 | 326,700 | 99,400 | - | 99,400 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 3,741 | 3,600 | 3,600 | - | 3,600 |
| Meals/Refreshments | - | - | - | 295 | 1,200 | 1,200 | - | 1,200 |
| Student Transportation. | - | - | - | 2,661 | 4,500 | 4,500 | - | 4,500 |
| Printing | - | - | - | 1,412 | 1,000 | 1,000 | - | 1,000 |
| Building Rental | - | - | - | 40,323 | 39,000 | 39,000 | - | 39,000 |
| Telephone/Pagers/Modems | - | - | - | 177 | 1,000 | 1,000 | - | 1,000 |
| Postage | - | - | - | 452 | 200 | 200 | - | 200 |
| Purchased Services Total | - | - | - | 49,061 | 50,500 | 50,500 | - | 50,500 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 3,468 | 6,000 | 6,000 | - | 6,000 |
| Clinic Supplies/Materials | - | - | - | 1,029 | 800 | 800 | - | 800 |
| Instructional Material/Supply | - | - | - | 1,366 | 4,000 | 4,000 | - | 4,000 |
| Materials and Supplies Total | - | - | - | 5,864 | 10,800 | 10,800 | - | 10,800 |
| Capital and Transfer | | | | | | | | |
| Total | 29.60 | 29.75 | 6.50 | \$1,341,028 | \$1,368,400 | \$547,500 | - | \$547,500 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Itinerant Services

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85090 | | | | | | | | |
| Payroll | | | | | | | | |
| Teacher | 18.00 | 18.00 | 12.00 | \$1,241,149 | \$1,218,900 | \$1,083,100 | \$(287,300) | \$795,800 |
| Resource Teachers | 1.00 | 1.00 | 1.00 | 61,259 | 60,500 | 63,900 | - | 63,900 |
| Physical Therapist | 6.00 | 6.00 | 4.50 | 399,474 | 377,500 | 287,100 | - | 287,100 |
| Occupational Therapist | 17.50 | 18.00 | 18.00 | 1,119,403 | 1,104,600 | 1,120,200 | - | 1,120,200 |
| Psychologist | 1.00 | 0.50 | 0.50 | 12,901 | 32,600 | 32,300 | - | 32,300 |
| Social Worker | 0.50 | 0.50 | 0.50 | 27,429 | 32,900 | 31,900 | - | 31,900 |
| Audiologist | 4.00 | 4.00 | 4.00 | 283,926 | 282,700 | 285,200 | - | 285,200 |
| Speech Therapist | 2.00 | 3.00 | 3.00 | 158,565 | 206,100 | 199,900 | - | 199,900 |
| Technician - Classified | 2.00 | - | - | 66,946 | - | - | - | - |
| Special Interpreter/Tutor | 4.97 | 5.54 | 5.54 | 130,124 | 138,400 | 134,200 | - | 134,200 |
| Para-Educator | 0.01 | - | - | - | - | - | - | - |
| Classified - Hourly | 4.20 | 3.90 | 3.90 | 92,565 | 97,500 | 94,600 | - | 94,600 |
| One-Time Add'l Salary Pymts | - | - | - | 71,695 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 4,320 | - | - | - | - |
| Overtime - Classified | - | - | - | 205 | - | - | - | - |
| Payroll Total | 61.18 | 60.44 | 52.94 | 3,669,960 | 3,551,700 | 3,332,400 | (287,300) | 3,045,100 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 870,262 | 855,300 | 856,400 | (73,800) | 782,600 |
| Benefits Total | - | - | - | 870,262 | 855,300 | 856,400 | (73,800) | 782,600 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 51,347 | 51,200 | 49,700 | - | 49,700 |
| Employee Training & Conf | - | - | - | 590 | 700 | 700 | - | 700 |
| Student Transportation | - | - | - | 425 | 300 | - | - | - |
| Contracted Services | - | - | - | 23,485 | 32,500 | 32,500 | - | 32,500 |
| Contract Maint/Eq Repair | - | - | - | 16,898 | 22,500 | 22,500 | - | 22,500 |
| Telephone/Pagers/Modems | - | - | - | 2,383 | 3,500 | 2,500 | - | 2,500 |
| Postage | - | - | - | 692 | 100 | - | - | - |
| Purchased Services Total | - | - | - | 95,820 | 110,800 | 107,900 | - | 107,900 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 93,454 | 90,900 | 89,000 | - | 89,000 |
| Instructional Material/Supply | - | - | - | 158,350 | 180,700 | 175,300 | - | 175,300 |
| Instructional Equip-Under \$5K | - | - | - | - | 4,800 | 4,800 | - | 4,800 |
| Maint Materials/Supplies | - | - | - | - | 10,000 | 10,000 | - | 10,000 |
| Materials and Supplies Total | - | - | - | 251,805 | 286,400 | 279,100 | - | 279,100 |
| Capital and Transfer | | | | | | | | |
| Office Equipment | - | - | - | 7,485 | - | - | - | - |
| Capital and Transfer Total | - | - | - | 7,485 | - | - | - | - |
| Total | 61.18 | 60.44 | 52.94 | \$4,895,331 | \$4,804,200 | \$4,575,800 | \$(361,100) | \$4,214,700 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Sobesky Academy 6-12

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85100 | | | | | | | | |
| Payroll | | | | | | | | |
| Principal. | 1.00 | 1.00 | 1.00 | \$93,090 | \$105,400 | \$101,600 | - | \$101,600 |
| Assistant Principal | 1.00 | 1.00 | 1.00 | 69,089 | 84,800 | 65,800 | - | 65,800 |
| Teacher | 10.00 | 11.00 | 11.00 | 652,649 | 668,800 | 651,700 | - | 651,700 |
| Substitute Teacher | - | - | - | 17,160 | 5,900 | 5,300 | - | 5,300 |
| Counselor | 1.00 | - | - | 64,873 | - | - | - | - |
| Resource Specialist | - | - | - | 25,242 | - | - | - | - |
| Psychologist | 1.00 | 1.00 | 1.00 | 73,440 | 73,500 | 71,300 | - | 71,300 |
| Social Worker | 5.50 | 5.50 | 6.00 | 312,394 | 326,100 | 341,300 | - | 341,300 |
| School Secretary | 1.75 | 1.75 | 1.75 | 59,372 | 61,000 | 59,200 | - | 59,200 |
| Para-Educator | 0.09 | - | - | 17,115 | - | - | - | - |
| Clinic Aides | 0.65 | 0.68 | 0.68 | 16,906 | 16,900 | 16,400 | - | 16,400 |
| Variable/Performance Pay | - | - | - | 5,487 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 23,973 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 1,710 | - | - | - | - |
| Additional Pay-Classified | - | - | - | 672 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 31,158 | - | - | - | - |
| Overtime - Classified | - | - | - | 946 | - | - | - | - |
| Payroll Total | 21.99 | 21.93 | 22.43 | 1,465,274 | 1,342,400 | 1,312,600 | - | 1,312,600 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 360,418 | 332,800 | 337,300 | - | 337,300 |
| Benefits Total | - | - | - | 360,418 | 332,800 | 337,300 | - | 337,300 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 817 | 500 | 500 | - | 500 |
| Employee Training & Conf | - | - | - | 4,142 | 1,900 | 1,900 | - | 1,900 |
| Awards And Banquets | - | - | - | - | 200 | 200 | - | 200 |
| Meals/Refreshments | - | - | - | 1,696 | 500 | 500 | - | 500 |
| Printing | - | - | - | 84 | 300 | 300 | - | 300 |
| Contracted Services | - | - | - | 1,798 | - | - | - | - |
| Telephone/Pagers/Modems | - | - | - | 2,071 | 2,100 | 2,100 | - | 2,100 |
| Postage | - | - | - | 1,559 | 1,200 | 1,200 | - | 1,200 |
| Purchased Services Total | - | - | - | 12,168 | 6,700 | 6,700 | - | 6,700 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 5,529 | 5,600 | 5,600 | - | 5,600 |
| Office Equipment - Under \$5K | - | - | - | 1,354 | - | - | - | - |
| Clinic Supplies/Materials | - | - | - | 437 | 800 | 800 | - | 800 |
| Instructional Material/Supply | - | - | - | 6,693 | 9,200 | 9,200 | - | 9,200 |
| Textbooks | - | - | - | 3,987 | 5,000 | 5,000 | - | 5,000 |
| Copier Usage | - | - | - | 5,987 | 4,000 | 4,000 | - | 4,000 |
| Materials and Supplies Total | - | - | - | 23,987 | 24,600 | 24,600 | - | 24,600 |
| Capital and Transfer | | | | | | | | |
| Total | 21.99 | 21.93 | 22.43 | \$1,861,847 | \$1,706,500 | \$1,681,200 | - | \$1,681,200 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Miller Special

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 54000 | | | | | | | | |
| Payroll | | | | | | | | |
| Principal. | 1.00 | 1.00 | 1.00 | \$112,391 | \$114,500 | \$110,900 | - | \$110,900 |
| Assistant Principal | 1.00 | 1.00 | 1.00 | 68,979 | 70,500 | 67,200 | - | 67,200 |
| Teacher | 21.00 | 21.00 | 21.00 | 1,196,509 | 1,217,200 | 1,191,500 | - | 1,191,500 |
| Substitute Teacher | - | - | - | 32,033 | 14,000 | 12,600 | - | 12,600 |
| Teacher Librarian | 0.50 | 0.50 | 0.50 | 21,776 | 23,200 | 22,800 | - | 22,800 |
| Physical Therapist | 3.00 | 3.00 | 3.00 | 175,251 | 181,700 | 176,300 | - | 176,300 |
| Occupational Therapist | 3.00 | 3.00 | 3.00 | 171,433 | 174,600 | 167,200 | - | 167,200 |
| Nurse | 2.00 | 2.00 | 2.00 | 113,555 | 132,600 | 128,700 | - | 128,700 |
| Psychologist | - | - | - | 8,985 | - | - | - | - |
| Social Worker | 2.00 | 2.00 | 2.00 | 120,158 | 124,000 | 120,300 | - | 120,300 |
| Speech Therapist | 3.00 | 3.00 | 3.00 | 153,875 | 187,200 | 146,000 | - | 146,000 |
| Specialist - Classified | 1.00 | 1.00 | 1.00 | 32,105 | 32,300 | 31,400 | - | 31,400 |
| School Secretary | 2.00 | 2.00 | 2.00 | 70,863 | 72,200 | 70,000 | - | 70,000 |
| Special Interpreter/Tutor | 2.87 | 1.36 | 1.36 | 32,638 | 34,000 | 33,000 | - | 33,000 |
| Para-Educator | 23.89 | 26.06 | 26.06 | 645,706 | 650,600 | 631,100 | - | 631,100 |
| Sub Para-Educator | - | - | - | 16,888 | - | - | - | - |
| Classified - Hourly | 3.28 | 3.37 | 3.37 | 61,413 | 84,100 | 81,600 | - | 81,600 |
| Variable/Performance Pay | - | - | - | 3,692 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 57,531 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | - | 2,000 | 2,000 | - | 2,000 |
| Overtime - Classified | - | - | - | 2,192 | 2,000 | 2,000 | - | 2,000 |
| Payroll Total | 69.54 | 70.29 | 70.29 | 3,097,973 | 3,116,700 | 2,994,600 | - | 2,994,600 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 841,486 | 893,800 | 769,700 | - | 769,700 |
| Benefits Total | - | - | - | 841,486 | 893,800 | 769,700 | - | 769,700 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 270 | 800 | 800 | - | 800 |
| Employee Training & Conf | - | - | - | 1,219 | 4,800 | 5,000 | - | 5,000 |
| Meals/Refreshments | - | - | - | 5,195 | 4,400 | 400 | - | 400 |
| Student Transportation. | - | - | - | 1,071 | 4,100 | 2,100 | - | 2,100 |
| Printing | - | - | - | 679 | 800 | 800 | - | 800 |
| Contract Maint/Eq Repair | - | - | - | 1,105 | 800 | 800 | - | 800 |
| Telephone/Pagers/Modems | - | - | - | 3,541 | 3,500 | 3,500 | - | 3,500 |
| Voice Communication Line | - | - | - | 11 | - | - | - | - |
| Postage | - | - | - | 1,525 | 2,100 | 2,100 | - | 2,100 |
| Permits/Licenses/Fees | - | - | - | 439 | - | - | - | - |
| Purchased Services Total | - | - | - | 15,055 | 21,300 | 15,500 | - | 15,500 |
| Materials and Supplies | | | | | | | | |
| Contingency | - | - | - | - | 4,300 | 4,300 | - | 4,300 |
| Office Material/Supplies | - | - | - | 6,374 | 8,500 | 8,500 | - | 8,500 |
| Office Equipment - Under \$5K | - | - | - | 1,332 | 1,000 | 1,000 | - | 1,000 |
| Clinic Supplies/Materials | - | - | - | 3,423 | 3,700 | 3,700 | - | 3,700 |
| Instructional Material/Supply | - | - | - | 34,496 | 45,400 | 49,100 | - | 49,100 |
| Instructional Equip-Under \$5K | - | - | - | 16,686 | 12,500 | 11,500 | - | 11,500 |
| Repair Parts-Instr Equip | - | - | - | 63 | - | - | - | - |
| Copier Usage | - | - | - | 3,737 | 5,000 | 5,000 | - | 5,000 |
| Graduation Materials | - | - | - | 35 | - | - | - | - |
| Miscellaneous Expense | - | - | - | 899 | 1,000 | 4,100 | - | 4,100 |
| Materials and Supplies Total | - | - | - | 67,044 | 81,400 | 87,200 | - | 87,200 |
| Capital and Transfer | | | | | | | | |
| Total | 69.54 | 70.29 | 70.29 | \$4,021,557 | \$4,113,200 | \$3,867,000 | - | \$3,867,000 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2011/2012

General Fund Department Detail

Homebound and Health Services

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 85072 | | | | | | | | |
| Payroll | | | | | | | | |
| Director | 1.00 | 1.00 | 1.00 | \$92,212 | \$94,400 | \$91,000 | - | \$91,000 |
| Teacher | 2.00 | 2.00 | 2.00 | 108,761 | 108,900 | 105,700 | - | 105,700 |
| Substitute Teacher | - | - | - | 19,294 | - | - | - | - |
| Nurse | 29.00 | 29.00 | 33.88 | 1,899,141 | 1,981,700 | 2,323,500 | (51,400) | 2,272,100 |
| Specialist - Classified | - | - | - | 6,506 | - | - | - | - |
| Substitute Secretary | - | - | - | - | 2,700 | 2,400 | - | 2,400 |
| Secretary | 1.00 | 1.00 | 1.00 | 45,396 | 47,200 | 45,800 | - | 45,800 |
| Clinic Aides | 1.09 | 0.42 | 0.42 | - | 10,500 | 10,200 | - | 10,200 |
| Classified - Hourly | 0.06 | 0.04 | 0.04 | 579 | 1,000 | 1,000 | - | 1,000 |
| Certificated - Hourly | 4.17 | 4.17 | 4.17 | 121,560 | 104,000 | 100,900 | - | 100,900 |
| Variable/Performance Pay | - | - | - | 1,774 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 41,584 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 24,265 | 38,000 | 38,000 | - | 38,000 |
| Additional Pay-Classified | - | - | - | - | 2,000 | 2,000 | - | 2,000 |
| Additional Pay-Administrative | - | - | - | 473 | - | - | - | - |
| Overtime - Classified | - | - | - | 31 | 500 | 500 | - | 500 |
| Payroll Total | 38.32 | 37.63 | 42.51 | 2,361,577 | 2,390,900 | 2,721,000 | (51,400) | 2,669,600 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 493,193 | 562,600 | 699,300 | (13,200) | 686,100 |
| Benefits Total | - | - | - | 493,193 | 562,600 | 699,300 | (13,200) | 686,100 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 44,563 | 52,500 | 52,500 | - | 52,500 |
| Employee Training & Conf | - | - | - | 5,361 | 5,000 | 5,000 | - | 5,000 |
| Orientation-Inserv-Workshops | - | - | - | 1,039 | 3,300 | 3,300 | - | 3,300 |
| Employee Vaccination | - | - | - | 160 | - | - | - | - |
| Meals/Refreshments | - | - | - | 579 | - | - | - | - |
| Printing | - | - | - | 4,782 | 3,400 | 3,400 | - | 3,400 |
| Contracted Services | - | - | - | - | 5,000 | 5,000 | - | 5,000 |
| Contract Maint/Eq Repair | - | - | - | 135 | 1,000 | 1,000 | - | 1,000 |
| Marketing - Advertising | - | - | - | 25 | 1,500 | 1,500 | - | 1,500 |
| Telephone/Pagers/Modems | - | - | - | 2,930 | 21,100 | 21,100 | - | 21,100 |
| Voice Communication Line | - | - | - | 18 | - | - | - | - |
| Postage | - | - | - | 188 | 500 | 500 | - | 500 |
| Purchased Services Total | - | - | - | 59,781 | 93,300 | 93,300 | - | 93,300 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 4,433 | 22,000 | 22,000 | - | 22,000 |
| Office Equipment - Under \$5K | - | - | - | 232 | 1,000 | 1,000 | - | 1,000 |
| Clinic Supplies/Materials | - | - | - | 102,633 | 500 | 500 | - | 500 |
| Instructional Material/Supply | - | - | - | 77,218 | 5,400 | 5,400 | - | 5,400 |
| Copier Usage | - | - | - | 1,607 | 1,700 | 1,700 | - | 1,700 |
| Materials and Supplies Total | - | - | - | 186,122 | 30,600 | 30,600 | - | 30,600 |
| Capital and Transfer | | | | | | | | |
| Total | 38.32 | 37.63 | 42.51 | \$3,100,673 | \$3,077,400 | \$3,544,200 | \$(64,600) | \$3,479,600 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Student Services Response

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 86000 | | | | | | | | |
| Payroll | | | | | | | | |
| Director | 0.50 | 1.00 | 1.00 | \$54,224 | \$109,600 | \$100,600 | - | \$100,600 |
| Counselor | - | 0.25 | 0.25 | - | - | 13,100 | - | 13,100 |
| Coordinator - Licensed | - | - | - | 33,948 | - | - | - | - |
| Coordinator - Administrative | 0.50 | 1.00 | 1.00 | 48,439 | 98,800 | 95,600 | - | 95,600 |
| Specialist - Classified | - | 0.50 | 1.00 | 12,212 | 23,600 | 35,200 | - | 35,200 |
| Substitute Secretary | - | - | - | 13,563 | - | - | - | - |
| Secretary | 0.50 | - | - | 3,621 | - | - | - | - |
| Variable/Performance Pay | - | - | - | 2,957 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 1,203 | - | - | - | - |
| Additional Pay - Certificated | - | - | - | 13,885 | 5,000 | 5,000 | - | 5,000 |
| Additional Pay-Classified | - | - | - | - | 500 | 500 | - | 500 |
| Payroll Total | 1.50 | 2.75 | 3.25 | 184,051 | 237,500 | 250,000 | - | 250,000 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 36,906 | 51,100 | 64,200 | - | 64,200 |
| Benefits Total | - | - | - | 36,906 | 51,100 | 64,200 | - | 64,200 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 3,935 | 1,400 | 1,400 | - | 1,400 |
| Employee Training & Conf | - | - | - | 648 | 1,500 | 1,500 | - | 1,500 |
| Orientation-Inserv-Workshops | - | - | - | - | 1,000 | 1,000 | - | 1,000 |
| Meals/Refreshments | - | - | - | 463 | 1,500 | - | - | - |
| Printing | - | - | - | 3,385 | 2,500 | 2,500 | - | 2,500 |
| Contracted Services | - | - | - | 10,013 | 11,500 | 13,000 | - | 13,000 |
| Building Rental | - | - | - | 610 | 500 | 500 | - | 500 |
| Telephone/Pagers/Modems | - | - | - | 1,567 | 1,300 | 1,300 | - | 1,300 |
| Postage | - | - | - | 71 | 100 | 100 | - | 100 |
| Permits/Licenses/Fees | - | - | - | 24,258 | 25,000 | 2,800 | - | 2,800 |
| Fees For Dist Membership | - | - | - | - | 800 | 800 | - | 800 |
| Purchased Services Total | - | - | - | 44,950 | 47,100 | 24,900 | - | 24,900 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 6,725 | 7,000 | 7,000 | - | 7,000 |
| Office Equipment - Under \$5K | - | - | - | 2,092 | - | - | - | - |
| Curriculum Dev/Staff Training | - | - | - | - | 17,900 | 17,900 | - | 17,900 |
| Instructional Material/Supply | - | - | - | 2,131 | 5,000 | 5,000 | - | 5,000 |
| Copier Usage | - | - | - | 1,194 | 700 | 700 | - | 700 |
| Testing Materials | - | - | - | 250 | 200 | 200 | - | 200 |
| Materials and Supplies Total | - | - | - | 12,392 | 30,800 | 30,800 | - | 30,800 |
| Capital and Transfer | | | | | | | | |
| Total | 1.50 | 2.75 | 3.25 | \$278,300 | \$366,500 | \$369,900 | - | \$369,900 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Summer School

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 89116 | | | | | | | | |
| Payroll | | | | | | | | |
| Principal. | - | - | - | \$22,400 | - | \$25,500 | - | \$25,500 |
| Assistant Principal | - | - | - | 22,800 | - | 13,500 | - | 13,500 |
| Teacher | - | - | - | 158 | - | 6,000 | - | 6,000 |
| Substitute Teacher | - | - | - | 2,050 | 4,000 | 3,600 | - | 3,600 |
| Counselor | - | - | - | 3,000 | - | 3,000 | - | 3,000 |
| Substitute Secretary | - | - | - | 432 | - | - | - | - |
| Paraprofessional | - | - | - | - | 100 | 100 | - | 100 |
| Clinic Aides | 0.07 | 0.06 | - | - | 1,600 | 1,600 | - | 1,600 |
| Additional Pay - Certificated | - | - | - | 157,544 | 206,000 | 197,000 | (85,000) | 112,000 |
| Additional Pay-Classified | - | - | - | 39,202 | 55,000 | 55,000 | (20,000) | 35,000 |
| Additional Pay-Administrative | - | - | - | - | 53,000 | 14,000 | (12,000) | 2,000 |
| Payroll Total | 0.07 | 0.06 | - | 247,587 | 319,700 | 319,300 | (117,000) | 202,300 |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 53,767 | 48,000 | 82,000 | (30,000) | 52,000 |
| Benefits Total | - | - | - | 53,767 | 48,000 | 82,000 | (30,000) | 52,000 |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 694 | 1,200 | 1,200 | - | 1,200 |
| Meals/Refreshments | - | - | - | 336 | 100 | 100 | - | 100 |
| Printing | - | - | - | 2,694 | 2,800 | 2,800 | - | 2,800 |
| Telephone/Pagers/Modems | - | - | - | 60 | - | - | - | - |
| Postage | - | - | - | 176 | 300 | 300 | - | 300 |
| Purchased Services Total | - | - | - | 3,959 | 4,400 | 4,400 | - | 4,400 |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 1,285 | 2,700 | 2,700 | - | 2,700 |
| Instructional Material/Supply | - | - | - | 24 | 18,200 | 18,200 | (3,200) | 15,000 |
| Copier Usage | - | - | - | 2,508 | 2,000 | 2,000 | - | 2,000 |
| Materials and Supplies Total | - | - | - | 3,816 | 22,900 | 22,900 | (3,200) | 19,700 |
| Capital and Transfer | | | | | | | | |
| Total | 0.07 | 0.06 | - | \$309,130 | \$395,000 | \$428,600 | \$(150,200) | \$278,400 |





Telecommunications, Network and Utilities

This category covers utilities and other costs that maintain and support Jeffco schools, departments, and support facilities including electricity, propane, refuse and dump fees, water and sanitation, waste water management, and telecommunications. The telecommunications costs are for maintenance of T-1 and T-3 lines, telephones, and fees paid to other suppliers for data and voice

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---|----------------------------|----------------------------|----------------------------|----------------------|---------------------|--------------------------|-------------------------|---------------------|
| Operations and Maintenance Non-Payroll | - | - | - | \$18,556,463 | \$21,095,000 | \$21,095,000 | - | \$21,095,000 |
| Total | - | - | - | \$18,556,463 | \$21,095,000 | \$21,095,000 | - | \$21,095,000 |





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Telecom, Network & Utilities

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------|----------------------|---------------------|--------------------------|-------------------------|---------------------|
| Purchased Services | | | | | | | | |
| Refuse & Dump Fees | - | - | - | - | \$400,000 | \$400,000 | - | \$400,000 |
| Technology Services | - | - | - | - | 2,282,500 | 2,282,500 | - | 2,282,500 |
| Telephone/Pagers/Modems | - | - | - | 63 | - | - | - | - |
| Natural Gas | - | - | - | 3,422,427 | 3,190,000 | 3,190,000 | - | 3,190,000 |
| Propane | - | - | - | 110,877 | 110,000 | 110,000 | - | 110,000 |
| Electricity | - | - | - | 10,140,758 | 9,500,000 | 9,500,000 | - | 9,500,000 |
| Voice Communication Line | - | - | - | 2,716,009 | 3,028,500 | 3,028,500 | - | 3,028,500 |
| Water & Sanitation | - | - | - | 1,918,095 | 2,304,000 | 2,304,000 | - | 2,304,000 |
| Storm Water | - | - | - | 248,234 | 280,000 | 280,000 | - | 280,000 |
| Purchased Services Total | - | - | - | 18,556,463 | 21,095,000 | 21,095,000 | - | 21,095,000 |
| Total | - | - | - | \$18,556,463 | \$21,095,000 | \$21,095,000 | - | \$21,095,000 |



Transportation

Starting in 2011/2012, Transportation will be implementing a fee for each student who rides the bus, as part of the budget reduction/revenue enhancement process throughout the district. At-Risk students, some Special Ed students, and other special categories of students will be exempt from this fee. This is anticipated to increase revenue by \$1.5 M.

With the implementation of a transportation fee, CDE regulations require all transportation revenue and expenditures to be reported in a separate Special Revenue Fund beginning in 2011/2012.

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actuals | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|----------------------------|----------------------------|----------------------------|----------------------------|----------------------|---------------------|--------------------------|-------------------------|---------------------|
| Operations and Maintenance | | | | | | | | |
| Non-Payroll | - | - | - | - | \$1,000,000 | - | - | - |
| Transportation | | | | | | | | |
| Payroll | 326.95 | 332.78 | - | 16,709,677 | 17,069,900 | - | - | - |
| Non-Payroll | - | - | - | 3,970,251 | 3,633,700 | - | - | - |
| Total | 326.95 | 332.78 | - | \$20,679,929 | \$21,703,600 | - | - | - |





JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Transportation

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: Transportation | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 1.00 | 1.00 | - | - | \$104,400 | - | - | - |
| Director | 4.00 | 4.00 | - | 304,129 | 314,100 | - | - | - |
| Manager | 1.00 | 1.00 | - | 86,893 | 89,000 | - | - | - |
| Specialist - Classified | 11.00 | 11.00 | - | 584,372 | 584,100 | - | - | - |
| Technician - Classified | 3.00 | 3.00 | - | 164,491 | 164,000 | - | - | - |
| Transportation Trainer | 5.00 | 5.00 | - | 243,043 | 244,600 | - | - | - |
| Secretary | 4.00 | 4.00 | - | 171,997 | 176,300 | - | - | - |
| Para-Educator | 52.95 | 54.28 | - | 1,327,467 | 1,355,300 | - | - | - |
| Trades Technician | 27.00 | 26.00 | - | 1,467,760 | 1,509,500 | - | - | - |
| Bus Driver | 216.00 | 221.50 | - | 7,397,646 | 8,240,600 | - | - | - |
| Substitute Operator | - | - | - | 826,027 | 98,000 | - | - | - |
| Warehouse Worker | 2.00 | 2.00 | - | 62,450 | 71,000 | - | - | - |
| Variable/Performance Pay | - | - | - | 6,169 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 207,278 | - | - | - | - |
| Additional Pay-Classified | - | - | - | 6,601 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 46,732 | - | - | - | - |
| Overtime - Classified | - | - | - | 41,960 | 96,500 | - | - | - |
| Payroll Exception | - | - | - | (178,370) | - | - | - | - |
| Payroll Total | 326.95 | 332.78 | - | 12,766,644 | 13,047,400 | - | - | - |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 3,943,033 | 4,022,500 | - | - | - |
| Benefits Total | - | - | - | 3,943,033 | 4,022,500 | - | - | - |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 714 | 2,300 | - | - | - |
| Employee Training & Conf | - | - | - | 1,719 | 1,000 | - | - | - |
| Awards And Banquets | - | - | - | 4,828 | 8,000 | - | - | - |
| Orientation-Inserv-Workshops | - | - | - | 4,831 | 11,200 | - | - | - |
| Required Physical Exams | - | - | - | 17,118 | 13,400 | - | - | - |
| Student Transportation. | - | - | - | 109,254 | 145,300 | - | - | - |
| Printing | - | - | - | 3,602 | 11,600 | - | - | - |
| Contracted Services | - | - | - | (3) | - | - | - | - |
| Fleet Maintenance. | - | - | - | (86,543) | - | - | - | - |
| Contract Maint/Eq Repair | - | - | - | 328 | - | - | - | - |
| Const Maint/Repair - Building | - | - | - | 13,019 | 7,300 | - | - | - |
| Software Purch/Lease | - | - | - | 90,838 | 31,000 | - | - | - |
| Marketing - Advertising | - | - | - | - | 500 | - | - | - |
| Cleaning Serv-Unif/Parts | - | - | - | 15,920 | 14,500 | - | - | - |
| Telephone/Pagers/Modems | - | - | - | 22,994 | 22,000 | - | - | - |
| Postage | - | - | - | 1,134 | 2,000 | - | - | - |
| Contract Repairs-Radio | - | - | - | 2,481 | 1,000 | - | - | - |
| Contract Repairs-Vehicles | - | - | - | 121,372 | 84,000 | - | - | - |
| Contract Repairs-Parts | - | - | - | 16,593 | 9,000 | - | - | - |
| Contract Repairs-Building | - | - | - | 13,311 | 7,000 | - | - | - |
| Contracts Repairs-Equipment | - | - | - | 20,656 | 6,000 | - | - | - |
| Purchased Services Total | - | - | - | 374,165 | 377,100 | - | - | - |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 20,405 | 19,500 | - | - | - |
| Office Equipment - Under \$5K | - | - | - | 8,493 | - | - | - | - |
| Copier Usage | - | - | - | 5,359 | 5,300 | - | - | - |
| Maint Materials/Supplies | - | - | - | 126 | - | - | - | - |
| Small Hand Tools | - | - | - | 20,664 | 23,400 | - | - | - |
| Bench Stock (Replacement) | - | - | - | 58,399 | 45,500 | - | - | - |
| Uniforms | - | - | - | 661 | 3,000 | - | - | - |
| Vehicle Parts & Supplies | - | - | - | 1,014,281 | 670,400 | - | - | - |
| Vehicle Fuel Expense | - | - | - | 2,212,310 | 3,429,600 | - | - | - |
| Shop Supplies | - | - | - | 68,262 | 39,000 | - | - | - |
| Physical Invty Gain/Loss | - | - | - | (8,434) | - | - | - | - |
| Materials and Supplies Total | - | - | - | 3,400,527 | 4,235,700 | - | - | - |
| Capital and Transfer | | | | | | | | |
| Office Equipment | - | - | - | - | 20,900 | - | - | - |
| Plant/Shop Equipment | - | - | - | 138,964 | - | - | - | - |
| Buses | - | - | - | 56,595 | - | - | - | - |
| Capital and Transfer Total | - | - | - | 195,559 | 20,900 | - | - | - |
| Total | 326.95 | 332.78 | - | \$20,679,929 | \$21,703,600 | - | - | - |

Note:

Due to the implementation of a transportation fee, CDE regulations require all transportation revenue and expenditures to be reported in a separate Special Revenue Fund beginning in 2011/2012.



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Student Transportation

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 94800 | | | | | | | | |
| Payroll | | | | | | | | |
| Executive Director | 1.00 | 1.00 | - | - | \$104,400 | - | - | - |
| Director | 4.00 | 4.00 | - | 304,129 | 314,100 | - | - | - |
| Specialist - Classified | 11.00 | 11.00 | - | 584,372 | 584,100 | - | - | - |
| Transportation Trainer | 5.00 | 5.00 | - | 243,043 | 244,600 | - | - | - |
| Secretary | 4.00 | 4.00 | - | 171,997 | 176,300 | - | - | - |
| Para-Educator | 52.95 | 54.28 | - | 1,327,467 | 1,355,300 | - | - | - |
| Bus Driver | 216.00 | 221.50 | - | 7,397,646 | 8,240,600 | - | - | - |
| Substitute Operator | - | - | - | 826,027 | 98,000 | - | - | - |
| Variable/Performance Pay | - | - | - | 4,486 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 172,951 | - | - | - | - |
| Additional Pay-Classified | - | - | - | 4,292 | - | - | - | - |
| Additional Pay-Administrative | - | - | - | 46,732 | - | - | - | - |
| Overtime - Classified | - | - | - | 33,560 | 83,200 | - | - | - |
| Payroll Exception | - | - | - | (167,324) | - | - | - | - |
| Payroll Total | 293.95 | 300.78 | - | 10,949,378 | 11,200,600 | - | - | - |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 3,497,407 | 3,547,800 | - | - | - |
| Benefits Total | - | - | - | 3,497,407 | 3,547,800 | - | - | - |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 603 | 2,000 | - | - | - |
| Awards And Banquets | - | - | - | 4,828 | 8,000 | - | - | - |
| Orientation-Inserv-Workshops | - | - | - | 4,831 | 11,200 | - | - | - |
| Required Physical Exams | - | - | - | 17,118 | 13,400 | - | - | - |
| Student Transportation. | - | - | - | 109,254 | 145,300 | - | - | - |
| Printing | - | - | - | 2,768 | 10,600 | - | - | - |
| Contracted Services | - | - | - | (3) | - | - | - | - |
| Contract Maint/Eq Repair | - | - | - | 328 | - | - | - | - |
| Const Maint/Repair - Building | - | - | - | 13,019 | 7,300 | - | - | - |
| Software Purch/Lease | - | - | - | 2,465 | 11,000 | - | - | - |
| Telephone/Pagers/Modems | - | - | - | 19,639 | 19,000 | - | - | - |
| Postage | - | - | - | 1,134 | 2,000 | - | - | - |
| Purchased Services Total | - | - | - | 175,984 | 229,800 | - | - | - |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 16,530 | 16,500 | - | - | - |
| Office Equipment - Under \$5K | - | - | - | 8,493 | - | - | - | - |
| Copier Usage | - | - | - | 5,218 | 5,000 | - | - | - |
| Uniforms | - | - | - | 661 | 3,000 | - | - | - |
| Materials and Supplies Total | - | - | - | 30,902 | 24,500 | - | - | - |
| Capital and Transfer | | | | | | | | |
| Office Equipment | - | - | - | - | 20,900 | - | - | - |
| Buses | - | - | - | 56,595 | - | - | - | - |
| Capital and Transfer Total | - | - | - | 56,595 | 20,900 | - | - | - |
| Total | 293.95 | 300.78 | - | \$14,710,267 | \$15,023,600 | - | - | - |



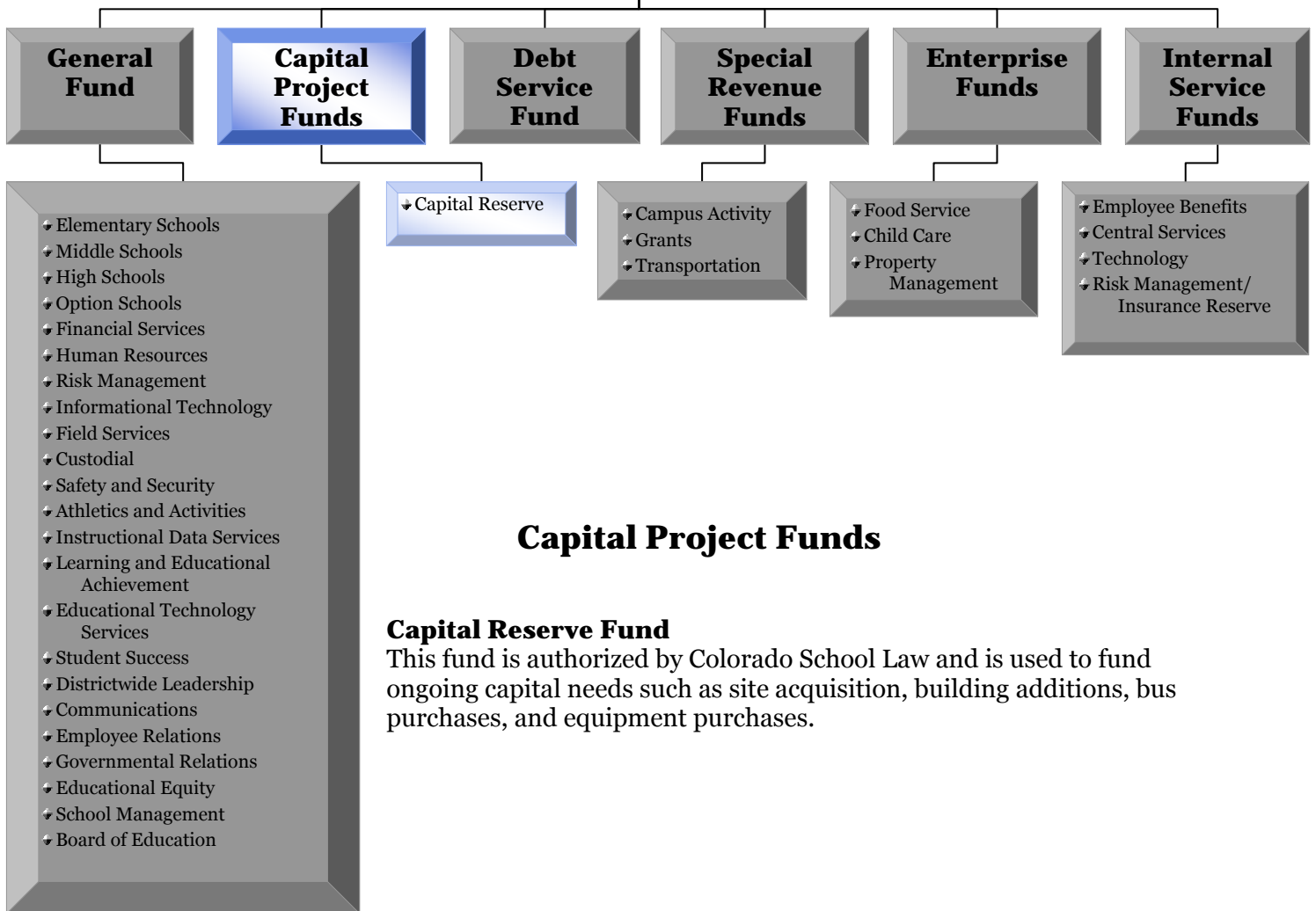
JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Department Detail

Fleet Maintenance

| | 2009/2010 Budget FTE | 2010/2011 Budget FTE | 2011/2012 Budget FTE | 2009/2010 Actual | 2010/2011 Budget | 2011/2012 Preliminary | 2011/2012 Reductions | 2011/2012 Budget |
|-------------------------------------|----------------------------|----------------------------|----------------------------|---------------------|---------------------|--------------------------|-------------------------|---------------------|
| Dept ID: 94810 | | | | | | | | |
| Payroll | | | | | | | | |
| Manager | 1.00 | 1.00 | - | \$86,893 | \$89,000 | - | - | - |
| Technician - Classified | 3.00 | 3.00 | - | 164,491 | 164,000 | - | - | - |
| Trades Technician | 27.00 | 26.00 | - | 1,467,760 | 1,509,500 | - | - | - |
| Warehouse Worker | 2.00 | 2.00 | - | 62,450 | 71,000 | - | - | - |
| Variable/Performance Pay | - | - | - | 1,683 | - | - | - | - |
| One-Time Add'l Salary Pymts | - | - | - | 34,327 | - | - | - | - |
| Additional Pay-Classified | - | - | - | 2,309 | - | - | - | - |
| Overtime - Classified | - | - | - | 8,400 | 13,300 | - | - | - |
| Payroll Exception | - | - | - | (11,046) | - | - | - | - |
| Payroll Total | 33.00 | 32.00 | - | 1,817,267 | 1,846,800 | - | - | - |
| Benefits | | | | | | | | |
| Employee Benefits | - | - | - | 445,625 | 474,700 | - | - | - |
| Benefits Total | - | - | - | 445,625 | 474,700 | - | - | - |
| Purchased Services | | | | | | | | |
| Mileage And Travel | - | - | - | 111 | 300 | - | - | - |
| Employee Training & Conf | - | - | - | 1,719 | 1,000 | - | - | - |
| Printing | - | - | - | 834 | 1,000 | - | - | - |
| Fleet Maintenance. | - | - | - | (86,543) | - | - | - | - |
| Software Purch/Lease | - | - | - | 88,373 | 20,000 | - | - | - |
| Marketing - Advertising | - | - | - | - | 500 | - | - | - |
| Cleaning Serv-Unif/Parts | - | - | - | 15,920 | 14,500 | - | - | - |
| Telephone/Pagers/Modems | - | - | - | 3,355 | 3,000 | - | - | - |
| Contract Repairs-Radio | - | - | - | 2,481 | 1,000 | - | - | - |
| Contract Repairs-Vehicles | - | - | - | 121,372 | 84,000 | - | - | - |
| Contract Repairs-Parts | - | - | - | 16,593 | 9,000 | - | - | - |
| Contract Repairs-Building | - | - | - | 13,311 | 7,000 | - | - | - |
| Contracts Repairs-Equipment | - | - | - | 20,656 | 6,000 | - | - | - |
| Purchased Services Total | - | - | - | 198,181 | 147,300 | - | - | - |
| Materials and Supplies | | | | | | | | |
| Office Material/Supplies | - | - | - | 3,874 | 3,000 | - | - | - |
| Copier Usage | - | - | - | 141 | 300 | - | - | - |
| Maint Materials/Supplies | - | - | - | 126 | - | - | - | - |
| Small Hand Tools | - | - | - | 20,664 | 23,400 | - | - | - |
| Bench Stock (Replacement) | - | - | - | 58,399 | 45,500 | - | - | - |
| Vehicle Parts & Supplies | - | - | - | 1,014,281 | 670,400 | - | - | - |
| Vehicle Fuel Expense | - | - | - | 2,212,310 | 3,429,600 | - | - | - |
| Shop Supplies | - | - | - | 68,262 | 39,000 | - | - | - |
| Physical Invty Gain/Loss | - | - | - | (8,434) | - | - | - | - |
| Materials and Supplies Total | - | - | - | 3,369,625 | 4,211,200 | - | - | - |
| Capital and Transfer | | | | | | | | |
| Plant/Shop Equipment | - | - | - | 138,964 | - | - | - | - |
| Capital and Transfer Total | - | - | - | 138,964 | - | - | - | - |
| Total | 33.00 | 32.00 | - | \$5,969,662 | \$6,680,000 | - | - | - |



Funds



Capital Project Funds

Capital Reserve Fund

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

Capital Project Funds

Management and Oversight

The capital project funds are managed by the Planning and Construction Department which reports to the Chief Operating Officer. In October 2010, the new Capital Asset Advisory Committee was formed to monitor the planning of capital needs and the implementation of capital programs which may include future bond programs. The Committee is comprised of some members from the 2005-2010 Capital Improvement Program (CIP) Oversight Committee, which is nearing completion, and the 2009 Facilities Usage Committee. In its first report to the Board in April 2011, the Capital Asset Advisory Committee commended the district in its continued diligence of ongoing capital asset planning.

The Capital Project Funds are comprised of two separate funds: The **05A Bond Fund** and the **Capital Reserve Fund**. The 05A Bond Fund along with a portion of the Capital Reserve Fund combined to fund the six-year 2005-2010 Capital Improvement Program (CIP) which was approved by voters in November 2004 and provided for \$484.9 M in capital construction. The 05A Bond Fund was closed at the end of 2009 with remaining CIP projects transitioning to the Capital Reserve Fund with an estimated completion date of December 2011.

05A Bond Fund

Revenue and Other Sources - In November 2004, voters approved a \$323.8 M bond to complete capital projects. The approved bond funds combined with other funding sources created the CIP, which totaled \$484.9 M of available funds.

Expenditures & Uses of Funds - The CIP included over 340 projects, which were all reviewed by the CIP Oversight Committee. The projects were located throughout the district and were planned to be funded first using the proceeds from the bond sale and then transitioning to the Capital Reserve Fund during fiscal year 2009 for all remaining work. There was an additional \$7M scope of work that has been or will be complete by December 31, 2011 which is the estimated completion date for the CIP program. At the completion of the CIP, there will be a program balance of approximately \$1.8M. Below is a list of the major CIP projects which were greater than \$3M:

- Alameda High School – 1st phase of the master plan
- Arvada West High School – final phase of replacement
- Bear Creek High School – full replacement
- Bear Creek K-8 – full replacement
- Brady Exploration – procure and renovate
- Chatfield High School – addition and renovation
- Creighton Middle School – final phase of replacement
- Dakota Ridge High School – addition and limited renovation
- Deer Creek Middle School – mechanical system renovation
- Drake Middle School – renovation
- Dunstan Middle School – full replacement
- Evergreen Middle School – addition and renovation
- Fairmount Elementary School – addition and renovation
- Golden High School – full replacement and remote fields
- Hackberry Hill Elementary School – partial replacement and renovation
- Jefferson County Open School – phase 1 replacement/renovation of master plan
- Jefferson High School – phase 1 renovation of master plan

- Connections Learning Center at the Earle Johnson Campus – complete replacement
- Lakewood High School – final phase of replacement and renovation
- Mandalay Middle School – mechanical system renovation and roof replacement
- Meiklejohn Elementary School – new 768 student elementary school in north area
- Oberon Middle School – 1st phase of master plan renovation and addition
- Ralston Elementary School – renovation and 5 classroom addition
- Ralston Valley High School – addition to accommodate growth to 1750 students
- Sierra Elementary School – phase I replacement
- Warren Tech – major infrastructure systems replacement
- Wheat Ridge High School – 1st phase of master plan and remote fields

The CIP has or is scheduled to complete the following projects during 2011:

- Brady Exploration Procurement and Renovation,
- Warren Tech Roof Replacement,
- Arvada High School Roof Replacement, and
- Window and Door replacement at 17 sites.

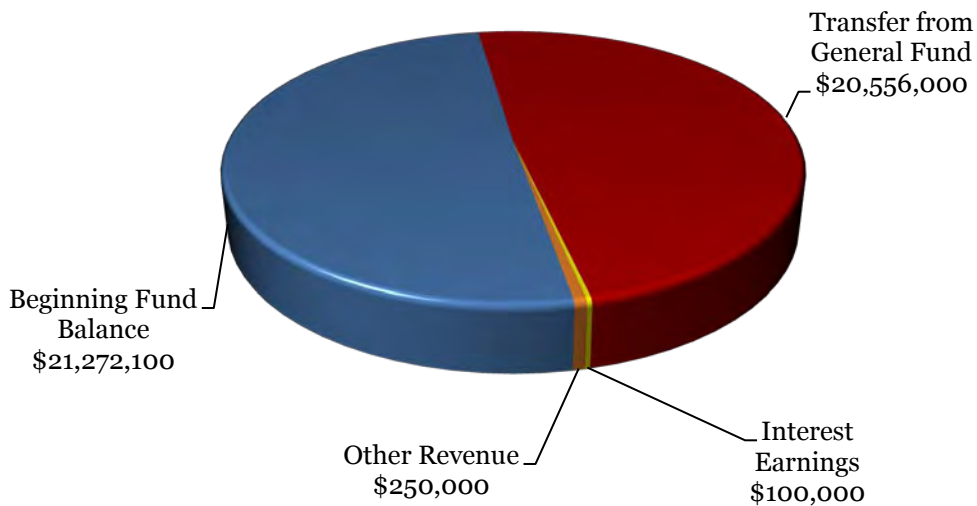
In its final communication to the Board in April 2011, the CIP Oversight Committee summarized the CIP as a resounding success for completing all of the CIP work on time and on budget. The CIP included developing new procedures for forecasting project and program costs and the development and implementation of a contingency management and scope commitment procedure, both of which contributed to the accomplishment of the program. It also assisted in forecasting fund balances which will remain with the Capital Reserve Funds for future projects. The Committee recognized the noteworthy accomplishment of completing the CIP and commended the district on this outstanding achievement during the volatile economic times the past six years.

Capital Reserve Fund

The Capital Reserve Fund is the permanent fund which manages capital projects, capital maintenance, and capital improvements for the district. Separate from the Capital Reserve funds earmarked for projects associated with the CIP, Capital Reserve funds are allocated annually for bus and support vehicle purchases, unexpected deferred maintenance projects, and several other minor projects. In years 2012 through 2015, Capital Reserve funds are planned for capital renewal projects such as roof replacements, mechanical system replacements and to address regulatory and/or code changes.

Revenue and Other Sources - The Capital Reserve Fund receives revenue from a number of sources. The main source of funding for the Capital Reserve fund is the annual transfer from the General Fund. This transfer was reduced by \$3M for 2011/2012 as part of the district wide budget reductions which totaled \$40M for 2011/2012. Below is a summary of revenue by source.

2011/2012 Revenue Sources

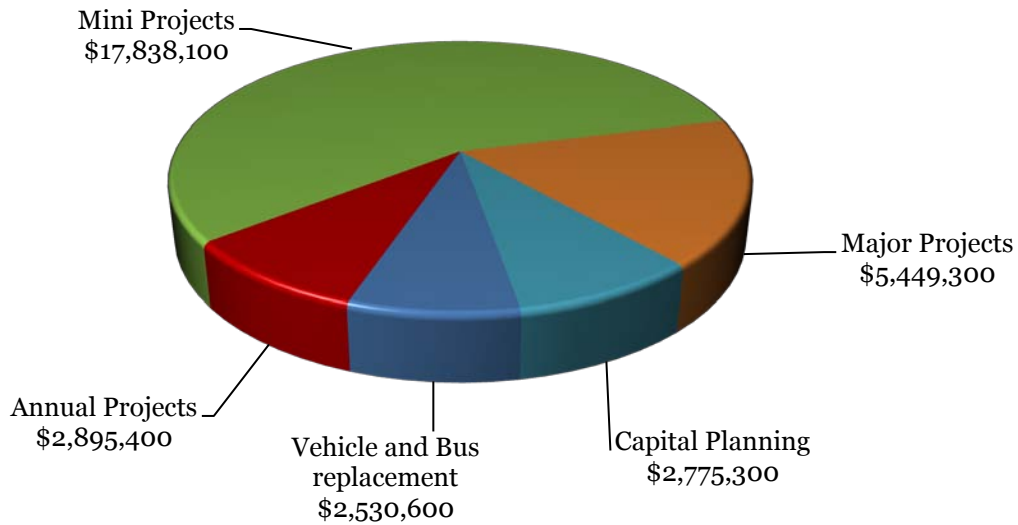


Expenditures & Uses of Funds - The major categories for expenditures are:

- **Major Capital Programs** – this includes completing the projects outlined by the CIP. These projects were approved as part of the 2004 voter approved bond and are scheduled to be completed by December 31, 2011.
- **Mini Capital Programs** –Projects related to fire and life safety, code or regulatory requirements or stabilization of a building to prevent further damage, (i.e. roof replacement) are planned and completed on an annual basis.
- **Annual Projects** (unanticipated capital needs) –these projects include unexpected major maintenance or minor capital construction projects necessary for programmatic changes that occur throughout the year.
- **Capital Planning Projects** – this category includes site specific master planning and analysis, on-going district-wide capital asset planning and administrative expenses to manage all the capital construction projects.
- **Other Capital Expenditures** –this includes the replacement of busses and support vehicles.

Below is a summary of expenditures by category.

2011/2012 Expenditures and Uses



District-wide Facilities Master Plan

In compliance with district policy FB - Facilities Planning, long-term facilities planning and the development of a district-wide Facilities Master Plan (FMP) is ongoing work. In January 2011, a preliminary Facilities Master Plan was issued to the Board for review and consideration. The 2010 FMP provides long-term facilities recommendations based on an eighteen-month facility assessment and planning process.

The District owns and maintains over 12.2 million square feet of building area. The chart below summarizes the district's portfolio of space.

| District Facilities by Type | | | | | | | |
|--------------------------------|------------|---------------------|-------------------|-------------------|---------------|-------------------------|----------------|
| School/Facility Type | Campuses | Permanent Buildings | | Cottage Buildings | | Transportable Buildings | |
| | | Count | Sq Ft | Count | Sq Ft | Count | Sq Ft |
| Pre-K Centers | 9 | 9 | 47,048 | 13 | 43,884 | 2 | 2,027 |
| Elementary Schools | 91 | 133 | 4,242,025 | 6 | 20,713 | 276 | 285,653 |
| K-8 Schools | 3 | 4 | 263,091 | - | - | 3 | 3,008 |
| Middle Schools | 19 | 40 | 2,037,237 | - | - | 28 | 28,874 |
| High Schools | 17 | 43 | 3,692,357 | - | - | 20 | 22,311 |
| Districtwide / Option | 15 | 80 | 889,954 | 3 | 10,108 | 39 | 37,293 |
| Stadia | 4 | 27 | 31,458 | - | - | 2 | 1,920 |
| Administrative | 11 | 23 | 447,842 | 5 | 12,032 | 7 | 7,375 |
| Maintenance and Transportation | 5 | 9 | 43,102 | - | - | 4 | 3,894 |
| Total | 174 | 368 | 11,694,114 | 27 | 86,737 | 381 | 392,355 |
| | | | | | 0.7% | | 3.2% |

Building Condition Assessment - The foundation of the FMP is the current and accurate assessments of the facilities. To ensure the consistent and objective collection of data, the district authorized a comprehensive district-wide assessment of its facilities in March 2009. The assessment consisted of a capacity analysis, an educational adequacy assessment, a building condition assessment, and a review of all site and building systems with a life cycle renewal forecast. Cost estimates and life cycle forecasts based on the 2009 data have been updated to a 2010 base year. The current and up-to-date assessments are used for the planning and prioritization of all capital spending.

The independent building condition assessment was a comprehensive evaluation that assessed both current deficiencies and building system life cycles. The broad objectives of the assessment were to:

- Assess educational adequacy for all instructional spaces district-wide
- Identify cost to correct building condition and educational adequacy deficiencies district-wide
- Provide data necessary to maintain all facilities in a safe and secure manner
- Understand future life cycle renewal requirements for the district's existing facility portfolio

The building condition assessment evaluated the general health of physical facilities by identifying and prioritizing deficiencies that require correction for long-term use of the campus. The deficiencies have been categorized into 12 industry-standard building systems, with multiple subsystems and subsystem types. The 12 systems include:

| | | |
|------------|-----------------|----------------------|
| Site | Interior | Fire and Life Safety |
| Roofing | A/C and Heating | Technology |
| Exterior | Plumbing | Stairs and Elevators |
| Structural | Electrical | Specialties |

The following chart shows the types of building systems with the amount of the deficiencies listed by priority level. These amounts include both educational adequacy as well as facility condition-related deficiencies.

| Districtwide Crosstab by Priority by System | | | | | | |
|---|--|----------------------|-----------------------|-----------------------|----------------------|-----------------------|
| Building System | Facility Condition Assessment Priority | | | | | Total |
| | 1 | 2 | 3 | 4 | 5 | |
| Site | \$ 2,492,934 | \$ 1,608,594 | \$ 61,513,423 | \$ 16,092,037 | \$ 11,416,329 | \$ 93,123,317 |
| Roofing | \$ 15,446,081 | \$ 11,012,930 | \$ 2,421,777 | \$ 307,345 | \$ 112,246 | \$ 29,300,379 |
| Structure | \$ 63,045 | \$ 268,213 | \$ 178,888 | \$ 18,736 | \$ 432,097 | \$ 960,979 |
| Exterior | \$ 288,354 | \$ 13,970,283 | \$ 5,898,633 | \$ 4,011,391 | \$ 2,830,640 | \$ 26,999,301 |
| Interior | \$ 135,094 | \$ 5,179,595 | \$ 38,134,077 | \$ 28,517,421 | \$ 9,100,154 | \$ 81,066,342 |
| HVAC | \$ 2,268,311 | \$ 44,657,354 | \$ 26,461,342 | \$ 13,076,225 | \$ 632,093 | \$ 87,095,325 |
| Electrical | \$ 967,675 | \$ 7,452,760 | \$ 2,274,048 | \$ 7,076,882 | \$ 4,135,631 | \$ 21,906,996 |
| Plumbing | \$ 1,769,072 | \$ 1,137,631 | \$ 4,703,113 | \$ 22,542,294 | \$ 3,204,285 | \$ 33,356,394 |
| Fire and Safety | \$ 25,227,901 | \$ 10,732,621 | \$ 445,794 | \$ - | \$ 11,111,691 | \$ 47,518,007 |
| Technology | \$ 84,500 | \$ - | \$ 7,949,739 | \$ 20,129,878 | \$ 11,904,501 | \$ 40,068,618 |
| Stairs and Elevators | \$ 330,484 | \$ 3,682,105 | \$ 2,452,575 | \$ 5,911,461 | \$ - | \$ 12,376,626 |
| Specialties | \$ 5,296,311 | \$ 80,992 | \$ 50,003,897 | \$ 24,837,558 | \$ 17,682,727 | \$ 97,901,484 |
| Other | \$ - | \$ 172,839 | \$ - | \$ 11,062 | \$ 2,941,712 | \$ 3,125,613 |
| Total | \$ 54,369,761 | \$ 99,955,916 | \$ 202,437,307 | \$ 142,532,289 | \$ 75,504,106 | \$ 574,799,379 |

Facility Condition Index - The Facility Condition Index (FCI) is a widely used indicator that provides a relative scale of the overall condition of a given facility or group of facilities within a facility portfolio. The index is derived by dividing the total repair cost, including educational adequacy and site-related repairs, into the total replacement cost for the set of facilities. Based on previous district experience and consultation with district staff, the following scale was implemented:

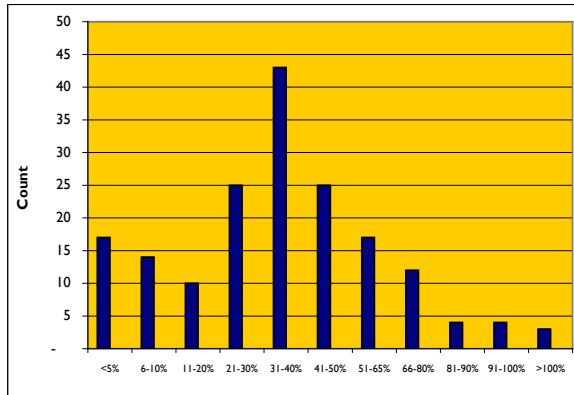
| | |
|------------------|-----------------------|
| Less than 5% | Best |
| 6% to 10% | Good |
| 11% to 20% | Average |
| 21% to 30% | Below Average |
| 31% to 50% | Poor |
| 51% to 65% | Very Poor |
| Greater than 65% | Replacement Candidate |

The current deficiencies district-wide total \$574.8 million, while the overall estimated portfolio replacement value is estimated to be \$2.3 billion. Given these figures, the district-wide FCI is 24.6 percent and is considered, for the most part, to reflect district-wide facilities in below average condition.

A campus-level FCI encompasses the real estate and the combination of all structures belonging to that campus. The following chart shows that 23 campuses fall in a range above 65 percent, indicating that these campuses may warrant total replacement. Since the time that this report was published, the district has sold or disposed of 7 campuses but still has 16 remaining that exceed the 65 percent threshold. District campuses include those for neighborhood schools and non-school sites that the district occupies for central services, maintenance facilities, bus terminals, athletic sites, etc.

Districtwide Facility Condition Index (FCI) by Site Location

| FCI | Campuses | Area |
|-----------------------------|------------|-------------------|
| <5% Best | 17 | 1,536,298 |
| 6-10% Good | 14 | 1,212,464 |
| 11-20% Average | 10 | 905,458 |
| 21-30% Below Average | 25 | 2,074,920 |
| 31-40% Poor | 43 | 3,062,948 |
| 41-50% Poor | 25 | 1,136,475 |
| 51-65% Very Poor | 17 | 1,103,786 |
| 66-80% Replacement | 12 | 885,563 |
| 81-90% Replacement | 4 | 140,045 |
| 91-100% Replacement | 4 | 104,707 |
| >100% Replacement | 3 | 10,542 |
| Total | 174 | 12,173,206 |



Below is a listing for just the neighborhood school campuses identifying the age of the facility, the 2009 enrollment, the total permanent capacity, the Facility Condition Costs and the resultant FCI.

| Campus Name | Age | 2009 Enrollment | Total Permanent Square Feet | Facility Condition Cost | FCI |
|----------------------------------|------|-----------------|-----------------------------|-------------------------|--------|
| High Schools | | | | | |
| Alameda High School | 1961 | 746 | 231,176 | \$11,454,728 | 26.30% |
| Arvada High School | 1971 | 1,199 | 236,196 | \$12,007,444 | 26.90% |
| Arvada West High School | 2003 | 1,699 | 237,052 | \$2,133,168 | 4.80% |
| Bear Creek High School | 2008 | 1,861 | 255,986 | \$1,214,430 | 2.50% |
| Chatfield High School | 1986 | 2,012 | 275,727 | \$8,128,934 | 15.60% |
| Columbine High School | 1973 | 1,636 | 238,149 | \$11,709,487 | 26.00% |
| Conifer High School | 1996 | 1,008 | 165,984 | \$6,837,260 | 21.30% |
| Dakota Ridge High School | 1996 | 1,583 | 236,407 | \$8,401,245 | 18.80% |
| Evergreen High School | 1954 | 988 | 209,129 | \$6,254,206 | 15.80% |
| Golden High School | 2008 | 1,296 | 187,259 | \$1,331,271 | 3.80% |
| Green Mountain High School | 1973 | 1,351 | 199,223 | \$12,216,138 | 32.40% |
| Jefferson High School | 1959 | 601 | 123,773 | \$5,640,699 | 23.90% |
| Lakewood High School | 1958 | 1,966 | 248,135 | \$3,654,915 | 7.80% |
| Pomona High School | 1973 | 1,596 | 203,945 | \$12,522,423 | 32.40% |
| Ralston Valley High School | 2001 | 1,675 | 239,199 | \$4,180,551 | 9.30% |
| Standley Lake High School | 1988 | 1,535 | 193,706 | \$12,406,433 | 33.90% |
| Wheat Ridge High School | 1956 | 1,276 | 211,311 | \$5,696,413 | 14.20% |
| Total Facility Count - 17 | | 24,028 | 3,692,357 | \$125,789,745 | |

| Campus Name | Age | 2009 Enrollment | Total Permanent Square Feet | Facility Condition Cost | FCI |
|------------------------------|------|-----------------|-----------------------------|-------------------------|--------|
| Middle Schools | | | | | |
| Bell Middle School | 1964 | 532 | 125,740 | \$5,797,976 | 23.30% |
| Carmody Middle School | 1965 | 648 | 99,694 | \$4,433,256 | 22.50% |
| Creighton Middle School | 1962 | 663 | 120,847 | \$2,212,747 | 9.30% |
| Deer Creek Middle School | 1980 | 516 | 120,366 | \$4,738,913 | 20.00% |
| Drake Middle School | 1962 | 673 | 98,656 | \$3,277,730 | 16.90% |
| Dunstan Middle School | 2006 | 638 | 125,644 | \$1,144,665 | 4.60% |
| Evergreen Middle School | 1969 | 662 | 111,715 | \$2,420,264 | 11.00% |
| Everitt Middle School | 1966 | 478 | 103,698 | \$6,976,715 | 34.30% |
| Falcon Bluffs Middle School | 2003 | 678 | 113,571 | \$1,917,562 | 8.60% |
| Ken Caryl Middle School | 1970 | 594 | 88,021 | \$4,281,894 | 24.10% |
| Mandalay Middle School | 1983 | 420 | 88,977 | \$4,134,104 | 23.20% |
| Moore Middle School | 1978 | 534 | 83,756 | \$4,179,425 | 25.20% |
| North Arvada Middle School | 1962 | 461 | 113,554 | \$5,011,855 | 22.10% |
| Oberon Middle School | 1965 | 752 | 90,839 | \$5,257,202 | 28.90% |
| O'Connell Middle School | 1994 | 416 | 107,786 | \$3,175,693 | 15.00% |
| Summit Ridge Middle School | 1994 | 820 | 122,573 | \$2,680,353 | 11.10% |
| Wayne Carle Middle School | 2006 | 338 | 105,483 | \$1,171,525 | 5.70% |
| West Jefferson Middle School | 1974 | 577 | 104,165 | \$9,189,248 | 44.60% |
| Wheat Ridge Middle School | 1995 | 385 | 112,152 | \$3,911,862 | 17.80% |

Total Facility Count - 19 **10,785** **2,037,237** **\$75,912,988**

K-8 Schools

| | | | | | |
|-----------------------|------|-------|---------|-------------|--------|
| Arvada K-8 | 1952 | 541 | 115,363 | \$6,156,951 | 27.20% |
| Bear Creek K-8 | 2008 | 1,145 | 122,367 | \$723,197 | 3.00% |
| Coal Creek Canyon K-8 | 1963 | 133 | 25,361 | \$2,031,811 | 38.90% |

Total Facility Count - 3 **1,819** **263,091** **\$8,911,959**

Elementary Schools

| | | | | | |
|---|------|-----|--------|-------------|--------|
| Adams Elementary School | 1988 | 499 | 47,737 | \$3,463,897 | 37.50% |
| Allendale Elementary School | 1964 | 224 | 40,306 | \$3,559,618 | 33.50% |
| Belmar Elementary School | 1961 | 339 | 40,829 | \$2,716,188 | 33.80% |
| Bergen Meadow Elementary School | 1970 | 363 | 50,555 | \$4,080,096 | 42.20% |
| Bergen Valley Elementary School | 1997 | 328 | 42,281 | \$2,298,519 | 28.40% |
| Blue Heron Elementary School | 2002 | 496 | 55,083 | \$1,294,285 | 12.30% |
| Bradford Primary | 1990 | 454 | 48,682 | \$2,415,558 | 25.90% |
| Bradford Intermediate Elementary School | 1994 | 373 | 46,070 | \$2,824,822 | 32.10% |
| Campbell Elementary School | 1964 | 324 | 43,487 | \$3,635,238 | 43.30% |
| Colorow Elementary School | 1977 | 291 | 44,227 | \$4,384,776 | 51.80% |
| Leawood Elementary School | 1972 | 445 | 48,383 | \$3,357,011 | 36.30% |
| Columbine Hills Elementary School | 1964 | 313 | 47,268 | \$2,126,777 | 23.50% |
| Coronado Elementary School | 1987 | 551 | 46,544 | \$3,759,652 | 40.80% |
| Deane Elementary School | 1954 | 461 | 46,118 | \$3,190,126 | 35.00% |
| Deviny Elementary School | 1964 | 614 | 52,617 | \$2,820,983 | 26.60% |

| Campus Name | Age | 2009 Enrollment | Total Permanent Square Feet | Facility Condition Cost | FCI |
|------------------------------------|------|-----------------|-----------------------------|-------------------------|--------|
| Dutch Creek Elementary School | 1973 | 332 | 49,780 | \$4,719,869 | 49.60% |
| Edgewater Elementary School | 1949 | 441 | 45,207 | \$2,911,169 | 31.20% |
| Eiber Elementary School | 1955 | 427 | 52,018 | \$3,755,868 | 36.00% |
| Elk Creek Elementary School | 1989 | 339 | 51,002 | \$3,437,365 | 35.20% |
| Fairmount Elementary School | 1962 | 598 | 65,146 | \$2,548,428 | 20.40% |
| Fitzmorris Elementary School | 1960 | 225 | 51,259 | \$2,691,063 | 27.40% |
| Foothills Elementary School | 1970 | 332 | 40,000 | \$2,503,595 | 31.70% |
| Foster Elementary School | 1953 | 469 | 42,486 | \$5,123,546 | 59.50% |
| Fremont Elementary School | 1953 | 365 | 45,915 | \$2,464,368 | 27.20% |
| Glennon Heights Elementary School | 1957 | 288 | 34,699 | \$2,727,295 | 38.60% |
| Governor's Ranch Elementary School | 1987 | 488 | 46,908 | \$3,629,799 | 39.10% |
| Green Gables Elementary School | 1969 | 332 | 36,920 | \$4,087,673 | 56.50% |
| Green Mountain Elementary School | 1962 | 272 | 40,336 | \$3,263,091 | 40.90% |
| Hackberry Hill Elementary School | 1966 | 472 | 52,414 | \$1,587,415 | 15.80% |
| Hutchinson Elementary School | 1973 | 414 | 44,976 | \$3,855,216 | 44.00% |
| Kendallvue Elementary School | 1982 | 560 | 45,418 | \$3,244,981 | 35.50% |
| Kendrick Lakes Elementary School | 1970 | 433 | 40,078 | \$5,966,760 | 74.90% |
| Kullerstrand Elementary School | 1961 | 278 | 35,531 | \$1,935,683 | 27.10% |
| Kyffin Elementary School | 1972 | 586 | 49,472 | \$4,936,611 | 50.10% |
| Lasley Elementary School | 1961 | 646 | 66,926 | \$3,504,468 | 26.40% |
| Lawrence Elementary School | 1996 | 415 | 47,139 | \$2,365,804 | 25.70% |
| Little Elementary School | 1973 | 381 | 40,713 | \$2,346,076 | 29.60% |
| Lukas Elementary School | 1988 | 467 | 47,742 | \$2,850,197 | 31.20% |
| Lumberg Elementary School | 1955 | 516 | 49,380 | \$4,556,392 | 45.10% |
| Maple Grove Elementary School | 1960 | 408 | 42,410 | \$1,912,804 | 20.30% |
| Marshdale Elementary School | 1980 | 344 | 44,121 | \$5,755,063 | 67.00% |
| Martensen Elementary School | 1954 | 238 | 32,107 | \$2,728,098 | 43.30% |
| Meiklejohn Elementary School | 2006 | 535 | 69,841 | \$669,962 | 5.00% |
| Mitchell Elementary School | 1997 | 588 | 52,697 | \$1,612,284 | 15.80% |
| Molholm Elementary School | 1954 | 539 | 46,525 | \$3,713,529 | 38.70% |
| Mortensen Elementary School | 1994 | 461 | 52,158 | \$3,279,864 | 32.90% |
| Mount Carbon Elementary School | 1996 | 402 | 51,931 | \$2,124,776 | 21.40% |
| Normandy Elementary School | 1970 | 708 | 55,702 | \$5,212,499 | 45.20% |
| Parmalee Elementary School | 1963 | 218 | 29,376 | \$2,726,174 | 45.40% |
| Parr Elementary School | 1969 | 384 | 33,587 | \$2,942,443 | 40.80% |
| Patterson Elementary School | 1964 | 434 | 48,895 | \$5,075,934 | 53.80% |
| Peck Elementary School | 1966 | 412 | 42,836 | \$3,219,350 | 38.90% |
| Peiffer Elementary School | 1973 | 406 | 44,035 | \$5,052,556 | 56.90% |
| Pennington Elementary School | 1961 | 287 | 36,877 | \$1,816,639 | 25.10% |
| Pleasant View Elementary School | 1950 | 236 | 49,079 | \$4,091,591 | 43.60% |
| Powderhorn Elementary School | 1994 | 663 | 52,135 | \$2,419,749 | 22.40% |
| Prospect Valley Elementary School | 1967 | 495 | 46,229 | \$4,230,692 | 47.40% |
| Ralston Elementary School | 1955 | 331 | 51,303 | \$3,513,786 | 35.80% |
| Red Rocks Elementary School | 1955 | 314 | 29,177 | \$4,087,686 | 67.70% |
| Rooney Ranch Elementary School | 1994 | 416 | 53,635 | \$2,678,285 | 26.10% |
| Russell Elementary School (Closed) | 1955 | - | 42,628 | \$3,176,306 | 37.30% |

| Campus Name | Age | 2009 Enrollment | Total Permanent Square Feet | Facility Condition Cost | FCI |
|----------------------------------|------|-----------------|-----------------------------|-------------------------|--------|
| Ryan Elementary School | 1994 | 574 | 50,545 | \$1,987,687 | 20.20% |
| Secrest Elementary School | 1955 | 350 | 46,373 | \$3,647,027 | 41.10% |
| Semper Elementary School | 1996 | 434 | 53,756 | \$1,294,009 | 12.60% |
| Shaffer Elementary School | 1998 | 645 | 53,368 | \$2,470,226 | 23.20% |
| Shelton Elementary School | 1998 | 409 | 53,530 | \$3,104,732 | 30.30% |
| Sheridan Green Elementary School | 1987 | 416 | 46,466 | \$2,706,111 | 30.40% |
| Sierra Elementary School | 1970 | 560 | 60,176 | \$4,694,661 | 39.00% |
| Slater Elementary School | 1953 | 331 | 46,085 | \$3,410,936 | 37.40% |
| South Lakewood Elementary School | 1995 | 546 | 51,797 | \$2,126,556 | 21.20% |
| Stein Elementary School | 1954 | 667 | 47,094 | \$4,676,123 | 48.40% |
| Stevens Elementary School | 1994 | 386 | 53,724 | \$2,197,750 | 21.40% |
| Stober Elementary School | 1965 | 300 | 31,243 | \$2,936,794 | 47.00% |
| Stony Creek Elementary School | 1983 | 699 | 45,230 | \$4,682,014 | 48.40% |
| Stott Elementary School | 1972 | 355 | 45,529 | \$3,058,972 | 34.30% |
| Swanson Elementary School | 1964 | 456 | 54,462 | \$4,440,003 | 41.70% |
| Thomson Elementary School | 1973 | 429 | 48,833 | \$3,380,850 | 36.20% |
| Ute Meadows Elementary School | 1987 | 426 | 46,466 | \$2,584,731 | 28.30% |
| Van Arsdale Elementary School | 1994 | 544 | 50,512 | \$1,844,819 | 18.60% |
| Vanderhoof Elementary School | 1969 | 550 | 44,082 | \$3,602,866 | 41.60% |
| Vivian Elementary School | 1953 | 253 | 33,139 | \$2,396,412 | 35.20% |
| Warder Elementary School | 1973 | 338 | 41,934 | \$3,297,207 | 41.10% |
| Weber Elementary School | 1972 | 458 | 51,052 | \$1,794,819 | 18.10% |
| Welchester Elementary School | 1961 | 311 | 42,093 | \$2,323,972 | 28.90% |
| West Jefferson Elementary School | 2001 | 271 | 48,100 | \$1,211,220 | 13.20% |
| Westgate Elementary School | 1972 | 607 | 51,212 | \$4,152,553 | 39.30% |
| Westridge Elementary School | 1987 | 604 | 47,105 | \$3,517,485 | 37.10% |
| West Woods Elementary School | 1996 | 659 | 53,381 | \$2,069,052 | 19.50% |
| Wilmore-Davis Elementary School | 1955 | 308 | 38,596 | \$2,523,731 | 33.30% |
| Wilmot Elementary School | 1877 | 441 | 52,330 | \$2,813,945 | 27.10% |
| Witt Elementary School | 1980 | 418 | 44,341 | \$3,946,734 | 46.50% |
| Zerger Elementary School | 1977 | 288 | 43,876 | \$3,589,950 | 42.80% |
| Total Facility Count - 92 | | 39,003 | 4,305,366 | \$291,464,295 | |

As Capital Asset Planning continues, major activities that district staff will be focusing on in 2011 are:

- ◆ Maintain and update the facility assessment data. Each facility will be assessed at a minimum of once every three years
- ◆ Complete the annual update the 5-year Facilities Master Plan
- ◆ On a monthly basis report to the Capital Asset Advisory Committee
- ◆ Work with other district departments to implement a new forecasting system for student enrollment that is based on the existing Geographic Information System (GIS) software and demographics
- ◆ Work with Information Technology to implement a project management control system that will consolidate project budgeting, accounting, forecasting, and scheduling data

Impact of Capital Expenditures on Operations

Capital projects can have a direct and indirect impact on operations. Those projects that increase or decrease square footage have a direct and immediate impact. Below is a listing of projects that were completed as part of the CIP that have had an immediate impact on operations.

| Facility | Est. Comp. Date | Impact on Other Funds | Net SF | Custodial Cost | Utility Cost | Annual Cost Impact |
|--------------------------|-----------------|--|--------|----------------|--------------|--------------------|
| Alameda High School | Jul-2009 | New equipment will be energy efficient, should offset rising utility costs. | 43261 | \$51,913 | \$51,913 | \$103,900 |
| Arvada West High School | Dec-2008 | New construction will be more energy efficient should offset rising utility costs. | -19000 | -\$1,300 | -\$22,800 | \$(24,100) |
| Bear Creek High School | Sep-2009 | New construction will be increased energy efficient should offset rising utility costs. | 41954 | \$50,345 | \$50,345 | \$100,700 |
| Bear Creek K-8 | Sep-2007 | New construction will be increased energy efficient, should offset increased utility costs for more square footage | 5721 | -\$404 | \$6,865 | \$6,500 |
| Brady Exploration School | Sep-2006 | Startup costs of approx. \$700,000 in FY 2006/2007 plus addition of permanent overhead for staff & utilities | 67000 | \$135,457 | \$80,400 | \$215,900 |
| Chatfield High School | Dec-2007 | Additional square footage increased utility costs and custodial staff. | 55325 | \$78,368 | \$66,390 | \$144,800 |
| Creighton Middle School | Sep-2009 | New construction will be increased energy efficient should offset rising utility costs. | -6356 | -\$1,300 | -\$7,627 | \$(8,900) |
| Dakota Ridge High School | Jan-2009 | Additional square footage increased utility costs and custodial staff. | 31466 | \$39,730 | \$37,759 | \$77,500 |
| Deer Creek Middle School | Sep-2009 | New equipment will be energy efficient, should offset rising utility costs. | 0 | \$0 | \$0 | \$0 |
| Dunstan Middle School | Nov-2006 | Increase square footage could result in additional custodial staff. | 21447 | \$19,906 | \$25,736 | \$45,642 |
| Evergreen Middle School | Aug-2009 | Additional square footage increased utility costs and custodial staff. | 28200 | \$18,844 | \$31,860 | \$52,700 |
| Fairmount Elementary | Sep-2007 | Additional square footage increased utility costs and custodial staff. | 26550 | \$19,831 | -\$14,695 | \$51,700 |
| Golden High School | Oct-2008 | New construction will be increased energy efficient should offset rising utility costs. | -12246 | -\$18,896 | -\$11,045 | \$(33,600) |

| Facility | Est. Comp. Date | Impact on Other Funds | Net SF | Custodial Cost | Utility Cost | Annual Cost Impact |
|--------------------------------------|------------------------|--|---------------|-----------------------|---------------------|---------------------------|
| Hackberry Hill Elementary | Sep-2007 | New construction will be increased energy efficient should offset rising utility costs. | -9204 | \$106 | | \$(10,900) |
| Jefferson County Open School | Dec-2010 | New construction will be increased energy efficient should offset rising utility costs. | 0 | \$0 | \$0 | \$0 |
| Johnson Program Replacement Facility | Aug 2010 | New construction will be increased energy efficient should offset rising utility costs. | -205 | \$0 | -\$246 | \$0 |
| Lakewood High School | Nov - 2007 | Additional square footage increased utility costs and custodial staff. | 63700 | \$77,371 | \$76,440 | \$153,800 |
| Mandalay Middle School | Aug-2009 | New equipment will be energy efficient, should offset rising utility costs. | 0 | \$0 | \$0 | \$0 |
| Meiklejohn Elementary | Sep-2006 | Startup costs of approx. \$700,000 in FY 2006/2007 plus addition of permanent overhead for staff & utilities | 68300 | \$135,526 | \$81,960 | \$217,500 |
| Ralston Elementary | Dec-2009 | Additional square footage increased utility costs and custodial staff. | 3520 | \$0 | \$4,224 | \$4,300 |
| Ralston Valley High School | Mar-2007 | Additional square footage increased utility costs and custodial staff. | 63220 | \$78,365 | \$75,864 | \$154,300 |
| Sierra Elementary | Apr-2009 | New construction will be increased energy efficient should offset rising utility costs. | 19600 | \$19,906 | \$23,520 | \$43,426 |
| Warren Tech | Apr-2007 | New equipment is more energy efficient, should offset increasing utility costs. | 0 | \$0 | \$0 | \$0 |
| Wheat Ridge High School | Nov-2008 | New construction will be increased energy efficient should offset rising utility costs. | 17950 | \$19,906 | \$21,540 | \$41,500 |
| Wheat Ridge High School Fields | Nov-2007 | Additional fields; increased utility costs and landscaping staff. | 81 239 | \$12,000 | \$32,496 | \$44,500 |



Capital Renewal Projects

Capital renewal projects that upgrade the infrastructure of a facility often have an indirect impact on operations; for example energy efficient replacement windows will reduce energy consumption. Below is a listing of summer 2011 projects that will have an indirect impact on operations:

| Facility | Use | Roof | Site | Structure | Warm/Safe/Dry | HVAC Controls Upgrade | Firehood | Mechanical | Elevator | Lighting | Emergency Generator | Electrical | Plumbing | Fire/Life | Interior Renovation | FFE |
|-----------------------|-----|------|------|-----------|---------------|-----------------------|----------|------------|----------|----------|---------------------|------------|----------|-----------|---------------------|-----|
| Adams | ES | | | | X | X | | | | | | | | | | |
| Alameda | HS | | | | | X | | | | | | | | | | |
| Allendale | ES | | | | | X | | | | X | | | | | | |
| Arvada | HS | X | | | X | X | | | X | | X | | | | | |
| Bell | MS | X | | | X | | | | | | X | | | | | |
| Belmar | ES | | | | X | X | | | | X | | | | | | |
| Bergen Meadow | ES | | | | | | | X | | X | | | | | | |
| Blue Heron | ES | | | | | X | | | | | | | | | | |
| Bradford Intermediate | ES | | | | | | | | | X | | | | | | |
| Bradford Primary | ES | | | | X | | | | | X | | | | X | | |
| Brady Exploration | OPT | | | | X | | | | | X | | | | | | |
| Carmody | MS | X | | | | | | | | | | | | | | |
| Chatfield | HS | X | | | X | | | | | X | | | | | | |
| Coal Creek | K-8 | X | X | | | | | X | | | | | X | | | |
| Colorow | ES | | | | X | | | | | X | | | | | | |
| Columbine | HS | | | | X | | | | | X | | | | | | |
| Columbine Hills | ES | | | | X | | | | | | | | | X | | |
| Conifer | HS | | X | | X | | | | | | | | | | | |
| Coronado | ES | | | | | | | | | X | | | | | | |
| Creighton | MS | | | | | | | | | X | | | | | | |
| Dakota Ridge | HS | | | | X | | | | | X | | | | | | |
| Deane | ES | | | | X | | | | | X | | | | X | | |
| Deer Creek | MS | | | | X | | | | X | X | | | | | | |
| Dennison | OPT | | | | X | | | | | X | | | | | | |
| D'Evelyn Jr/Sr | OPT | | | | | | | | | X | | | | | | |
| Devinny | ES | | | | X | | | | | X | | | | X | | |
| Drake | MS | | | | | X | | | | | | | | | | |
| Dunstan | MS | | | | | X | | | | | | | | | | |
| Dutch Creek | ES | | | | X | | | | | X | | | | | | X |
| Ed. Services Cntr | SUP | | | X | | | | X | X | | | X | | | | |
| Edgewater | ES | X | | | X | | | | | | | | | X | | |
| Eiber | ES | | | | | X | | | | | | | | | | |
| Elk Creek | ES | | | | | | X | | | | | | | | | |
| Evergreen | HS | | | | X | | | | | X | | | | | | |
| Evergreen | MS | | | | | X | | | | | | | | | | |
| Everitt | MS | X | | | X | | | | | | | | | X | | |
| Fairmount | ES | X | | | X | | | | | X | | | | X | | |

| Facility | Use | Roof | Site | Structure | Warm/Safe/Dry | HVAC Controls Upgrade | Firehood | Mechanical | Elevator | Lighting | Emergency Generator | Electrical | Plumbing | Fire/Life | Interior Renovation | FFE |
|------------------|-----|------|------|-----------|---------------|-----------------------|----------|------------|----------|----------|---------------------|------------|----------|-----------|---------------------|-----|
| Falcon Bluffs | MS | | | | X | | | | | X | | | | X | | |
| Fitzmorris | ES | X | | | | | | | | X | | | | X | | |
| Foothills | ES | | | | X | X | | | | | | | | | | |
| Foster | ES | X | | | X | | | | | X | | | | | | |
| Fremont | ES | | | | X | | | | | X | | | | | | |
| Golden | HS | | | | | X | | | | | | | | | | |
| Governor's Ranch | ES | | | | | X | | | | X | | | | | | |
| Green Gables | ES | | | | | | | | | X | | | | | | |
| Green Mountain | HS | | | | | | | X | | | | | | | | |
| Green Mountain | ES | | | | X | | | | | | | | | X | | |
| Hackberry Hill | ES | | | | | | | | | X | | | | | | |
| Hutchinson | ES | | | | X | X | | | | X | | | | | | |
| Jefferson | HS | | X | X | | X | | X | | | | X | X | | X | |
| Ken Caryl | MS | | | | X | | | | | | | | | X | | |
| Kendallvue | ES | | | | X | | | | | X | | | | | | |
| Kendrick Lakes | ES | | | | | | X | | | | | | | | | |
| Kyffin | ES | | | | | X | | | | | | | | | | |
| Lakewood | HS | X | | | X | | | | | | | | | | | |
| Lasley | ES | | | | X | X | | | | | | | | | | |
| Lawrence | ES | | | | | X | | | | X | | | | | | |
| Leawood | ES | | | | | X | | | | | | | | | | |
| Little | ES | | | | X | | | | | X | | | | X | | |
| Longview HS | OPT | | X | | | | | | | | | | | | | X |
| Lukas | ES | | | | X | | | | | | | | | X | | |
| Lumberg | ES | | | | X | | | | | | | | | | | |
| Mandalay | MS | | | | X | | | | | | | | | | | |
| Manning School | MS | | | | X | X | | | | | | | | | | |
| Maple Grove | ES | | | | X | X | | | | X | | | | | | |
| Marshdale | ES | | | | | | X | | | X | | | | | | |
| McLain Community | OPT | | | | | | | | | | | | | X | | |
| Miller Special | SPE | | | | | X | | | | X | | | | | | |
| Mitchell | ES | | | | | X | | | | X | | | | | | |
| Molholm | ES | | | | X | X | | | | X | | | | | | |
| Mortensen | ES | | | | | | | | | X | | | | | | |
| Mount Carbon | ES | | | | | X | | | | X | | | X | | | |
| Normandy | ES | | | | X | | X | | | X | | | | X | | |
| North Arvada | MS | X | | | | | | | | X | | | | | | |
| Oberon | MS | | | | | X | X | | | X | | | | | | |
| O'Connell | MS | | | | X | | | | | | X | | | | | |
| Parmalee | ES | X | | | X | | X | | | X | | | | X | | |
| Parr | ES | | | | X | | | | | X | | | | | | |
| Patterson | ES | | | | | | X | | | | | | | | | |
| Peck | ES | | | | X | X | | | | | | | | | | |
| Peiffer | ES | | | | X | X | | | | | | | | | | |

| Facility | Use | Roof | Site | Structure | Warm/Safe/Dry | HVAC Controls Upgrade | Firehood | Mechanical | Elevator | Lighting | Emergency Generator | Electrical | Plumbing | Fire/Life | Interior Renovation | FFE |
|-------------------------|-----|------|------|-----------|---------------|-----------------------|----------|------------|----------|----------|---------------------|------------|----------|-----------|---------------------|-----|
| Pennington | ES | | | | X | | | | | X | | | | X | | |
| Pleasant View | ES | | | | | | | | | X | | | | | | |
| Powderhorn | ES | | | | | | | | | X | | | | | | |
| Ralston | ES | | | | X | | | | | X | | | | | | |
| Red Rocks | ES | | | | | | X | | | X | | | | | | |
| Rooney Ranch | ES | | | | | X | | | | X | | | | | | |
| Ryan | ES | | | | | | | | | X | | | | X | | |
| Secrest | ES | | | | X | | | | | X | | | | | | |
| Semper | ES | | | | X | | | | | X | | | | X | | |
| Service Center - Bldg 1 | SUP | | X | | | | | | X | | | | | | | |
| Shaffer | ES | | | | X | | | | | X | | | | X | | |
| Shelton | ES | | | X | | X | | | | | | | | | | |
| Sheridan Green | ES | | | | | | | | | | | | | X | | |
| Sierra | ES | | | | | X | | | | | | | | | | |
| Slater | ES | | | | X | | | | | X | | | | | | |
| Sobesky Academy | SPE | | | | X | X | | | | X | | | | | | |
| South Lakewood | ES | | | | | | | | | X | | | | X | | |
| Standley Lake | HS | | X | | X | | | | | X | | | | | | |
| Stein | ES | | | | | X | | | | | | | | | | |
| Stevens | ES | | | | | | | | | X | | | | X | | |
| Stony Creek | ES | | | | | X | | | | | | | | | | |
| Stott | ES | | | | | X | | | | | | | | | | |
| Summit Ridge | MS | X | | | X | X | | | | | | | | | | |
| Swanson | ES | | | | X | X | | | | | | | | | | |
| Thomson | ES | | | | X | | | | | | | | | X | | |
| Ute Meadows | ES | | | | X | X | | | | | | | | | | |
| Van Arsdale | ES | | | | | | | | | | | | | X | | |
| Vanderhoof | ES | | | | X | | | | | X | | | | X | | |
| Warder | ES | | | | X | | | | | | | | | | | |
| Warren Tech Center | OPT | X | | | X | | | | | | | | | | | |
| Warren Tech North | OPT | | | | | X | | | | | | | | | | |
| Wayne Carle | MS | | | | | X | | | | | | | | | | |
| Welchester | ES | | | | | | | | | | | | | X | | |
| West Area Trans. | SUP | | | | X | | | | | | | | | | | |
| West Jefferson | MS | | X | | X | X | | | | | | | | | | |
| West Jefferson | ES | | X | | | | | | | | | | | X | | |
| West Woods | ES | | | | | | | | | X | | | | X | | |
| Westgate | ES | | | | X | X | | | | | | | | | | |
| Westridge | ES | | | | | X | | | | | | | | | | |
| Wheat Ridge | HS | | | | | X | | | | | | | | | | |
| Wheat Ridge | MS | X | | | | | | | | | | | | | | |
| Wilmore-Davis | ES | | | | X | | | | | X | | | | X | | |
| Wilmot | ES | | | | X | | X | | | X | | | | | | |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Capital Projects
Schedule of Revenues, Expenses and Changes in Retained Earnings

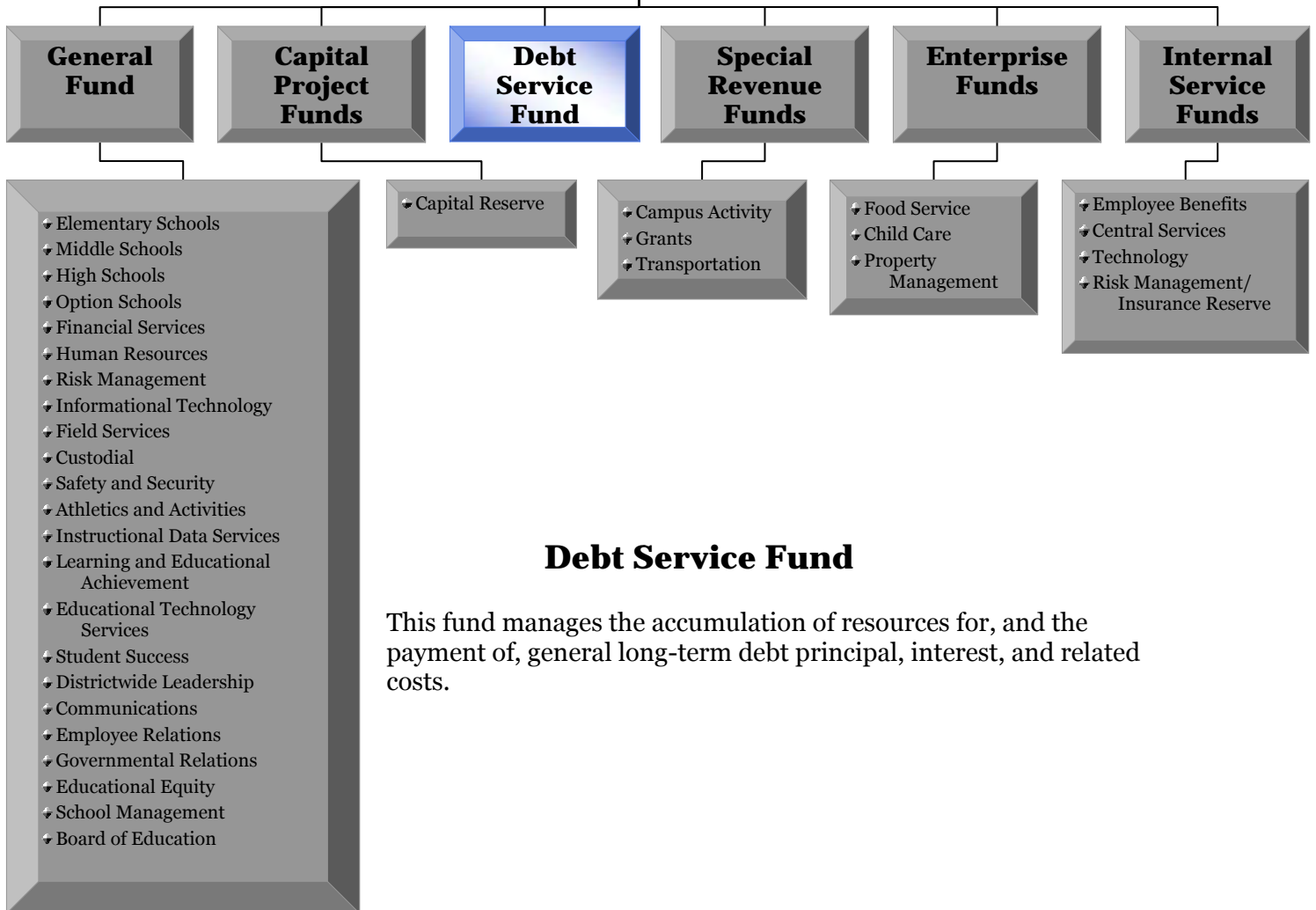
| | 2007/ 2008 Actuals | 2008/2009 Actuals | 2009/2010 Actuals | 2010/2011 Budget |
|---|-----------------------|----------------------|----------------------|---------------------|
| <u>Bond Issue</u> | | | | |
| Beginning Fund Balance | \$ 144,485,078 | \$ 49,959,422 | \$ - | \$ - |
| Revenue: | | | | |
| Bond Proceeds | - | - | | - |
| Interest Earnings | 4,242,297 | 448,667 | 1,605 | - |
| Bond Premium | - | - | | - |
| Total Revenue | 4,242,297 | 448,667 | 1,605 | - |
| Bond Issuance Expense | (277) | 668 | | - |
| Capital Improvement Projects | 96,131,936 | 47,785,105 | 1,605 | - |
| Administrative Expenses | 2,636,294 | 2,622,314 | | - |
| Total Expenditures | 98,767,953 | 50,408,087 | 1,605 | - |
| Ending Fund Balance | 49,959,422 | - | - | - |
| <u>Capital Reserve Fund</u> | | | | |
| Beginning Fund Balance | 63,798,958 | 77,218,868 | 62,458,046 | 18,174,500 |
| Transfer from General Fund | 21,208,000 | 22,128,000 | 28,980,100 | 23,208,000 |
| Interest Earnings | 2,277,663 | 1,343,113 | 188,557 | 225,000 |
| Other Revenue | 1,969,309 | 569,173 | 474,589 | 425,000 |
| Total Revenue | 25,454,972 | 24,040,286 | 29,643,246 | 23,858,000 |
| Expenditures: | | | | |
| Certificates of Participation-Buses | 1,404,137 | 1,402,990 | 5,350,029 | - |
| Bus Replacement | 1,167,676 | - | 1,225,146 | 1,800,000 |
| Support Vehicle & Equipment Replacement | 377,822 | - | 416,037 | 434,900 |
| Capital Improvement Projects - Annual & Prior Annual | 527,758 | 795,767 | 1,221,978 | 2,687,300 |
| Capital Improvement Projects - Mini | 369,725 | - | 1,408,492 | 14,396,600 |
| Capital Improvement Projects - 1998 Plan | 758,198 | 63,266 | 16,822 | - |
| Capital Improvement Projects - 2005 Plan | 4,982,269 | 36,260,147 | 43,598,956 | 18,440,400 |
| Capital Improvement Projects - Planning | 1,799,966 | - | 1,011,303 | 2,142,000 |
| Capital Improvement Projects - Turf | - | 278,941 | 635,400 | - |
| Administrative Expenses | 83 | - | 818,469 | 1,858,500 |
| Total Expenditures | 12,035,062 | 38,801,111 | 55,702,632 | 41,759,700 |
| Ending Fund Balance | 77,218,868 | 62,458,043 | 36,398,660 | 272,800 |
| <u>Total Capital Program</u> | | | | |
| Beginning Fund Balance | 208,284,036 | 127,178,290 | 62,458,046 | 18,174,500 |
| Revenue | 29,697,269 | 24,488,953 | 29,644,851 | 23,858,000 |
| Capital Improvement Projects - Mini | 369,725 | - | 1,408,492 | 14,396,600 |
| Capital Improvement Projects - 1998 Plan | 758,198 | 63,266 | 16,822 | - |
| Capital Improvement Projects - 2005 Plan | 103,750,222 | 86,668,234 | 43,600,561 | 18,440,400 |
| Capital Improvement Projects - Annual | 527,758 | 795,767 | 1,221,978 | 2,687,300 |
| Capital Improvement Projects - Master Plans & Turf | 1,799,966 | 278,941 | 1,646,703 | 2,142,000 |
| Other Expenditures (COP, Bus Relacement, Support Vehicles, Admin) | 3,597,146 | 1,402,990 | 7,809,681 | 4,093,400 |
| Aggregate Ending Fund Balance | \$ 127,178,289 | \$ 62,458,046 | \$ 36,398,659 | \$ 272,800 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
 2011/2012
 Capital Projects
 Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2010/2011 Estimate | 2011/2012 Budget | 2012/2013 Planned | 2013/2014 Planned | 2014/2015 Planned | Total FY2010 thru FY2015 |
|-----------------------|---------------------|----------------------|----------------------|----------------------|--------------------------------|
| \$ - | \$ - | \$ - | \$ 236,875,000 | \$ 155,625,000 | \$ 392,500,000 |
| - | - | 250,000,000 | - | 100,000,000 | 350,000,000 |
| - | - | 1,875,000 | 3,750,000 | 3,750,000 | 9,376,600 |
| - | - | 12,500,000 | - | 5,000,000 | 17,500,000 |
| - | - | 264,375,000 | 3,750,000 | 108,750,000 | 376,876,600 |
| - | - | 2,500,000 | - | 1,000,000 | 3,500,000 |
| - | - | 25,000,000 | 85,000,000 | 110,000,000 | 220,001,600 |
| - | - | - | - | - | - |
| - | - | 27,500,000 | 85,000,000 | 111,000,000 | 223,501,600 |
| - | - | 236,875,000 | 155,625,000 | 153,375,000 | 545,875,000 |
| 36,398,700 | 21,272,100 | 10,689,400 | 7,226,900 | 5,377,600 | 62,458,046 |
| 23,208,000 | 20,556,000 | 23,556,000 | 24,168,500 | 24,772,700 | 145,241,300 |
| 100,000 | 100,000 | 125,000 | 150,000 | 225,000 | 888,557 |
| 3,325,100 | 250,000 | 350,000 | 350,000 | 350,000 | 5,099,689 |
| 26,633,100 | 20,906,000 | 24,031,000 | 24,668,500 | 25,347,700 | 151,229,546 |
| - | - | - | - | - | 5,350,029 |
| 1,800,000 | 2,094,300 | 2,400,000 | 2,400,000 | 2,400,000 | 12,319,446 |
| 434,900 | 436,300 | 500,000 | 500,000 | 500,000 | 2,787,237 |
| 2,687,300 | 2,895,400 | 1,200,000 | 1,250,000 | 1,300,000 | 10,554,678 |
| 14,396,600 | 17,838,100 | 21,259,800 | 20,150,000 | 19,650,000 | 94,702,992 |
| - | - | - | - | - | 16,822 |
| 18,440,400 | 5,449,300 | - | - | - | 67,488,656 |
| 2,142,000 | 1,009,400 | 500,000 | 500,000 | 500,000 | 5,662,703 |
| - | - | - | - | - | 635,400 |
| 1,858,500 | 1,765,900 | 1,633,700 | 1,717,800 | 1,728,600 | 9,522,969 |
| 41,759,700 | 31,488,700 | 27,493,500 | 26,517,800 | 26,078,600 | 209,040,932 |
| 21,272,100 | 10,689,400 | 7,226,900 | 5,377,600 | 4,646,700 | 4,646,660 |
| 36,398,700 | 21,272,100 | 10,689,400 | 244,101,900 | 161,002,600 | 454,958,046 |
| 26,633,100 | 20,906,000 | 288,406,000 | 28,418,500 | 134,097,700 | 528,106,151 |
| 14,396,600 | 17,838,100 | 21,259,800 | 20,150,000 | 19,650,000 | 94,702,992 |
| - | - | - | - | - | 16,822 |
| 18,440,400 | 5,449,300 | 27,500,000 | 85,000,000 | 111,000,000 | 290,990,261 |
| 2,687,300 | 2,895,400 | 1,200,000 | 1,250,000 | 1,300,000 | 10,554,678 |
| 2,142,000 | 1,009,400 | 500,000 | 500,000 | 500,000 | 6,298,103 |
| 4,093,400 | 4,296,500 | 4,533,700 | 4,617,800 | 4,628,600 | 29,979,681 |
| \$ 21,272,100 | \$ 10,689,400 | \$ 244,101,900 | \$ 161,002,600 | \$ 158,021,700 | \$ 550,521,660 |



Funds



Debt Service Fund

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

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2011/2012

Budget

Amortization Schedule, Bond, and Coupons

General Obligation Bonds Payable

| Description, Interest Rates and Maturity Dates | Principal Balance June 30, 2011 |
|--|------------------------------------|
| 1997 Series Refunding Bonds due in semi-annual installments with annual payments of \$36,385,300 to \$36,507,650 through December 15, 2011. Interest rate: 4.30% to 6.50% | 35,240,000 |
| 2003 Series Refunding Bonds due in semi-annual installments with annual payments of \$1,743,650 to \$18,130,000 through December 15, 2014. Interest rate: 3.00% to 5.00% | 34,640,000 |
| 2004 Series Refunding Bonds due in semi-annual installments with annual payments of \$912,750 to \$18,711,375 through December 15, 2015. Interest rate: 2.00% to 5.25% | 48,590,000 |
| 2004 Series General Obligation Bonds due in semi-annual installments with annual payments of \$99,000 to \$5,701,950 through December 15, 2024. Interest rate: 3.50% to 5.00% | 12,865,000 |
| 2005 Series Refunding Bonds due in semi-annual installments with annual payments of \$1,951,000 to \$20,510,125 through December 15, 2017. Interest rate: 3.00% to 5.00% | 39,020,000 |
| 2006 Series Bonds due in semi-annual installments with annual payments of \$3,507,000 to \$35,197,694 through December 15, 2026. Interest rate: 5.25% | 66,800,000 |
| 2007 Series Refunding Bonds due in semi-annual installments with annual payments of \$1,715,600 to \$36,747,800 through December 15, 2012. Interest rate: 4.00% to 5.00% | 35,890,000 |
| 2010 Series Refunding Bonds due in semi-annual installments with annual payments of \$11,323,800 to \$37,425,000 through December 15, 2024. Interest rate: 2.00% to 5.25% | 229,745,000 |
| Total General Obligation Bonds and Coupons Payable | \$ 502,790,000 |

Principal, Accretion and Interest by Issue

| Fiscal Year | \$309,885,000 Series 1997 General Obligation Refunding Bonds | | \$48,315,000 Series 2003 General Obligation Refunding Bonds | | \$63,440,000 Series 2004 General Obligation Refunding Bonds | | \$257,000,000 Series 2004 General Obligation Bonds | |
|---------------|---|---------------------|--|---------------------|--|---------------------|---|---------------------|
| | Principal | Interest | Principal | Interest | Principal | Interest | Principal | Interest |
| 2011-12 | 35,240,000 | 1,145,300 | 40,000 | 1,704,950 | 14,800,000 | 2,098,338 | - | 553,650 |
| 2012-13 | - | - | 40,000 | 1,703,650 | 15,535,000 | 1,320,544 | - | 553,650 |
| 2013-14 | - | - | 16,860,000 | 1,281,500 | - | 912,750 | 5,240,000 | 461,950 |
| 2014-15 | - | - | 17,700,000 | 430,000 | - | 912,750 | 5,425,000 | 234,625 |
| 2015-16 | - | - | - | - | 18,255,000 | 456,375 | - | 99,000 |
| 2016-17 | - | - | - | - | - | - | - | 99,000 |
| 2017-18 | - | - | - | - | - | - | - | 99,000 |
| 2018-19 | - | - | - | - | - | - | - | 99,000 |
| 2019-20 | - | - | - | - | - | - | - | 99,000 |
| 2020-21 | - | - | - | - | - | - | - | 99,000 |
| 2021-22 | - | - | - | - | - | - | - | 99,000 |
| 2022-23 | - | - | - | - | - | - | - | 99,000 |
| 2023-24 | - | - | - | - | - | - | - | 99,000 |
| 2024-25 | - | - | - | - | - | - | 2,200,000 | 49,500 |
| 2025-26 | - | - | - | - | - | - | - | - |
| 2026-27 | - | - | - | - | - | - | - | - |
| Totals | \$ 35,240,000 | \$ 1,145,300 | \$ 34,640,000 | \$ 5,120,100 | \$ 48,590,000 | \$ 5,700,756 | \$ 12,865,000 | \$ 2,744,375 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2011/2012

Budget

Amortization Schedule, Bond, and Coupons

| Total Outstanding General Obligation Bonds & Registered Coupons | | | |
|--|----------------------------------|-----------------------|-----------------------|
| Fiscal Year | Principal & Accretion | Interest | Total Payments |
| 2011-12 | 50,080,000 | 23,999,638 | 74,079,638 |
| 2012-13 | 51,465,000 | 21,217,444 | 72,682,444 |
| 2013-14 | 22,100,000 | 19,438,000 | 41,538,000 |
| 2014-15 | 23,125,000 | 18,359,175 | 41,484,175 |
| 2015-16 | 23,340,000 | 17,219,300 | 40,559,300 |
| 2016-17 | 24,355,000 | 16,036,175 | 40,391,175 |
| 2017-18 | 25,570,000 | 14,823,900 | 40,393,900 |
| 2018-19 | 27,480,000 | 13,551,000 | 41,031,000 |
| 2019-20 | 27,740,000 | 12,188,000 | 39,928,000 |
| 2020-21 | 29,125,000 | 10,766,375 | 39,891,375 |
| 2021-22 | 30,575,000 | 9,298,875 | 39,873,875 |
| 2022-23 | 32,055,000 | 7,758,125 | 39,813,125 |
| 2023-24 | 33,660,000 | 6,125,775 | 39,785,775 |
| 2024-25 | 35,320,000 | 4,400,900 | 39,720,900 |
| 2025-26 | 32,545,000 | 2,652,694 | 35,197,694 |
| 2026-27 | 34,255,000 | 899,194 | 35,154,194 |
| Totals | \$ 502,790,000 | \$ 198,734,569 | \$ 701,524,569 |

| Bond Ratings | |
|---------------------|-----|
| Moody's | Aa3 |
| Standard & Poor's | AA- |

| Computation of Legal Debt Margin | |
|--|-------------------------|
| Assessed Value | \$ 7,309,550,697 |
| Debt Limitation - 20 percent assessed value | \$ 1,461,910,139 |
| Total Bonded Debt | \$ 502,790,000 |
| Less: Assets in Bond Redemption Fund | 72,208,700 |
| Total Amount of Debt Applicable to Debt Limit | 430,581,300 |
| Legal Debt Margin | \$ 1,031,328,839 |

| Fiscal Year | \$39,595,000 Series 2005 General Obligation Refunding Bonds | | \$66,800,000 Series 2006 General Obligation Refunding Bonds | | \$35,890,000 Series 2007 General Obligation Refunding Bonds | | \$233,400,000 Series 2010 General Obligation Refunding Bonds | |
|--------------------|--|----------------------|--|----------------------|--|---------------------|---|-----------------------|
| | Principal | Interest | Principal | Interest | Principal | Interest | Principal | Interest |
| 2011-12 | - | 1,951,000 | - | 3,507,000 | - | 1,715,600 | - | 11,323,800 |
| 2012-13 | - | 1,951,000 | - | 3,507,000 | 35,890,000 | 857,800 | - | 11,323,800 |
| 2013-14 | - | 1,951,000 | - | 3,507,000 | - | - | - | 11,323,800 |
| 2014-15 | - | 1,951,000 | - | 3,507,000 | - | - | - | 11,323,800 |
| 2015-16 | - | 1,951,000 | - | 3,507,000 | - | - | 5,085,000 | 11,205,925 |
| 2016-17 | 19,035,000 | 1,475,125 | - | 3,507,000 | - | - | 5,320,000 | 10,955,050 |
| 2017-18 | 19,985,000 | 499,625 | - | 3,507,000 | - | - | 5,585,000 | 10,718,275 |
| 2018-19 | - | - | - | 3,507,000 | - | - | 27,480,000 | 9,945,000 |
| 2019-20 | - | - | - | 3,507,000 | - | - | 27,740,000 | 8,582,000 |
| 2020-21 | - | - | - | 3,507,000 | - | - | 29,125,000 | 7,160,375 |
| 2021-22 | - | - | - | 3,507,000 | - | - | 30,575,000 | 5,692,875 |
| 2022-23 | - | - | - | 3,507,000 | - | - | 32,055,000 | 4,152,125 |
| 2023-24 | - | - | - | 3,507,000 | - | - | 33,660,000 | 2,519,775 |
| 2024-25 | - | - | - | 3,507,000 | - | - | 33,120,000 | 844,400 |
| 2025-26 | - | - | 32,545,000 | 2,652,694 | - | - | - | - |
| 2026-27 | - | - | 34,255,000 | 899,194 | - | - | - | - |
| Totals | \$ 39,020,000 | \$ 11,729,750 | \$ 66,800,000 | \$ 52,649,888 | \$ 35,890,000 | \$ 2,573,400 | \$ 229,745,000 | \$ 117,071,000 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Debt Service
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2007/2008 Actuals | 2008/2009 Actuals | 2009/2010 Actuals | 2010/2011 Budget |
|--|------------------------------|------------------------------|------------------------------|-----------------------------|
| Beginning Fund Balance | \$ 58,083,150 | \$ 63,022,587 | \$ 68,924,667 | \$ 68,104,200 |
| Revenue: | | | | |
| Property Tax | 81,150,128 | 81,427,715 | 81,748,765 | 81,900,000 |
| Interest | - | 123,329 | 2,877 | 75,000 |
| Total Revenues | <u>81,150,128</u> | <u>81,551,044</u> | <u>81,751,642</u> | <u>81,975,000</u> |
| Expenditures: | | | | |
| Debt Service | | | | |
| Principal retirements | 40,265,000 | 42,385,000 | 45,120,000 | 50,925,000 |
| Interest and fiscal charges | 36,212,575 | 33,263,964 | 28,423,042 | 27,002,000 |
| Total Debt Service | <u>76,477,575</u> | <u>75,648,964</u> | <u>73,543,042</u> | <u>77,927,000</u> |
| Excess of Revenues Over (Under) Expenditures | 4,672,553 | 5,902,080 | 8,208,600 | 4,048,000 |
| Other Financing Sources (Uses) | | | | |
| General Obligation Bond Proceeds | 35,890,000 | - | 233,400,000 | - |
| Payment to Refunded Bond Escrow Agent | (37,762,766) | - | (278,158,016) | - |
| Premium from refunding bonds | 2,139,650 | - | 35,855,493 | - |
| Total Other financing sources (uses) | <u>266,884</u> | <u>-</u> | <u>(8,902,523)</u> | <u>-</u> |
| Net change in Fund Balance | 4,939,437 | 5,902,080 | (693,923) | 4,048,000 |
| Ending Fund Balance | <u>\$ 63,022,587</u> | <u>\$ 68,924,667</u> | <u>\$ 68,230,744</u> | <u>\$ 72,152,200</u> |

Notes:

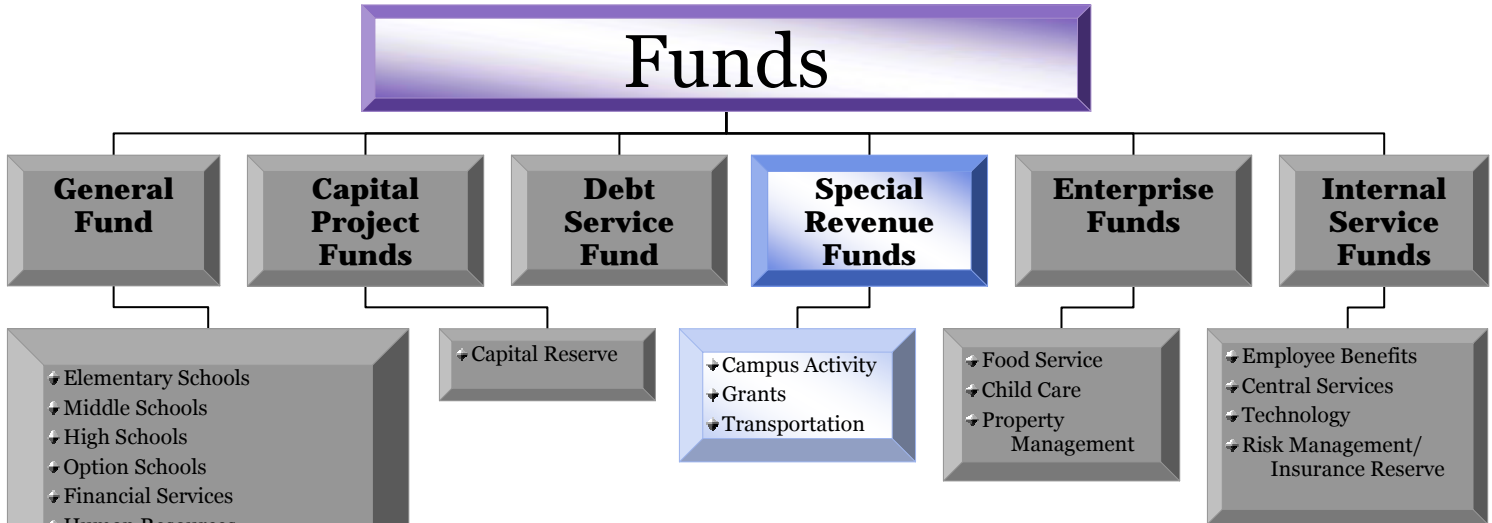
There are no FTEs in this fund.

Out-year projections anticipate a voter-approved Bond Issue of \$250,000,000 in January 2013 and \$100,000,000 in January of 2015 which would be used to cover the capital improvement and facilities maintenance needs of the district . The Facilities Master Plan defined capital need requirements that suggest the necessity of capital financing. Financing transactions would require the Board of Education direction and voter-approved debt.

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Debt Service
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2010/2011 Estimate | 2011/2012 Budget | 2012/2013 Planned | 2013/2014 Planned | 2014/2015 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 68,230,700 | \$ 72,208,700 | \$ 79,514,100 | \$ 88,226,800 | \$ 93,642,400 |
| 81,900,000 | 81,400,000 | 81,410,100 | 81,410,100 | 81,410,100 |
| 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| 81,905,000 | 81,405,000 | 81,415,100 | 81,415,100 | 81,415,100 |
| 50,925,000 | 50,080,000 | 51,465,000 | 49,399,700 | 49,396,900 |
| 27,002,000 | 24,019,600 | 21,237,400 | 26,599,800 | 26,598,400 |
| 77,927,000 | 74,099,600 | 72,702,400 | 75,999,500 | 75,995,300 |
| 3,978,000 | 7,305,400 | 8,712,700 | 5,415,600 | 5,419,800 |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| 3,978,000 | 7,305,400 | 8,712,700 | 5,415,600 | 5,419,800 |
| \$ 72,208,700 | \$ 79,514,100 | \$ 88,226,800 | \$ 93,642,400 | \$ 99,062,200 |





Special Revenue Funds

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

Campus Activity Fund

This fund is used to manage revenues collected on behalf of the participants who will benefit from the expenditures. Funds are collected as a result of fundraisers, fees for participation, activity charges, and donations.

Grants Fund

This fund is used to manage federal, state, and private sector grant programs. The two largest federal grants that the district receives are Special Education and Title I. State grants include Gifted and Talented and Medicaid. Most grant expenditures must be pre-approved through a grant plan, however, some grants are awards that do not require plans.

Transportation Fund

This fund is used to manage all transportation related activity including revenue collected via student transportation fees and school field trips, and expenses for transportation services and fleet maintenance.

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Campus Activity
Schedule of Revenues, Expenditures and Changes in Retained Earnings

| | 2007/2008 | 2008/2009 | 2009/2010 | 2010/2011 |
|--|---------------------|---------------------|---------------------|---------------------|
| | Actuals | Actuals | Actuals | Budget |
| Beginning Fund Balance | \$ 9,177,302 | \$ 9,036,855 | \$ 9,164,254 | \$ 9,482,300 |
| Revenues: | | | | |
| Interest | 18,355 | 4,069 | 3,059 | 2,000 |
| Student Activities | 7,216,469 | 6,243,921 | 5,979,390 | 6,212,200 |
| Fund Raising | 5,092,200 | 5,019,131 | 4,597,050 | 4,989,800 |
| Fees and Dues | 6,391,607 | 7,326,834 | 6,854,129 | 6,951,000 |
| Donations | 2,046,195 | 2,117,942 | 2,797,171 | 2,193,500 |
| Other | 4,794,248 | 3,221,886 | 2,369,051 | 3,166,700 |
| Total Revenues | <u>25,559,074</u> | <u>23,933,783</u> | <u>22,599,850</u> | <u>23,515,200</u> |
| Expenditures: | | | | |
| Athletics and Activities | <u>25,899,521</u> | <u>24,006,384</u> | <u>22,497,219</u> | <u>24,394,600</u> |
| Total Expenditures | <u>25,899,521</u> | <u>24,006,384</u> | <u>22,497,219</u> | <u>24,394,600</u> |
| Excess of Revenues Over (Under) Expenditures | (340,447) | (72,601) | 102,631 | (879,400) |
| Other Financing Sources (Uses) | | | | |
| Operating Transfer In* | 200,000 | 200,000 | 729,700 | 750,000 |
| Operating Transfer Out | | | | |
| Excess Revenue and Other Financing Sources Over (Under) Expenditures | (140,447) | 127,399 | 832,331 | (129,400) |
| Ending Fund Balance | <u>\$ 9,036,855</u> | <u>\$ 9,164,254</u> | <u>\$ 9,996,585</u> | <u>\$ 9,352,900</u> |

* Includes the transfer of \$200,000 from the Property Mangement Fund to reimburse schools for community use of buildings and a reimbursement to schools for waived fees to cover costs of materials for students who are below povety level.

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Campus Activity
Schedule of Revenues, Expenditures and Changes in Retained Earnings

| 2010/2011 Estimate | 2011/2012 Budget | 2012/2013 Planned | 2013/2014 Planned | 2014/2015 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 9,997,000 | \$ 10,228,400 | \$ 10,209,800 | \$ 10,200,100 | \$ 10,197,600 |
| | | | | |
| 3,400 | 3,400 | 3,500 | 3,600 | 3,700 |
| 6,069,100 | 6,369,100 | 6,509,200 | 6,678,400 | 6,845,400 |
| 4,588,900 | 4,588,900 | 4,689,900 | 4,811,800 | 4,932,100 |
| 6,864,100 | 7,164,100 | 7,321,700 | 7,512,000 | 7,699,800 |
| 2,797,800 | 2,797,800 | 2,859,400 | 2,933,700 | 3,007,100 |
| 2,360,700 | 2,360,700 | 2,412,600 | 2,475,300 | 2,537,200 |
| <u>22,684,000</u> | <u>23,284,000</u> | <u>23,796,300</u> | <u>24,414,800</u> | <u>25,025,300</u> |
| | | | | |
| <u>23,202,600</u> | <u>23,802,600</u> | <u>24,306,000</u> | <u>24,917,300</u> | <u>25,540,300</u> |
| <u>23,202,600</u> | <u>23,802,600</u> | <u>24,306,000</u> | <u>24,917,300</u> | <u>25,540,300</u> |
| | | | | |
| (518,600) | (518,600) | (509,700) | (502,500) | (515,000) |
| | | | | |
| 750,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| | | | | |
| 231,400 | (18,600) | (9,700) | (2,500) | (15,000) |
| <u>\$ 10,228,400</u> | <u>\$ 10,209,800</u> | <u>\$ 10,200,100</u> | <u>\$ 10,197,600</u> | <u>\$ 10,182,600</u> |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2011/2012

Grants

Schedule of Revenues, Expenditures and Changes in Retained Earnings

| | 2007/2008 Actuals | 2008/2009 Actuals | 2009/2010 Actuals | 2010/2011 Budget |
|---|------------------------------|------------------------------|------------------------------|-----------------------------|
| Beginning Fund Balance | \$ 1,744,016 | \$ 1,357,570 | \$ 1,142,927 | \$ 1,283,000 |
| Revenue: | | | | |
| Federal | 32,279,112 | 31,517,137 | 42,577,618 | 44,880,000 |
| State | 1,131,345 | 1,323,920 | 2,486,644 | 2,080,000 |
| Other | 1,141,200 | 1,347,251 | 672,287 | 470,000 |
| Total Revenues | <u>34,551,657</u> | <u>34,188,308</u> | <u>45,736,549</u> | <u>47,430,000</u> |
| Expenditures: | | | | |
| General Administration | 1,903,444 | 2,096,847 | 2,273,934 | 1,782,900 |
| School Administration | 1,618,114 | 1,072,949 | 967,415 | 718,100 |
| General Instruction | 8,712,442 | 9,133,833 | 10,000,767 | 22,459,700 |
| Special Ed Instruction | 13,708,118 | 12,081,430 | 17,801,729 | 12,097,900 |
| Instructional Support | 8,817,043 | 9,949,811 | 13,467,164 | 10,203,600 |
| Operations and Maintenance | 16,757 | 10,890 | 29,384 | 58,900 |
| Transportation | 162,186 | 57,190 | 275,567 | 78,900 |
| Total Expenditures | <u>34,938,104</u> | <u>34,402,951</u> | <u>44,815,960</u> | <u>47,400,000</u> |
| Excess of Revenues Over (Under) Expenditures | (386,447) | (214,643) | 920,589 | 30,000 |
| Other Financing Sources (Uses) | | | | |
| Operating Transfer In | | | | |
| Operating Transfer Out | | | (32,522) | |
| Excess Revenue and Other Financing Sources Over (Under) Expenditures | (386,447) | (214,643) | 888,067 | 30,000 |
| Ending Fund Balance | <u>\$ 1,357,570</u> | <u>\$ 1,142,927</u> | <u>\$ 2,030,994</u> | <u>\$ 1,313,000</u> |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1

2011/2012

Grants

Schedule of Revenues, Expenditures and Changes in Retained Earnings

| 2010/2011 Estimate | 2011/2012 Budget | 2012/2013 Planned | 2013/2014 Planned | 2014/2015 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 2,031,000 | \$ 1,980,900 | \$ 1,950,800 | \$ 1,950,700 | \$ 1,950,800 |
| 58,513,600 | 39,807,600 | 38,976,800 | 37,130,500 | 35,284,200 |
| 2,722,500 | 2,722,500 | 2,665,700 | 2,539,400 | 2,413,100 |
| 591,600 | 591,600 | 579,200 | 551,800 | 524,400 |
| <u>61,827,700</u> | <u>43,121,700</u> | <u>42,221,700</u> | <u>40,221,700</u> | <u>38,221,700</u> |
| 2,325,500 | 1,621,900 | 1,588,100 | 1,512,900 | 1,437,600 |
| 936,700 | 653,300 | 639,600 | 609,300 | 579,000 |
| 29,346,100 | 20,462,600 | 20,006,100 | 19,058,400 | 18,110,800 |
| 15,780,300 | 11,006,000 | 10,776,300 | 10,265,800 | 9,755,300 |
| 13,309,400 | 9,282,600 | 9,088,900 | 8,658,300 | 8,227,800 |
| 76,900 | 53,600 | 52,500 | 50,000 | 47,500 |
| 102,900 | 71,800 | 70,300 | 66,900 | 63,600 |
| <u>61,877,800</u> | <u>43,151,800</u> | <u>42,221,800</u> | <u>40,221,600</u> | <u>38,221,600</u> |
| (50,100) | (30,100) | (100) | 100 | 100 |
| (50,100) | (30,100) | (100) | 100 | 100 |
| <u>\$ 1,980,900</u> | <u>\$ 1,950,800</u> | <u>\$ 1,950,700</u> | <u>\$ 1,950,800</u> | <u>\$ 1,950,900</u> |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Transportation
Schedule of Revenues, Expenditures and Changes in Retained Earnings

| | 2007/2008 | 2008/2009 | 2009/2010 | 2010/2011 |
|--|------------------|------------------|------------------|------------------|
| | Actuals | Actuals | Actuals | Budget |
| Beginning Fund Balance | \$ - | \$ - | \$ - | \$ - |
| Revenues: | | | | |
| Tuition, Fees and Dues | - | - | - | - |
| Service Contracts | - | - | - | - |
| Other Revenue | - | - | - | - |
| Total Revenues | - | - | - | - |
| Expenditures: | | | | |
| Salaries and Benefits | - | - | - | - |
| Purchased Services | - | - | - | - |
| Materials and Supplies | - | - | - | - |
| Capital and Equipment | - | - | - | - |
| Total Expenditures | - | - | - | - |
| Excess of Revenues Over (Under) Expenditures | - | - | - | - |
| Other Financing Sources (Uses) | | | | |
| Operating Transfer In* | - | - | - | - |
| Operating Transfer Out | - | - | - | - |
| Excess Revenue and Other Financing Sources Over (Under) Expenditures | - | - | - | - |
| Ending Fund Balance | \$ - | \$ - | \$ - | \$ - |

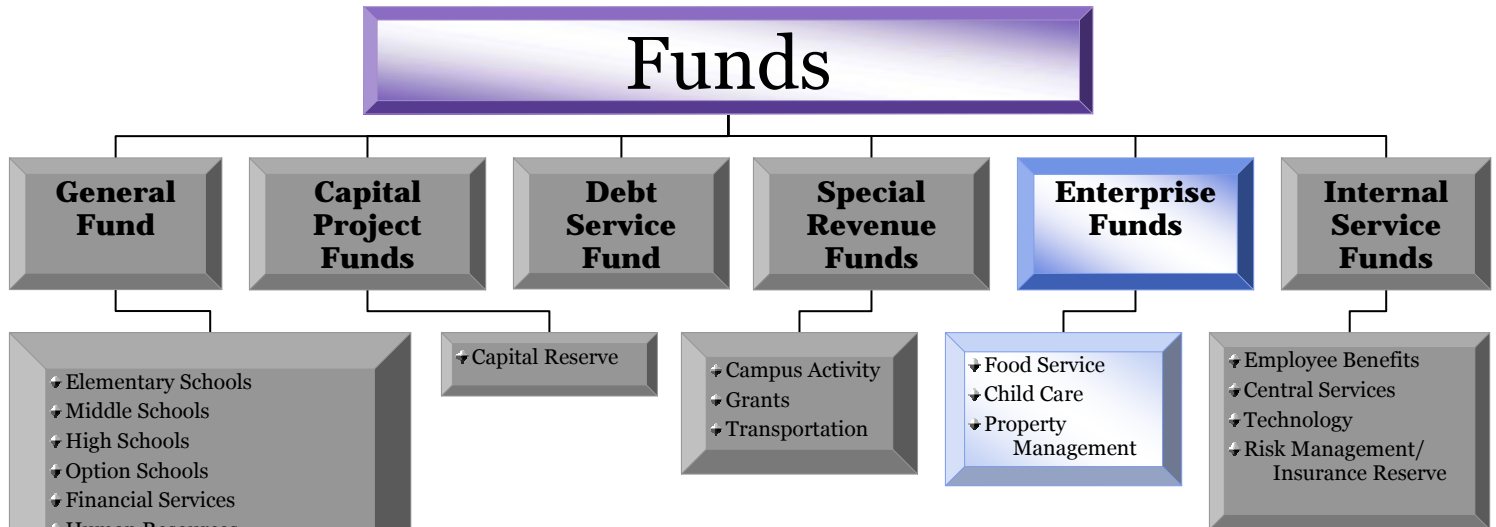
* The Transportation Fund was established in 2011/2012. Per the Colorado Department of Education regulations, a separate fund is required if fees for regular student transportation are charged. All of the revenue and expenditures were moved from the General Fund to the Transportation Fund beginning in 2011/2012.

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Transportation
Schedule of Revenues, Expenditures and Changes in Retained Earnings

| 2010/2011 Estimate | 2011/2012 Budget | 2012/2013 Planned | 2013/2014 Planned | 2014/2015 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ - | \$ - | \$ - | \$ - | \$ - |
| - | 2,500,000 | 3,000,000 | 3,000,000 | 3,000,000 |
| - | 4,500,000 | 4,500,000 | 4,500,000 | 4,500,000 |
| - | 7,000,000 | 7,500,000 | 7,500,000 | 7,500,000 |
| - | 15,769,900 | 16,203,600 | 15,186,000 | 14,399,400 |
| - | 377,100 | 387,700 | 363,300 | 344,400 |
| - | 4,235,700 | 4,350,100 | 4,076,000 | 3,864,000 |
| - | 20,900 | 21,900 | 20,500 | 19,400 |
| - | 20,403,600 | 20,963,300 | 19,645,800 | 18,627,200 |
| - | (13,403,600) | (13,463,300) | (12,145,800) | (11,127,200) |
| - | 13,403,600 | 13,463,300 | 12,145,800 | 11,127,200 |
| - | | | | |
| - | - | - | - | - |
| \$ - | \$ - | \$ - | \$ - | \$ - |



Funds



Enterprise Funds

Enterprise Funds are used to manage operations financed in a manner similar to private enterprise, i.e. where the costs of providing goods or services to the general public on a continuing basis are financed or recovered primarily by user charges, or where it has been decided that periodic determination of net income is appropriate for accountability purposes.

Food Service

This fund manages all financial activities associated with the school breakfast and lunch program which strives to provide healthy, nutritionally balanced, cost effective meals to students.

Child Care

This fund manages all financial activities associated with the school-age enrichment before and after school program, preschool, and some of the district's full day kindergarten programs.

Property Management

This fund manages all financial activities associated with community use of district buildings, fields, and other facilities.

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Food Service
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2007/2008 | 2008/2009 | 2009/2010 | 2010/2011 |
|--|---------------------|---------------------|---------------------|---------------------|
| | Actuals | Actuals | Actuals | Budget |
| Beginning Fund Balance | \$ 7,256,815 | \$ 8,220,544 | \$ 8,032,395 | \$ 7,199,800 |
| Revenue: | | | | |
| Food sales | 12,972,700 | 12,380,857 | 11,259,632 | 12,720,000 |
| Service contracts | 261,144 | 351,931 | 477,141 | 450,000 |
| Total Revenues | <u>13,233,844</u> | <u>12,732,788</u> | <u>11,736,773</u> | <u>13,170,000</u> |
| Expenses: | | | | |
| Purchased food | 7,965,955 | 8,641,400 | 9,251,600 | 9,714,000 |
| USDA commodities | 1,770,751 | 1,483,285 | 1,288,277 | 1,500,000 |
| Salaries and benefits | 9,777,954 | 10,420,267 | 11,478,474 | 11,398,000 |
| Administrative services | 573,534 | 684,458 | 964,327 | 1,166,900 |
| Utilities | 322,123 | 355,941 | 358,616 | 375,000 |
| Supplies | 1,100,690 | 1,450,737 | 1,384,426 | 1,124,000 |
| Repairs and maintenance | 30,760 | 52,818 | 154,793 | 50,000 |
| Depreciation | 358,302 | 304,358 | 290,729 | 315,000 |
| Other | 268,584 | 1,851 | 3,862 | 6,000 |
| Total Expenses | <u>22,168,653</u> | <u>23,395,115</u> | <u>25,175,104</u> | <u>25,648,900</u> |
| Income (Loss) from Operations | (8,934,809) | (10,662,327) | (13,438,331) | (12,478,900) |
| Non-Operating Revenues (Expenses): | | | | |
| USDA Commodities | 1,936,122 | 1,344,642 | 1,211,084 | 1,500,000 |
| Federal/State Reimbursement | 7,758,304 | 8,735,385 | 9,753,337 | 9,895,000 |
| Interest revenues | 158,870 | 86,217 | 13,583 | 15,000 |
| Interest expense | - | - | - | - |
| Loss on sale of fixed assets | (407) | (30,066) | (25,868) | (15,000) |
| Total Non-operating Revenue (Expenses) | <u>9,852,889</u> | <u>10,136,178</u> | <u>10,952,136</u> | <u>11,395,000</u> |
| Net Income (loss) | <u>918,080</u> | <u>(526,149)</u> | <u>(2,486,195)</u> | <u>(1,083,900)</u> |
| Capital Contributions | <u>45,649</u> | <u>338,000</u> | <u>1,172,164</u> | |
| Increase (decrease) in retained earnings | 963,729 | (188,149) | (1,314,031) | (1,083,900) |
| Ending Fund Balance | <u>\$ 8,220,544</u> | <u>\$ 8,032,395</u> | <u>\$ 6,718,364</u> | <u>\$ 6,115,900</u> |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Food Service
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2010/2011 Estimate | 2011/2012 Budget | 2012/2013 Planned | 2013/2014 Planned | 2014/2015 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 6,718,400 | \$ 5,431,500 | \$ 5,269,000 | \$ 5,139,200 | \$ 4,960,700 |
| 11,233,600 | 11,694,000 | 11,650,000 | 11,952,900 | 12,251,700 |
| 522,300 | 520,000 | 520,000 | 533,500 | 546,800 |
| 11,755,900 | 12,214,000 | 12,170,000 | 12,486,400 | 12,798,500 |
| 9,160,500 | 8,950,300 | 8,950,300 | 9,183,000 | 9,412,600 |
| 1,500,100 | 1,300,000 | 1,300,000 | 1,300,000 | 1,300,000 |
| 11,638,800 | 10,888,700 | 10,888,700 | 11,070,800 | 11,300,100 |
| 782,000 | 881,000 | 881,000 | 903,900 | 926,500 |
| 350,400 | 360,000 | 379,000 | 381,000 | 383,000 |
| 1,238,200 | 1,304,500 | 1,200,000 | 1,100,000 | 1,100,000 |
| 41,100 | 45,000 | 50,800 | 51,200 | 51,600 |
| 314,600 | 317,000 | 320,000 | 320,000 | 320,000 |
| 2,900 | 2,000 | 5,000 | 5,000 | 5,000 |
| 25,028,600 | 24,048,500 | 23,974,800 | 24,314,900 | 24,798,800 |
| (13,272,700) | (11,834,500) | (11,804,800) | (11,828,500) | (12,000,300) |
| 1,549,300 | 1,300,000 | 1,300,000 | 1,300,000 | 1,300,000 |
| 10,420,400 | 10,371,000 | 10,375,000 | 10,350,000 | 10,350,000 |
| 5,000 | 1,000 | - | - | - |
| - | - | - | - | - |
| - | - | - | - | - |
| 11,974,700 | 11,672,000 | 11,675,000 | 11,650,000 | 11,650,000 |
| (1,298,000) | (162,500) | (129,800) | (178,500) | (350,300) |
| 11,100 | | | | |
| (1,286,900) | (162,500) | (129,800) | (178,500) | (350,300) |
| \$ 5,431,500 | \$ 5,269,000 | \$ 5,139,200 | \$ 4,960,700 | \$ 4,610,400 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Child Care
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2007/2008 | 2008/2009 | 2009/2010 | 2010/2011 |
|--|---------------------|---------------------|---------------------|---------------------|
| | Actuals | Actuals | Actuals | Budget |
| Beginning Fund Balance | \$ 2,486,383 | \$ 3,312,865 | \$ 3,761,175 | \$ 3,728,500 |
| Revenue: | | | | |
| Service contracts | 1,336,380 | 1,306,740 | 1,128,846 | 1,146,200 |
| Tuition | 9,949,093 | 9,713,006 | 9,167,085 | 9,673,000 |
| Total Revenues | <u>11,285,473</u> | <u>11,019,746</u> | <u>10,295,931</u> | <u>10,819,200</u> |
| Expenses: | | | | |
| Salaries and benefits | 10,705,505 | 11,575,138 | 11,637,396 | 12,064,000 |
| Administrative services | 1,210,305 | 1,386,933 | 1,577,647 | 1,617,100 |
| Utilities | 6,044 | 4,688 | 6,868 | 4,600 |
| Supplies | 730,904 | 870,808 | 808,669 | 845,100 |
| Repairs and maintenance | 12,535 | 47,833 | 19,510 | 31,200 |
| Rent | 905,148 | 650,191 | 659,314 | 663,000 |
| Depreciation | 15,030 | 8,698 | 15,639 | 14,500 |
| Other | 23,861 | 3,055 | 3,179 | 4,500 |
| Total Expenses | <u>13,609,332</u> | <u>14,547,344</u> | <u>14,728,222</u> | <u>15,244,000</u> |
| Income (Loss) from Operations | (2,323,859) | (3,527,598) | (4,432,291) | (4,424,800) |
| Non-Operating Revenues (Expenses): | | | | |
| Capital Contributions | | 32,738 | - | - |
| Interest revenues | 122,590 | 76,129 | 20,288 | 40,000 |
| Interest expense | - | - | - | - |
| Gain (loss) on sale of fixed assets | (2,261) | - | - | - |
| Total Non-operating Revenue (Expenses) | <u>120,329</u> | <u>108,867</u> | <u>20,288</u> | <u>40,000</u> |
| Income (Loss) before Operating Transfers | <u>(2,203,530)</u> | <u>(3,418,731)</u> | <u>(4,412,003)</u> | <u>(4,384,800)</u> |
| Operating transfer from General Fund | 3,030,012 | 3,867,041 | 4,468,518 | 4,226,100 |
| Net Income (loss) | <u>826,482</u> | <u>448,310</u> | <u>56,515</u> | <u>(158,700)</u> |
| Ending Fund Balance | <u>\$ 3,312,865</u> | <u>\$ 3,761,175</u> | <u>\$ 3,817,690</u> | <u>\$ 3,569,800</u> |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Child Care
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2010/2011 Estimate | 2011/2012 Budget | 2012/2013 Planned | 2013/2014 Planned | 2014/2015 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 3,817,700 | \$ 4,140,800 | \$ 3,978,400 | \$ 3,965,400 | \$ 3,861,900 |
| 1,122,000 | 1,081,500 | 1,081,500 | 1,109,600 | 1,137,300 |
| 9,228,200 | 9,014,400 | 9,164,400 | 9,314,400 | 9,464,400 |
| 10,350,200 | 10,095,900 | 10,245,900 | 10,424,000 | 10,601,700 |
| 11,515,500 | 11,219,700 | 11,219,700 | 11,511,400 | 11,799,200 |
| 1,472,600 | 1,494,200 | 1,494,200 | 1,533,000 | 1,571,300 |
| 12,500 | 12,500 | 12,500 | 12,800 | 13,100 |
| 644,500 | 759,100 | 759,100 | 778,800 | 798,300 |
| 5,100 | 18,500 | 18,500 | 19,000 | 19,500 |
| 665,400 | 652,900 | 652,900 | 669,900 | 686,600 |
| 19,000 | 20,500 | 20,500 | 21,000 | 21,500 |
| 1,500 | 2,500 | 2,500 | 2,600 | 2,700 |
| 14,336,100 | 14,179,900 | 14,179,900 | 14,548,500 | 14,912,200 |
| (3,985,900) | (4,084,000) | (3,934,000) | (4,124,500) | (4,310,500) |
| - | - | - | - | - |
| 9,000 | 5,000 | 4,000 | 2,000 | 2,000 |
| - | - | - | - | - |
| - | - | - | - | - |
| 9,000 | 5,000 | 4,000 | 2,000 | 2,000 |
| (3,976,900) | (4,079,000) | (3,930,000) | (4,122,500) | (4,308,500) |
| 4,300,000 | 3,916,600 | 3,917,000 | 4,019,000 | 4,119,000 |
| 323,100 | (162,400) | (13,000) | (103,500) | (189,500) |
| \$ 4,140,800 | \$ 3,978,400 | \$ 3,965,400 | \$ 3,861,900 | \$ 3,672,400 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Property Management
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2007/2008 | 2008/2009 | 2009/2010 | 2010/2011 |
|--|---------------------|---------------------|---------------------|---------------------|
| | Actuals | Actuals | Actuals | Budget |
| Beginning Fund Balance | \$ 3,625,296 | \$ 4,096,226 | \$ 4,461,178 | \$ 3,900,800 |
| Revenue: | | | | |
| Building Rental | 1,921,999 | 1,728,955 | 1,674,886 | 1,625,000 |
| Total Revenues | <u>1,921,999</u> | <u>1,728,955</u> | <u>1,674,886</u> | <u>1,625,000</u> |
| Expenses: | | | | |
| Salaries and Benefits | 905,025 | 826,480 | 856,478 | 848,600 |
| Administrative services | 143,041 | 102,730 | 878,855 | 199,200 |
| Utilities | 195,108 | 193,560 | 181,108 | 200,000 |
| Supplies | 33,362 | 33,389 | 48,843 | 66,500 |
| Repair and Maintenance | 125 | - | 7,663 | 5,000 |
| Other | 17,043 | 16,983 | 14,539 | 20,000 |
| Depreciation Expense | 53,518 | 52,482 | 62,194 | 65,000 |
| Total Expenses | <u>1,347,222</u> | <u>1,225,624</u> | <u>2,049,680</u> | <u>1,404,300</u> |
| Income (Loss) from Operations | 574,777 | 503,331 | (374,794) | 220,700 |
| Non-Operating Revenues (Expenses): | | | | |
| Interest revenues | 105,460 | 61,621 | 14,415 | 20,000 |
| Interest expense | - | | | |
| Loss on sale of fixed Asset | (9,307) | | (1,558) | - |
| Total Non-operating Revenue (Expenses) | <u>96,153</u> | <u>61,621</u> | <u>12,857</u> | <u>20,000</u> |
| Transfer to Campus Activity Fund* | (200,000) | (200,000) | (200,000) | (200,000) |
| Net Income (Loss) | <u>470,930</u> | <u>364,952</u> | <u>(561,937)</u> | <u>40,700</u> |
| Ending Fund Balance | <u>\$ 4,096,226</u> | <u>\$ 4,461,178</u> | <u>\$ 3,899,241</u> | <u>\$ 3,941,500</u> |

*Amount represents transfer to the Campus Activity Fund to reimburse schools for community use of their building.

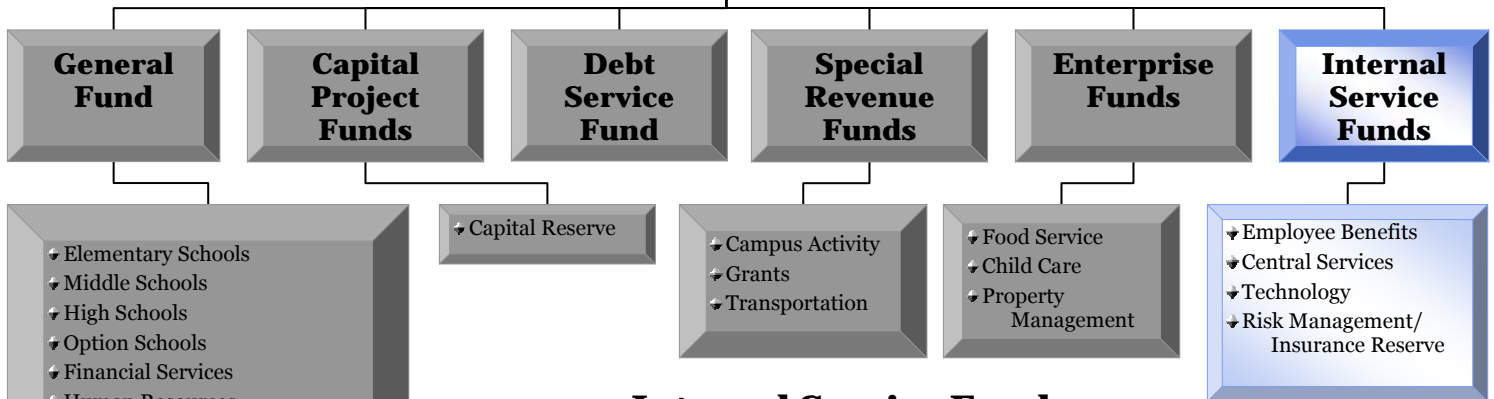
2009/2010 expenditures included \$750,000 towards the payment of the building assessment contract for the Facilities Master Plan.

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Property Management
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2010/2011 Estimate | 2011/2012 Budget | 2012/2013 Planned | 2013/2014 Planned | 2014/2015 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 3,899,200 | \$ 4,136,000 | \$ 4,278,500 | \$ 4,445,500 | \$ 4,586,600 |
| 1,735,000 | 1,575,000 | 1,585,000 | 1,595,000 | 1,605,000 |
| 1,735,000 | 1,575,000 | 1,585,000 | 1,595,000 | 1,605,000 |
| 831,500 | 807,200 | 807,200 | 828,200 | 848,900 |
| 108,300 | 232,300 | 235,000 | 250,000 | 275,000 |
| 201,000 | 215,000 | 220,000 | 220,000 | 220,000 |
| 81,000 | 90,000 | 90,000 | 90,000 | 90,000 |
| 3,000 | 5,500 | | | |
| 15,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| 65,400 | 66,000 | 66,000 | 66,000 | 66,000 |
| 1,305,200 | 1,436,000 | 1,438,200 | 1,474,200 | 1,519,900 |
| 429,800 | 139,000 | 146,800 | 120,800 | 85,100 |
| 7,000 | 3,500 | 20,200 | 20,300 | 20,400 |
| - | | - | - | - |
| 7,000 | 3,500 | 20,200 | 20,300 | 20,400 |
| (200,000) | - | - | - | - |
| 236,800 | 142,500 | 167,000 | 141,100 | 105,500 |
| \$ 4,136,000 | \$ 4,278,500 | \$ 4,445,500 | \$ 4,586,600 | \$ 4,692,100 |



Funds



Internal Service Funds

These funds are used to manage the cost of goods or services provided by Internal Service departments to other departments and schools on a cost-reimbursement basis.

Employee Benefit

This fund manages the residual items for the district's previous self-insured medical plans, the current medical, dental, and vision insurance plans, and the group life and retired life insurance programs.

Central Services

This fund provides copier and printing services as well as audio-visual installation, maintenance, and repair for schools and departments. This internal service fund receives no direct General Fund operating transfers. Revenue is received based on billings to schools and departments for services rendered.

Technology

This fund manages the many technology systems, infrastructure, support, and maintenance to provide technology services and solutions that support the district's educational and business goals.

Risk Management/Insurance Reserve

This fund is authorized by state law to allow the district to maintain an insurance reserve for self-insured purposes and to fund liability, workers' compensation, and property insurance premiums.

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Employee Benefits
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2007/2008 Actuals | 2008/2009 Actuals | 2009/2010 Actuals | 2010/2011 Budget |
|---|------------------------------------|------------------------------------|------------------------------------|-----------------------------------|
| Beginning Fund Balance | \$ 7,549,564 | \$ 8,698,016 | \$ 11,835,364 | \$ 12,737,600 |
| Revenue: | | | | |
| Insurance premiums | 7,500,020 | 9,279,877 | 8,840,289 | 6,990,000 |
| Total Revenues | 7,500,020 | 9,279,877 | 8,840,289 | 6,990,000 |
| Expenses: | | | | |
| Salaries and benefits | 57,419 | 69,506 | 65,469 | 164,000 |
| Claim losses | 5,909,805 | 5,416,591 | 5,750,768 | 6,635,000 |
| Premiums paid | 290,749 | 362,295 | 317,978 | 360,000 |
| Administration | 453,291 | 493,308 | 548,959 | 905,100 |
| Total Expenses | 6,711,264 | 6,341,700 | 6,683,174 | 8,064,100 |
| Income (Loss) from Operations | 788,756 | 2,938,177 | 2,157,115 | (1,074,100) |
| Non-Operating Revenues (Expenses): | | | | |
| Interest revenue | 359,696 | 199,171 | 55,659 | 100,000 |
| Interest expense | - | - | - | - |
| Total Non-operating Revenue (Expenses) | 359,696 | 199,171 | 55,659 | 100,000 |
| Income (Loss) before Operating Transfers | 1,148,452 | 3,137,348 | 2,212,774 | (974,100) |
| Operating transfer (to) from General Fund | - | - | - | - |
| Net Income (loss) | 1,148,452 | 3,137,348 | 2,212,774 | (974,100) |
| Ending Fund Balance | \$ 8,698,016 | \$ 11,835,364 | \$ 14,048,138 | \$ 11,763,500 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Employee Benefits
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2010/2011 Estimate | 2011/2012 Budget | 2012/2013 Planned | 2013/2014 Planned | 2014/2015 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 14,048,100 | \$ 13,680,300 | \$ 12,872,400 | \$ 12,033,300 | \$ 11,193,200 |
| 6,840,000 | 7,030,000 | 7,050,000 | 7,318,000 | 7,318,000 |
| 6,840,000 | 7,030,000 | 7,050,000 | 7,318,000 | 7,318,000 |
| 167,700 | 162,800 | 164,000 | 164,000 | 164,000 |
| 6,070,000 | 6,575,000 | 6,620,000 | 6,865,000 | 6,860,000 |
| 300,000 | 350,000 | 350,000 | 350,000 | 350,000 |
| 770,100 | 850,100 | 855,100 | 879,100 | 884,100 |
| 7,307,800 | 7,937,900 | 7,989,100 | 8,258,100 | 8,258,100 |
| (467,800) | (907,900) | (939,100) | (940,100) | (940,100) |
| 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| - | - | - | - | - |
| 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| (367,800) | (807,900) | (839,100) | (840,100) | (840,100) |
| - | - | - | - | - |
| (367,800) | (807,900) | (839,100) | (840,100) | (840,100) |
| \$ 13,680,300 | \$ 12,872,400 | \$ 12,033,300 | \$ 11,193,200 | \$ 10,353,100 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Central Services Fund
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2007/2008 Actuals | 2008/2009 Actuals | 2009/2010 Actuals | 2010/2011 Budget |
|---|------------------------------|------------------------------|------------------------------|-----------------------------|
| Beginning Fund Balance | \$ 1,640,613 | \$ 1,806,597 | \$ 1,720,977 | \$ 1,864,400 |
| Revenue: | | | | |
| Fees, Charges for services and Other Revenue | 3,694,084 | 3,669,970 | 3,729,903 | 3,634,700 |
| Total Revenues | 3,694,084 | 3,669,970 | 3,729,903 | 3,634,700 |
| Expenses: | | | | |
| Salaries and employee benefits | 1,115,050 | 1,163,570 | 1,090,519 | 1,160,900 |
| Utilities | 4,109 | 8,830 | 9,169 | 11,100 |
| Supplies | 1,350,268 | 1,461,178 | 1,349,615 | 1,447,000 |
| Repairs and maintenance | 423,920 | 511,871 | 612,305 | 521,000 |
| Depreciation | 362,328 | 361,603 | 234,813 | 337,000 |
| Other | 1,204 | 3,044 | 1,945 | 2,300 |
| Administration | 292,431 | 263,060 | 223,396 | 275,100 |
| Total Expenses | 3,549,310 | 3,773,156 | 3,521,762 | 3,754,400 |
| Income (Loss) from Operations | 144,774 | (103,186) | 208,141 | (119,700) |
| Non-Operating Revenues (Expenses) | | | | |
| Interest revenue | 21,210 | 17,566 | 5,530 | 2,000 |
| Interest expense | - | - | - | - |
| Gain (loss) on sale of fixed assets | - | - | (2,569) | - |
| Total Non-operating Revenue (Expenses) | 21,210 | 17,566 | 2,961 | 2,000 |
| Net Income (loss) | 165,984 | (85,620) | 211,102 | (117,700) |
| Ending Fund Balance | \$ 1,806,597 | \$ 1,720,977 | \$ 1,932,079 | \$ 1,746,700 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Central Services Fund
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2010/2011 Estimate | 2011/2012 Budget | 2012/2013 Planned | 2013/2014 Planned | 2014/2015 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 1,932,100 | \$ 1,991,300 | \$ 1,629,900 | \$ 1,328,600 | \$ 1,063,400 |
| 3,503,100 | 3,506,700 | 3,630,300 | 3,771,100 | 3,915,400 |
| 3,503,100 | 3,506,700 | 3,630,300 | 3,771,100 | 3,915,400 |
| 1,086,000 | 1,131,000 | 1,131,000 | 1,160,400 | 1,189,400 |
| 11,000 | 11,900 | 12,100 | 12,400 | 12,700 |
| 1,280,500 | 1,318,700 | 1,346,400 | 1,380,100 | 1,414,600 |
| 560,700 | 850,500 | 850,500 | 872,600 | 894,400 |
| 236,700 | 275,300 | 310,900 | 322,900 | 361,400 |
| 200 | 1,000 | 1,000 | 1,000 | 1,000 |
| 259,100 | 281,700 | 281,700 | 289,000 | 296,200 |
| 3,434,200 | 3,870,100 | 3,933,600 | 4,038,400 | 4,169,700 |
| 68,900 | (363,400) | (303,300) | (267,300) | (254,300) |
| 2,000 | 2,000 | 2,000 | 2,100 | 2,200 |
| (11,700) | - | - | - | - |
| (9,700) | 2,000 | 2,000 | 2,100 | 2,200 |
| 59,200 | (361,400) | (301,300) | (265,200) | (252,100) |
| \$ 1,991,300 | \$ 1,629,900 | \$ 1,328,600 | \$ 1,063,400 | \$ 811,300 |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Technology
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2007/2008 | 2008/2009 | 2009/2010 | 2010/2011 |
|--|---------------------|---------------------|----------------------|---------------------|
| | Actuals | Actuals | Actuals | Budget |
| Net Assets (deficit) - beginning | \$ 8,278,171 | \$ 8,575,171 | \$ 8,772,988 | \$ 10,062,500 |
| Revenue: | | | | |
| General Fund Billings | 10,807,700 | 13,526,300 | 14,390,800 | 11,275,800 |
| Additional Transfer-Telecom & Operating | 2,282,500 | 3,294,200 | 2,282,500 | 2,282,500 |
| Other | 1,959,184 | 381,204 | 2,629,631 | 2,089,100 |
| General Fund Transfer - Infrastructure | 2,400,000 | 2,450,000 | 2,450,000 | 2,450,000 |
| Total Revenues | <u>17,449,384</u> | <u>19,651,704</u> | <u>21,752,931</u> | <u>18,097,400</u> |
| Expenses: | | | | |
| Salaries and employee benefits | 8,964,255 | 10,044,328 | 10,151,458 | 9,538,100 |
| Utilities | 42,204 | 40,139 | 63,333 | 43,900 |
| Supplies | 473,512 | 373,161 | 542,538 | 263,900 |
| Repairs and maintenance | 1,676,430 | 2,443,173 | 2,470,203 | 3,095,600 |
| Depreciation | 3,115,788 | 3,293,074 | 3,191,637 | 3,576,700 |
| Other | 29,217 | 16,404 | 8,049 | 19,000 |
| Administration | 2,812,095 | 2,718,106 | 3,510,933 | 3,545,800 |
| Total Expenses | <u>17,113,501</u> | <u>18,928,385</u> | <u>19,938,151</u> | <u>20,083,000</u> |
| Income (Loss) from Operations | 335,883 | 723,319 | 1,814,780 | (1,985,600) |
| Non-Operating Revenues (Expenses): | | | | |
| Interest revenue | - | 2,082 | 3,077 | - |
| Interest expense | (38,883) | - | - | (75,000) |
| Gain (loss) on sale of fixed assets | - | (527,584) | - | - |
| Total Non-operating Revenue (Expenses) | <u>(38,883)</u> | <u>(525,502)</u> | <u>3,077</u> | <u>(75,000)</u> |
| Income (Loss) before Operating Transfers | <u>297,000</u> | <u>197,817</u> | <u>1,817,857</u> | <u>(2,060,600)</u> |
| Contributed Capital - Capital Reserve | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Net Income (loss) | 297,000 | 197,817 | 1,817,857 | (2,060,600) |
| Net Assets (deficit) - ending | <u>\$ 8,575,171</u> | <u>\$ 8,772,988</u> | <u>\$ 10,590,845</u> | <u>\$ 8,001,900</u> |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Technology
Schedule of Revenues, Expenses and Changes in Retained Earnings

| 2010/2011 Estimate | 2011/2012 Budget | 2012/2013 Planned | 2013/2014 Planned | 2014/2015 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 10,590,800 | \$ 8,967,500 | \$ 7,046,900 | \$ 5,015,800 | \$ 3,764,800 |
| 11,275,800 | 10,651,700 | 10,651,700 | 10,928,600 | 11,201,800 |
| 2,282,500 | 2,282,500 | 2,282,500 | 2,282,500 | 2,282,500 |
| 2,089,100 | 2,299,100 | 2,334,100 | 2,274,100 | 2,089,100 |
| 2,450,000 | 2,450,000 | 2,450,000 | 2,513,700 | 2,576,500 |
| <u>18,097,400</u> | <u>17,683,300</u> | <u>17,718,300</u> | <u>17,998,900</u> | <u>18,149,900</u> |
| 10,070,700 | 9,528,900 | 9,091,800 | 9,328,200 | 9,570,700 |
| 43,900 | 43,900 | 43,900 | 43,900 | 43,900 |
| 263,900 | 246,000 | 274,500 | 280,000 | 285,600 |
| 2,889,300 | 3,045,300 | 3,106,200 | 3,168,300 | 3,231,700 |
| 3,299,400 | 3,983,000 | 4,913,100 | 4,667,000 | 4,773,500 |
| 5,000 | - | - | - | - |
| 3,098,500 | 2,706,800 | 2,269,900 | 1,712,500 | 1,712,100 |
| <u>19,670,700</u> | <u>19,553,900</u> | <u>19,699,400</u> | <u>19,199,900</u> | <u>19,617,500</u> |
| (1,573,300) | (1,870,600) | (1,981,100) | (1,201,000) | (1,467,600) |
| (50,000) | - | - | - | - |
| (50,000) | (50,000) | (50,000) | (50,000) | (50,000) |
| (50,000) | - | - | - | - |
| <u>(50,000)</u> | <u>(50,000)</u> | <u>(50,000)</u> | <u>(50,000)</u> | <u>(50,000)</u> |
| (1,623,300) | (1,920,600) | (2,031,100) | (1,251,000) | (1,517,600) |
| - | - | - | - | - |
| (1,623,300) | (1,920,600) | (2,031,100) | (1,251,000) | (1,517,600) |
| <u>\$ 8,967,500</u> | <u>\$ 7,046,900</u> | <u>\$ 5,015,800</u> | <u>\$ 3,764,800</u> | <u>\$ 2,247,200</u> |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Risk Management/Insurance Reserve
Schedule of Revenues, Expenses and Changes in Retained Earnings

| | 2007/2008 Actuals | 2008/2009 Actuals | 2009/2010 Actuals | 2010/2011 Budget |
|--|------------------------------|------------------------------|------------------------------|-----------------------------|
| Beginning Fund Balance | \$ 3,117,420 | \$ 5,983,034 | \$ 6,948,612 | \$ 6,074,900 |
| Revenue: | | | | |
| Fees, Charges for services and Other | | | | |
| Insurance premiums | 10,351,376 | 1,100,617 | 4,038,050 | 2,399,000 |
| Services | 42,539 | 51,675 | 50,513 | 72,000 |
| Total Revenues | <u>10,393,915</u> | <u>1,152,292</u> | <u>4,088,563</u> | <u>2,471,000</u> |
| Expenses: | | | | |
| Salaries & Benefits | 1,859,054 | 1,999,087 | 2,013,508 | 1,978,800 |
| Depreciation | 21,712 | 25,865 | 27,357 | 27,000 |
| Premiums | 1,180,577 | 1,942,950 | 1,742,969 | 2,008,000 |
| Claim losses | 10,805,588 | 3,030,261 | 5,169,196 | 5,309,000 |
| Administration | 365,692 | 360,567 | 569,455 | 530,000 |
| Total Expenses | <u>14,232,623</u> | <u>7,358,730</u> | <u>9,522,485</u> | <u>9,852,800</u> |
| Income (Loss) from Operations | (3,838,708) | (6,206,438) | (5,433,922) | (7,381,800) |
| Non-Operating Revenues (Expenses): | | | | |
| Interest revenue | 259,262 | 137,578 | 43,572 | 13,000 |
| Interest expense | - | - | - | - |
| Gain (loss) on sale of fixed assets | (14,240) | (4,862) | (5,691) | - |
| Total Non-operating Revenue (Expenses) | <u>245,022</u> | <u>132,716</u> | <u>37,881</u> | <u>13,000</u> |
| Income (Loss) before Operating Transfers | <u>(3,593,686)</u> | <u>(6,073,722)</u> | <u>(5,396,041)</u> | <u>(7,368,800)</u> |
| Operating transfer from General Fund | <u>6,459,300</u> | <u>7,039,300</u> | <u>6,751,400</u> | <u>6,793,500</u> |
| Net Income (loss) | 2,865,614 | 965,578 | 1,355,359 | (575,300) |
| Ending Fund Balance | <u>\$ 5,983,034</u> | <u>\$ 6,948,612</u> | <u>\$ 8,303,971</u> | <u>\$ 5,499,600</u> |

JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
Risk Management/Insurance Reserve
Schedule of Revenues, Expenses and Changes in Retained Earnings

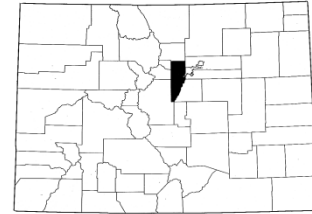
| 2010/2011 Estimate | 2011/2012 Budget | 2012/2013 Planned | 2013/2014 Planned | 2014/2015 Planned |
|-------------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|
| \$ 8,304,000 | \$ 7,439,300 | \$ 6,466,300 | \$ 5,440,400 | \$ 4,481,400 |
| 1,606,200 | 1,026,000 | 1,036,300 | 1,046,700 | 1,057,200 |
| 50,400 | 50,000 | 50,500 | 51,000 | 51,500 |
| 1,656,600 | 1,076,000 | 1,086,800 | 1,097,700 | 1,108,700 |
| 2,004,400 | 1,952,900 | 1,952,900 | 2,003,700 | 2,053,800 |
| 27,000 | 27,000 | 27,300 | 27,600 | 27,900 |
| 1,952,700 | 1,870,300 | 1,889,000 | 1,907,900 | 1,927,000 |
| 4,960,300 | 4,142,000 | 4,183,400 | 4,225,200 | 4,267,500 |
| 395,400 | 662,800 | 666,100 | 669,400 | 672,700 |
| 9,339,800 | 8,655,000 | 8,718,700 | 8,833,800 | 8,948,900 |
| (7,683,200) | (7,579,000) | (7,631,900) | (7,736,100) | (7,840,200) |
| 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| - | - | - | - | - |
| - | - | - | - | - |
| 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| (7,658,200) | (7,554,000) | (7,606,900) | (7,711,100) | (7,815,200) |
| 6,793,500 | 6,581,000 | 6,581,000 | 6,752,100 | 6,920,900 |
| (864,700) | (973,000) | (1,025,900) | (959,000) | (894,300) |
| \$ 7,439,300 | \$ 6,466,300 | \$ 5,440,400 | \$ 4,481,400 | \$ 3,587,100 |



Informational Section

Jefferson County General Information

Jefferson County, Colorado covers over 773 sq. miles and is located just to the west of the Denver metropolitan area along the foothills of the Rocky Mountains. Jefferson County is diverse, offering both urban areas, that skirt the Denver metropolitan area, and rural areas. There are thirty open space parks and properties that cover over 51,926 acres. Jefferson County also boasts more than 196 million trail miles and over 72 percent of the county is mountainous terrain. Jefferson County offers both easy access and close proximity to the world renowned ski resorts of the Colorado Rockies.

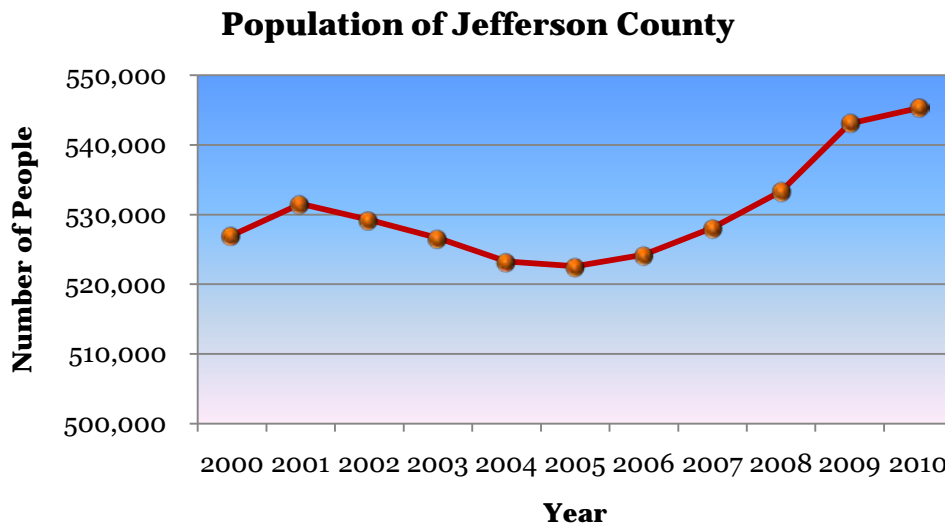


Jefferson County, Colorado

Despite popular belief, Jefferson County sits at the foot of the Rockies, and the climate is extremely temperate with over 250 days of sunshine each year. Combined with the moderate averages of 32 percent humidity, 8.59 inches of precipitation, and 38.9 inches of snowfall ¹, Jefferson County has a semi-arid climate that makes outdoor activities possible even in the winter months. All of these factors promote the active outdoor lifestyle that has come to be synonymous with Colorado living.

Population Demographics ¹

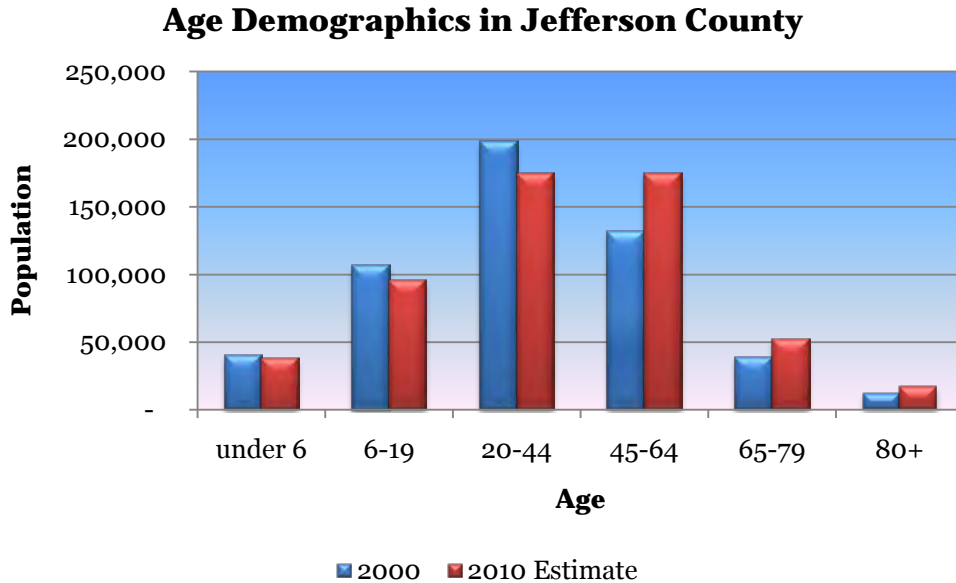
There are many cities and areas that make up Jefferson County which is the second most populated county in Colorado¹. The larger areas include: Arvada, Bow Mar, Edgewater, Golden, Lakeside, Lakewood, Mountain View, Superior, Westminster, and Wheat Ridge. The remaining parts of Jefferson County are considered to be unincorporated. The following graph illustrates the change in population for Jefferson County.



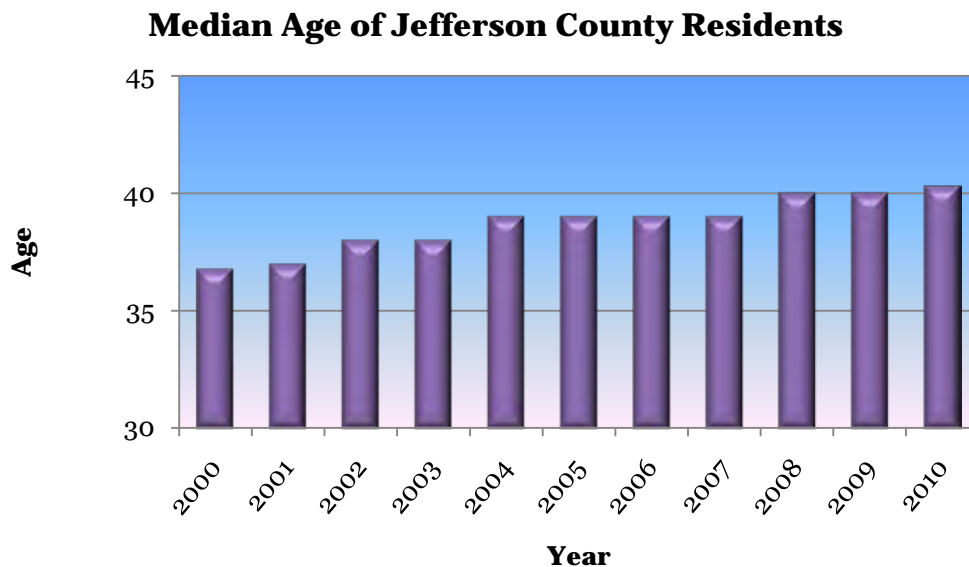
¹ Source – Jefferson County, Colorado Economic Council & 2010 U.S. Census Bureau

Age Demographics ²

Jefferson County’s population is aging. The graph below demonstrates a decreasing percentage of population in the under nineteen year old demographics. The twenty to forty-four year old group, or the child bearing demographic, has reduced significantly, while the forty-five and over percentage is increasing. This correlates to nine years of declining enrollment in our schools.



The median age of the citizens of Jefferson County can be found in the table below. ³ As the graph shows, the median age has leveled off in the past few years and has remained between thirty-seven and forty years of age.

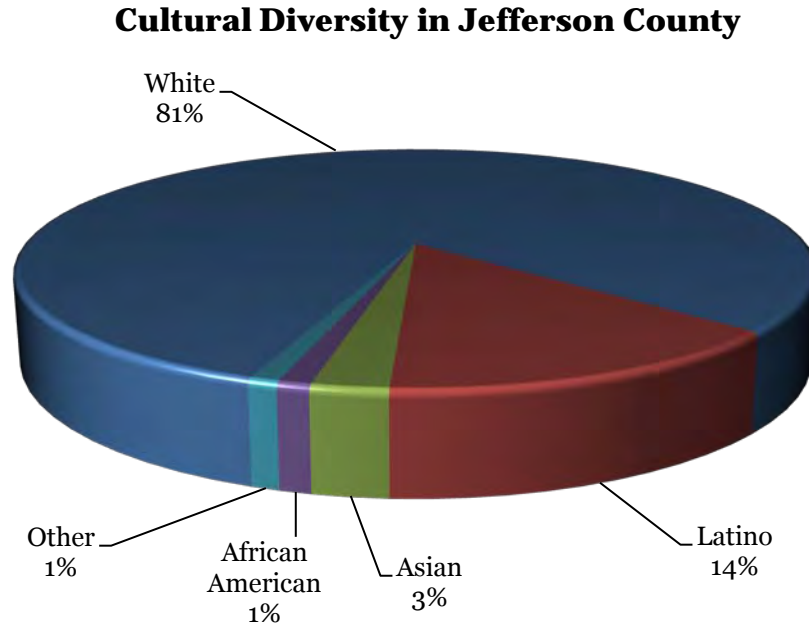


² Source – Colorado State Demography Office: 2010 data

³ Source - Jefferson County, Colorado Economic Council

Cultural Diversity ⁴

The following pie graph shows the distribution of ethnicity among the population of Jefferson County.



⁴ Source – 2010 U.S. Census Bureau

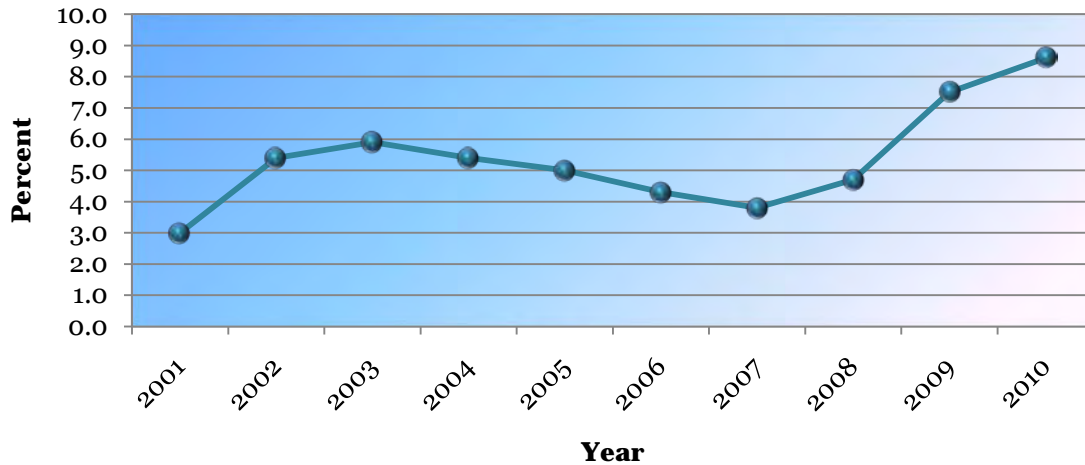
Employment Information

Jefferson County has a highly technical and diverse workforce of nearly 308,000 people. Jefferson County is ranked the second largest in Metro Denver and Colorado. Colorado is ranked highest in the nation for the number of high-tech workers and high-tech job growth by the American Electronics and Nasdaq Stock Market.

Jefferson County School District has consistently been the largest employer in the county. Below is a table of the top ten employers and the number of people that they employ followed by a graph of the historical unemployment rate in Jefferson County. ⁵

| Company | Industry | # of Employees |
|-----------------------------------|--------------------------------|-----------------------|
| Jefferson County School District | Public Education | 14,000 |
| Denver Federal Center | Federal Government Office | 6,200 |
| Lockheed Martin Astronautics | Aerospace & Defense Related | 5,500 |
| Coors Brewing Co. | Beverages | 1,900 |
| Rocky Flats - Kaiser Hill | Waste Mgmt/Clean Up | 2,890 |
| Jefferson County | Government | 2,600 |
| Exempla - Lutheran Medical Center | Medical Services | 2,500 |
| King Soopers | Grocery Store | 1,600 |
| Gambro Companies | Medical Technology/Health Care | 1,700 |
| Ball Corporation | Aerospace Manufacturer | 1,000 |

Unemployment Rate for Jefferson County



5 Source – Colorado Department of Labor

Income and Taxes

The county assessor’s office determines the assessed valuation of all property. Assessed valuation is a percentage of the actual market value. The current residential assessment percentage for Jefferson County is 7.96 percent and has remained unchanged since 2004. The table below lists both the market value and the final assessed value of residential property in Jefferson County.

| Year | Market Value | Assessed Value |
|-------------|---------------------|-----------------------|
| 2003 | 47,662,170,980 | 3,790,724,810 |
| 2004 | 48,196,491,960 | 3,836,440,760 |
| 2005 | 49,506,839,573 | 3,940,744,430 |
| 2006 | 50,192,405,653 | 3,995,315,490 |
| 2007 | 53,901,495,226 | 4,290,559,020 |
| 2008 | 54,398,942,714 | 4,330,155,840 |
| 2009 | 53,521,600,000 | 4,260,319,360 |
| 2010 | 53,669,336,558 | 4,272,079,190 |

6 Source – Colorado Department of Local Affairs, Division of Property Taxation

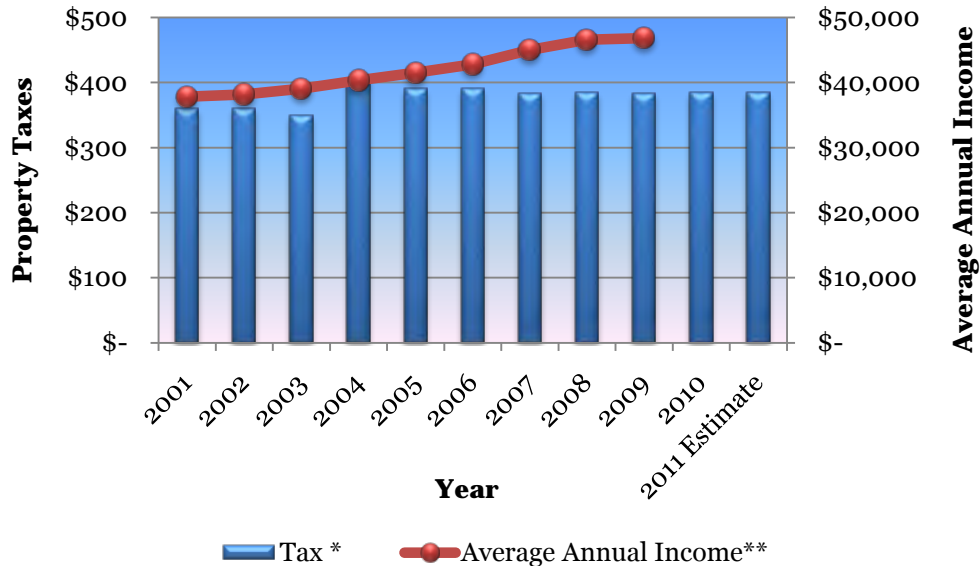
Once the assessed valuation is determined, property taxes can be calculated by multiplying the assessed valuation times the millage rate. A mill is one tenth of one cent and the millage rate varies from year to year depending on numerous factors. The following table is an historical look at the mills used to calculate property tax and the average tax amount assessed to homeowners on a \$100,000 home value. The table also includes the average annual income for those homeowners.

| School District Tax Burden on the Average Homeowner and Average Annual Income | | | | |
|--|------------------------|--------------|--------------|--------------------------------|
| Assessment Year | Collection Year | Mills | Tax * | Average Annual Income** |
| 2001 | 2002 | 45.20 | \$ 360 | \$ 37,819 |
| 2002 | 2003 | 45.39 | \$ 361 | \$ 38,182 |
| 2003 | 2004 | 43.85 | \$ 349 | \$ 39,039 |
| 2004 | 2005 | 51.10 | \$ 407 | \$ 40,318 |
| 2005 | 2006 | 49.05 | \$ 390 | \$ 41,517 |
| 2006 | 2007 | 49.03 | \$ 390 | \$ 42,814 |
| 2007 | 2008 | 48.11 | \$ 383 | \$ 44,993 |
| 2008 | 2009 | 48.28 | \$ 384 | \$ 46,557 |
| 2009 | 2010 | 48.15 | \$ 383 | \$ 46,807 |
| 2010 | 2011 | 48.21 | \$ 384 | |
| 2011 Estimate | 2012 | 48.21 | \$ 384 | |

* Tax is annual taxes paid per \$100,000 of assessed home value.

** Average annual income has not been released for 2010.

School District Tax Burden on the Average Homeowner and Average Annual Income

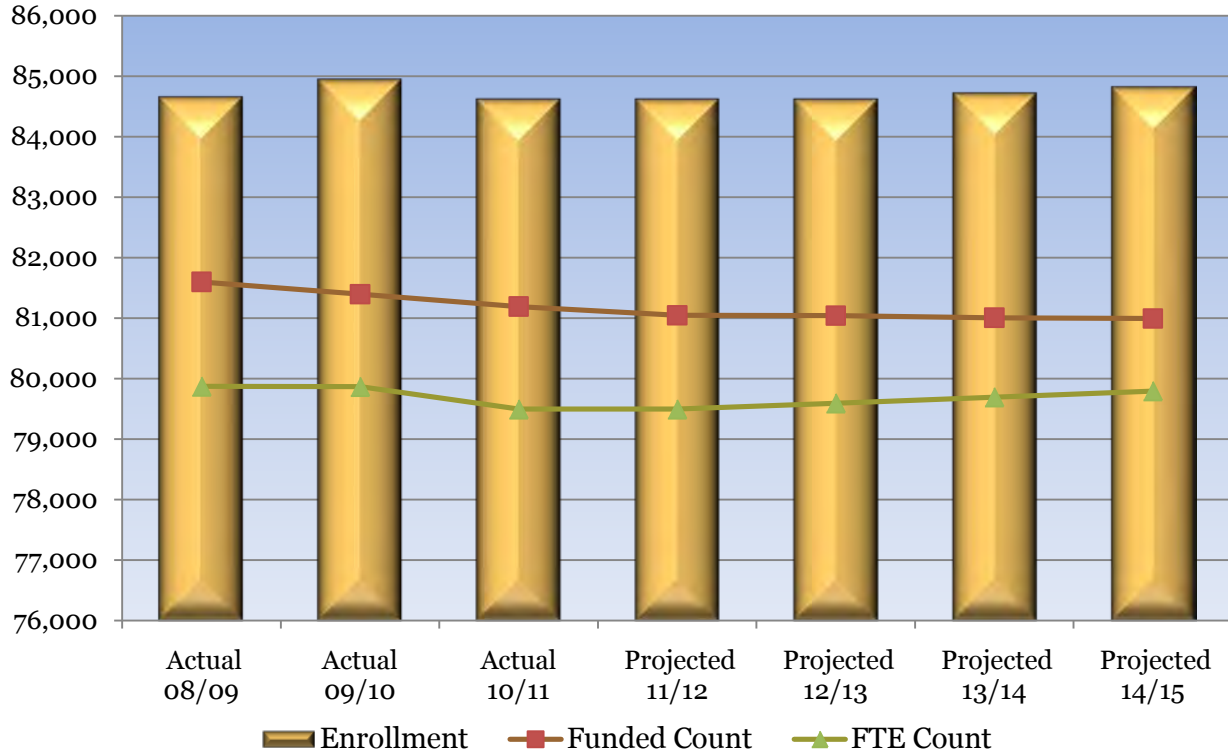


Source – Bureau of Labor Statistics

* Tax is annual taxes paid per \$100,000 of assessed home value.

** Average annual income has not been released for 2010.

Student Enrollment



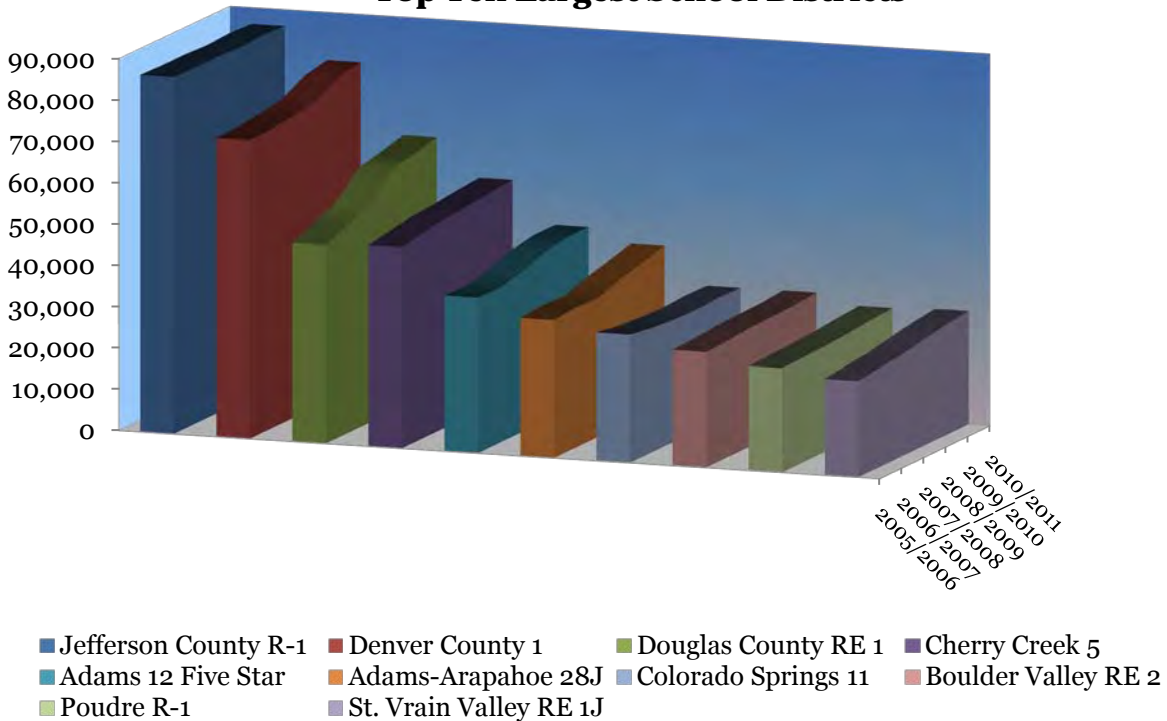
| School Year | Actual 08/09 | Actual 09/10 | Actual 10/11 | Projected 11/12 | Projected 12/13 | Projected 13/14 | Projected 14/15 |
|------------------------|--------------|--------------|--------------|-----------------|-----------------|-----------------|-----------------|
| Enrollment | 84,657 | 84,948 | 84,618 | 84,618 | 84,618 | 84,718 | 84,818 |
| Funded Count | 81,598 | 81,396 | 81,191 | 81,047 | 81,042 | 81,006 | 80,992 |
| FTE Count | 79,869 | 79,865 | 79,493 | 79,493 | 79,593 | 79,693 | 79,793 |
| Change in Funded Count | 110 | (202) | (205) | (144) | (5) | (36) | (14) |

Enrollment – Total students receiving services excluding non-eligible and adding other regulatory adjustments.

Funded Count – The higher number between the current year FTE count or the five year average of the FTE count. In 2008/2009, there was an additional factor of .08 added for full day kindergarten students thus increasing the funded count while the FTE count continued to decline.

FTE Count – Adjusted enrollment factoring kindergartners and part-time students as one-half of a student. Beginning in 2008/2009, out-of-district students and multi-district online students are no longer included in the FTE count.

**Enrollment for Colorado's
Top Ten Largest School Districts**



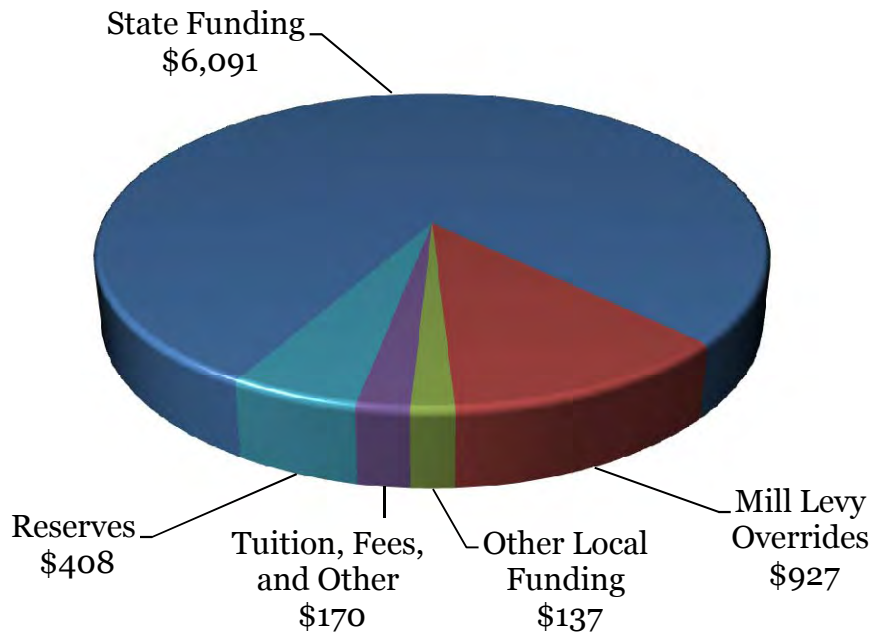
| Enrollment of Top Ten Largest Front Range School Districts | | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|-----------|
| | 2005/2006 | 2006/2007 | 2007/2008 | 2008/2009 | 2009/2010 | 2010/2011 |
| Jefferson County R-1 | 86,339 | 86,154 | 86,182 | 85,887 | 86,250 | 85,979 |
| Denver County 1 | 72,312 | 72,561 | 73,053 | 74,176 | 77,255 | 78,339 |
| Douglas County RE 1 | 48,043 | 50,370 | 52,983 | 58,723 | 59,932 | 61,465 |
| Cherry Creek 5 | 48,661 | 49,684 | 50,631 | 51,115 | 51,708 | 52,232 |
| Adams 12 Five Star | 37,598 | 37,341 | 38,821 | 40,818 | 41,949 | 41,957 |
| Adams-Arapahoe 28J | 33,301 | 33,831 | 33,573 | 35,523 | 36,967 | 38,605 |
| Colorado Springs 11 | 30,959 | 30,029 | 29,518 | 29,271 | 29,641 | 29,498 |
| Boulder Valley RE 2 | 27,933 | 28,171 | 28,696 | 28,875 | 29,011 | 29,526 |
| Poudre R-1 | 25,216 | 25,430 | 25,610 | 25,960 | 26,520 | 26,923 |
| St. Vrain Valley RE 1J | 23,261 | 24,011 | 24,582 | 25,751 | 26,724 | 27,379 |

The following pages contain data regarding school allocation parameters, school funding structures, individual school enrollment numbers, grade configurations, staffing, and other statistical details and information.

General Fund Per Pupil Revenues and Expenditures

There are many ways to present per pupil revenues and per pupil expenditures. Most school districts present per pupil information for the General Fund as the General Fund reflects district-wide operating activities. Taking bottom-line appropriations (expenditures) for all funds is misleading as the total appropriation includes a double-counting of expenditures (internal billings between funds). Total bottom-line appropriations for all funds also includes enterprise funds which are mostly fee-based, student specific discretionary purchases (i.e. food, child care, etc.). Total student served is the pupil count used for this presentation. The following charts provide a summary of revenues (sources) and expenditures per pupil broken down by major categories.

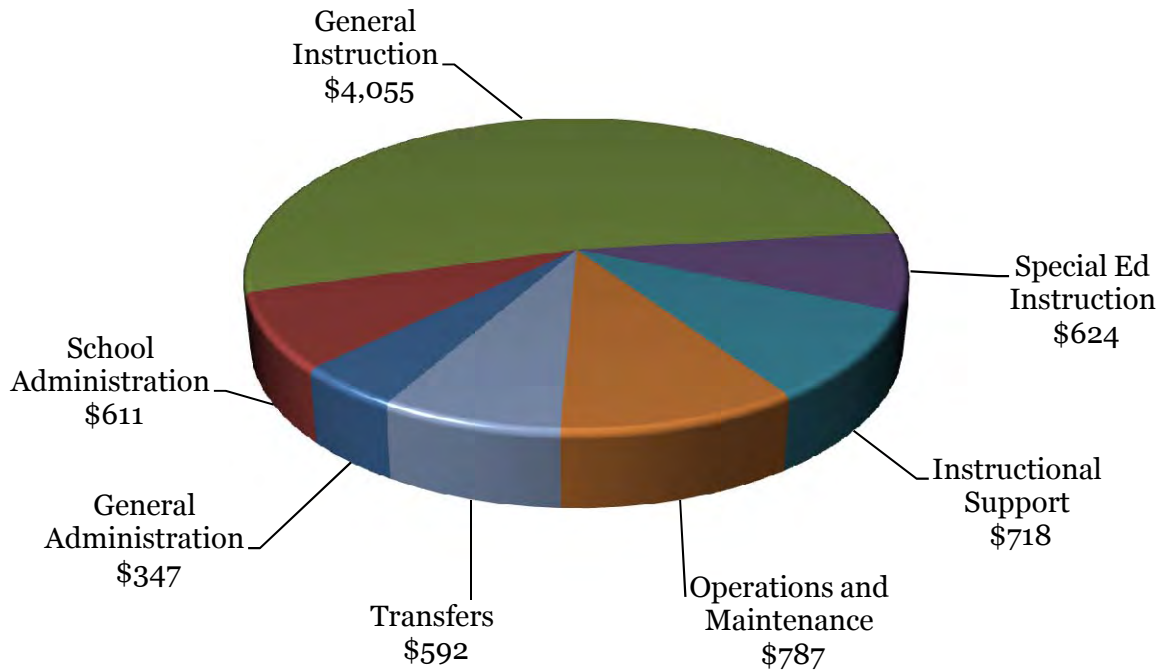
2011/2012 Operating Revenue Per Pupil



| Operating Revenue | 2010/2011 Per Pupil | 2011/2012 Per Pupil |
|--------------------------------|---------------------|---------------------|
| State Funding | \$ 6,288 | \$ 6,091 |
| Mill Levy Overrides | \$ 919 | \$ 927 |
| Other Local Funding | \$ 137 | \$ 137 |
| Tuition, Fees, and Other | \$ 194 | \$ 170 |
| Reserves | \$ 459 | \$ 408 |
| Total Operating Revenue | \$ 7,998 | \$ 7,734 |

Note: Per pupil calculations are based on total district pupil membership less charter membership

2011/2012 Operating Expenditures Per Pupil



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

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

Elementary Schools Statistics

Number of Schools 92

Grade Distribution

| | |
|-------|----|
| K - 2 | 1 |
| K - 3 | 1 |
| K - 4 | 1 |
| K - 5 | 6 |
| K - 6 | 78 |
| K - 8 | 3 |
| 3 - 5 | 1 |
| 4 - 6 | 1 |

Number of Students

| | |
|-----------------|-------|
| Largest school | 1,124 |
| Smallest school | 123 |
| Average | 431 |

School Year

Dates: August 23, 2011 – May 30, 2012

Middle Schools Statistics

Number of Schools 19

Grade Distribution

| | |
|-------|----|
| 5 – 8 | 1 |
| 6 – 8 | 3 |
| 7 – 8 | 15 |

Number of Students

| | |
|-----------------|-----|
| Largest school | 819 |
| Smallest school | 325 |
| Average | 566 |

School Year

Dates: August 23, 2011 – May 30, 2012

Senior High Schools Statistics

Number of Schools 17

Grade Distribution
9 – 12 17

Number of Students

Largest school 1,999
Smallest school 583
Average 1,231

School Year

Dates: August 23, 2011 – May 30, 2012

Option Schools Statistics

Number of Schools 10

Grade Distribution

| | |
|---------|---|
| K – 6 | 1 |
| K – 12 | 1 |
| 7 – 8 | 1 |
| 7 – 12 | 1 |
| 9 – 12 | 3 |
| 10 – 12 | 1 |
| 11 – 12 | 2 |

Number of Students

| | |
|-----------------|-------|
| Largest school | 1,022 |
| Smallest school | 44 |
| Average | 370 |

School Year

Dates: August 23, 2011 – May 30, 2012

Charter Schools Statistics

Number of Schools 14

Grade Distribution

| | |
|--------|---|
| K – 6 | 3 |
| K – 8 | 5 |
| K – 12 | 5 |
| 9 – 12 | 1 |

Number of Students

| | |
|-----------------|-----|
| Largest school | 885 |
| Smallest school | 56 |
| Average | 397 |

School Year

Dates: August 23, 2011 – May 30, 2012

**Jeffco Public Schools
2011/2012
Elementary School Allocations**

| |
|--------------------|
| Principals |
| All schools |
| 1.0 |

| |
|---------------------------------|
| Assistant Principals |
| All schools |
| Allocation based on school need |

| | |
|--|-----------------------------|
| Library Information Specialists: Allocation based on full K-6 count | |
| Fewer than 400 students | 400 students or more |
| 0.5 | 1.0 |

| |
|--|
| School Secretaries |
| Allocation of 1.5 or 2.0 FTE based on school size, At-Risk population and mobility. |

| | | | |
|--|-------------------|----------------|-------------------|
| Teachers (based on grade level targets) | | | |
| Allocation based on October 1, 2010 funded student count and 100 percent of students in self-contained classrooms. | | | |
| Kindergarten | Grades 1-3 | Grade 4 | Grades 5-6 |
| Target = 27 | Target = 23 | Target = 27 | Target = 31 |

| |
|---|
| Specials Teachers |
| Allocation based on specials enrollment targets |

| | |
|---------------------------------------|--|
| Educational Assistants | Clinic Aides |
| All schools | All schools |
| 55.0 hours per day per 1,000 students | 910 hours per school year (5 hours/day) |

| | | |
|--|---|---|
| Instructional/ Operational Allocation | School Based Technology Allocation | At Risk Allocation |
| \$75.00 per funded student | \$34.00 per funded student | \$150.00 per student qualifying for free lunch |

**Jeffco Public Schools
2011/2012
Middle School Allocations**

| |
|--------------------|
| Principals |
| All schools |
| 1.0 |

| |
|--|
| Assistant Principals |
| All schools |
| 1.0 |
| Additional allocation based on school need |

| |
|--------------------|
| Counselors |
| All Schools |
| 2.0 |

| |
|--|
| Library Information Specialists |
| All schools |
| 1.0 |

| | |
|--------------------------------|-----------------------------|
| School Secretaries | |
| Fewer than 605 students | 605 students or more |
| 2.0 | 2.5 |

| |
|--|
| Teachers |
| Allocation based on October 1, 2010 funded student count and 100 percent of students in self-contained classrooms. |
| 43.5 teachers per 1,000 students |

| | | |
|-----------------------------------|-------------------------|-------------------------|
| Teachers for Small Schools | | |
| Fewer than 400 students | 401-475 students | 476-550 students |
| 1.5 | 1.0 | 0.5 |

| | |
|--------------------------------------|--|
| Educational Assistants | Clinic Aides |
| All schools | All schools |
| 10.0 hours per day per 1000 students | 728 hours per school year (4 hours/day) |

| | | |
|--|---|---|
| Instructional/ Operational Allocation | School Based Technology Allocation | At Risk Allocation |
| \$77.50 per funded student | \$34.00 per funded student | \$150.00 per student qualifying for free lunch |

**Jeffco Public Schools
2011/2012
Senior High School Allocations**

| |
|--------------------|
| Principals |
| All schools |
| 1.0 |

| |
|--|
| Assistant Principals |
| All schools |
| Minimum: 2 APs + 2 200-day APs |
| Additional allocation based on school need |

| | | | |
|----------------------------------|--------------------|--------------------|-------------------|
| Counselors | | | |
| Fewer than 1,200 students | 1,200-1,525 | 1,526-1,900 | Over 1,900 |
| 3.0 | 4.0 | 5.0 | 6.0 |

| |
|--|
| Library Information Specialists |
| All Schools |
| 1.0 |

| | |
|----------------------------------|-----------------------------|
| School Secretaries | |
| Fewer than 1,500 students | 1,501-2,200 students |
| 4.0 | 4.5 |

| |
|--|
| Teachers |
| Allocation based on October 1, 2010 funded student count and 100 percent of students in self-contained classrooms. |
| 41.84 teachers per 1,000 students |

| | | | |
|-----------------------------------|-------------------------|---------------------------|-----------------------------|
| Teachers for Small Schools | | | |
| Fewer than 800 students | 801-900 students | 901-1,000 students | 1,001-1,100 students |
| 2.0 | 1.5 | 1.0 | 0.5 |

| | |
|--|--|
| Educational Assistants | Clinic Aides |
| All schools | All schools |
| 10.0 hours per day per 1,000 students Plus 9 hours/day/school for workload relief | 728 hours per school year (4 hours/day) |

| | | |
|--|---|---|
| Instructional/ Operational Allocation | School Based Technology Allocation | At Risk Allocation |
| \$91.00 per funded student | \$39.00 per funded student | \$150.00 per student qualifying for free lunch |



**Jefferson County School District, No. R-1
2011/2012
Budget Allocations - Elementary Level**

| Elementary | 2010/2011 Official Enrollment | 2011/2012 Budget | Elementary | 2010/2011 Official Enrollment | 2011/2012 Budget |
|------------------------|--|-----------------------------|------------------------------|--|-----------------------------|
| Adams Elem | 394 | \$1,663,400 | Molholm Elem | 447 | \$2,127,000 |
| Allendale Elem | 208 | 1,154,800 | Mortensen Elem | 409 | 1,759,400 |
| Arvada K-8 | 615 | 2,589,700 | Mount Carbon Elem | 413 | 1,757,200 |
| Bear Creek K-8 | 1,124 | 4,522,700 | Mount Evans Outdoor Ed | | 843,800 |
| Belmar Elem | 360 | 1,588,200 | Normandy Elem | 695 | 2,820,800 |
| Bergen Meadow Elem | 290 | 1,168,500 | Parmalee Elem | 239 | 1,084,200 |
| Bergen Valley Elem | 301 | 1,445,900 | Parr Elem | 263 | 1,310,800 |
| Blue Heron Elem | 454 | 1,866,800 | Patterson International Elem | 456 | 2,022,200 |
| Bradford Elem | 437 | 1,992,000 | Peck Elem | 399 | 1,786,900 |
| Bradford Intermediate | 369 | 1,443,800 | Peiffer Elem | 409 | 1,763,100 |
| Campbell Elem | 320 | 1,455,500 | Pennington Elem | 256 | 1,234,900 |
| Class Size Relief | | 627,400 | Pleasant View Elem | 215 | 1,102,300 |
| Coal Creek Canyon K-8 | 123 | 697,500 | Powderhorn Elem | 638 | 2,601,400 |
| Colorow Elem | 291 | 1,294,700 | Prospect Valley Elem | 507 | 2,065,700 |
| Columbine Hills Elem | 317 | 1,527,500 | Ralston Elem | 378 | 1,573,700 |
| Coronado Elem | 524 | 2,099,300 | Red Rocks Elem | 320 | 1,400,200 |
| Deane Elem | 474 | 2,194,600 | Rooney Ranch Elem | 423 | 1,774,700 |
| Devanny Elem | 596 | 2,403,300 | Ryan Elem | 580 | 2,299,900 |
| Dutch Creek Elem | 326 | 1,477,200 | Secrest Elem | 336 | 1,557,400 |
| Edgewater Elem | 384 | 1,872,500 | Semper Elem | 444 | 1,866,300 |
| Eiber Elem | 435 | 2,075,700 | Shaffer Elem | 638 | 2,541,500 |
| Elementary Contingency | | 3,620,200 | Shelton Elem | 402 | 1,831,800 |
| Elk Creek Elem | 321 | 1,428,900 | Sheridan Green Elem | 352 | 1,520,200 |
| Fairmount Elem | 621 | 2,460,700 | Sierra Elem | 553 | 2,230,900 |
| Fitzmorris Elem | 228 | 1,249,100 | Slater Elem | 318 | 1,470,400 |
| Foothills Elem | 331 | 1,580,700 | South Lakewood Elem | 543 | 2,292,000 |
| Foster Elem | 431 | 2,014,000 | Stein Elem | 679 | 2,961,600 |
| Fremont Elem | 367 | 1,674,300 | Stevens Elem | 309 | 1,679,200 |
| Glennon Heights Elem | 271 | 1,304,700 | Stober Elem | 318 | 1,472,200 |
| Governors Ranch Elem | 459 | 1,907,200 | Stony Creek Elem | 571 | 2,330,100 |
| Green Gables Elem | 319 | 1,481,700 | Stott Elem | 308 | 1,337,500 |
| Green Mtn Elem | 292 | 1,347,700 | Swanson Elem | 469 | 2,175,900 |
| Hackberry Hill Elem | 481 | 1,991,900 | Thomson Elem | 426 | 1,923,500 |
| Hutchinson Elem | 435 | 1,822,000 | Ute Meadows Elem | 433 | 1,821,300 |
| Kendallvue Elem | 468 | 1,947,800 | Van Arsdale Elem | 548 | 2,207,100 |
| Kendrick Lakes Elem | 393 | 1,768,300 | Vanderhoof Elem | 531 | 2,137,300 |
| Kullerstrand Elem | 253 | 1,246,600 | Vivian Elem | 207 | 1,068,800 |
| Kyffin Elem | 579 | 2,390,700 | Warder Elem | 343 | 1,563,600 |
| Lasley Elem | 568 | 2,610,900 | Weber Elem | 584 | 2,513,200 |
| Lawrence Elem | 376 | 1,787,400 | Welchester Elem | 299 | 1,465,000 |
| Leawood Elem | 403 | 1,745,700 | West Jefferson Elem | 242 | 1,043,800 |
| Little Elem | 399 | 1,784,000 | West Woods Elem | 623 | 2,518,200 |
| Lukas Elem | 589 | 2,532,600 | Westgate Elem | 626 | 2,649,500 |
| Lumberg Elem | 516 | 2,414,300 | Westridge Elem | 511 | 2,074,600 |
| Maple Grove Elem | 393 | 1,662,900 | Wilmore Davis Elem | 468 | 1,975,000 |
| Marshdale Elem | 358 | 1,516,500 | Wilmot Elem | 334 | 1,495,400 |
| Meiklejohn Elem | 440 | 1,832,700 | Windy Peak Outdoor Ed | | 808,900 |
| Mitchell Elem | 583 | 2,300,200 | Witt Elem | | |
| | | | | 330 | 1,564,700 |
| | | | | 39,008 | \$176,009,800 |

*Note: The contingency budget is related to projected changes in enrollment. The contingency budget will be allocated to individual schools after the October pupil count is finalized.



Jefferson County School District, No. R-1
2011/2012
Budget Allocations - Middle Level

| Middle | 2010/2011 Official Enrollment | 2011/2012 Budget |
|---------------------------|--|-----------------------------|
| Bell Middle | 505 | \$2,343,800 |
| Carmody Middle | 696 | 2,965,600 |
| Creighton Middle | 669 | 2,992,800 |
| Deer Creek Middle | 532 | 2,379,700 |
| Drake Middle | 711 | 2,956,800 |
| Dunstan Middle | 603 | 2,587,900 |
| Evergreen Middle | 707 | 3,211,600 |
| Everitt Middle | 463 | 2,277,600 |
| Falcon Bluffs Middle | 696 | 2,960,200 |
| Ken Caryl Middle | 608 | 2,694,500 |
| Mandalay Middle | 408 | 2,054,800 |
| Middle School Contingency | | 340,700 |
| Moore Middle | 503 | 2,339,400 |
| North Arvada Middle | 449 | 2,339,800 |
| O Connell Middle | 486 | 2,365,200 |
| Oberon Middle | 655 | 2,688,700 |
| Summit Ridge Middle | 819 | 3,308,900 |
| Wayne Carle Middle | 325 | 1,738,100 |
| West Jefferson Middle | 569 | 2,705,300 |
| Wheat Ridge Middle | 476 | 2,305,200 |
| | 10,880 | \$49,556,600 |

*Note: The contingency budget is related to projected changes in enrollment. The contingency budget will be allocated to individual schools after the October pupil count is finalized.



Jefferson County School District, No. R-1
2011/2012
Budget Allocations - Senior Level

| Senior | 2010/2011 Official Enrollment | 2011/2012 Budget |
|-----------------------|--|-----------------------------|
| Alameda Senior | 733 | \$4,248,400 |
| Arvada Senior | 1,029 | 5,145,200 |
| Arvada West Senior | 1,723 | 7,368,800 |
| Bear Creek Senior | 1,889 | 8,176,000 |
| Chatfield Senior | 1,918 | 8,383,900 |
| Columbine Senior | 1,619 | 7,099,300 |
| Conifer Senior | 913 | 4,589,300 |
| Connections Learning | 56 | 788,200 |
| Dakota Ridge Senior | 1,501 | 6,625,700 |
| Evergreen Senior | 971 | 4,726,600 |
| Golden Senior | 1,270 | 5,773,100 |
| Green Mountain Senior | 1,247 | 5,720,600 |
| JCAPP | | 713,000 |
| Jefferson Senior | 583 | 3,892,500 |
| Lakewood Senior | 1,999 | 8,713,000 |
| McLain Live | | 618,700 |
| Mt View Detention | 41 | 479,300 |
| Pomona Senior | 1,541 | 6,970,200 |
| Ralston Valley Senior | 1,662 | 7,120,900 |
| School Contingency | | 2,563,000 |
| Standley Lake Senior | 1,479 | 6,511,800 |
| Wheat Ridge Senior | 1,307 | 6,024,700 |
| | 23,481 | \$112,252,200 |

*Note: The contingency budget is related to projected changes in enrollment. The contingency budget will be allocated to individual schools after the October pupil count is finalized.



**Jefferson County School District, No. R-1
2011/2012
Budget Allocations - Option Schools**

| Option School | 2010/2011 Official Enrollment | 2011/2012 Budget |
|------------------------------|--|-----------------------------|
| 21st Century Virtual Academy | 151 | \$1,690,800 |
| Brady Exploration | 299 | 2,263,800 |
| D Evelyn Jr/Sr | 1,022 | 4,788,200 |
| Dennison Elem | 624 | 2,514,900 |
| District Wide Contingency | | 37,800 |
| Jeffco Open School | 548 | 3,194,800 |
| Longview High School | 44 | 326,600 |
| McLain Community School | 531 | 3,008,800 |
| The Manning School | 442 | 2,101,100 |
| Warren Tech | 16 | 5,013,900 |
| Warren Tech North. | 2 | 896,200 |
| | 3,679 | \$25,761,300 |

*Note: The contingency budget is related to projected changes in enrollment. The contingency budget will be allocated to individual schools after the October pupil count is finalized.

Warren Tech and Warren Tech North's enrollments are low on this report because most of the students served are counted in the enrollment of their home school.



**Jefferson County School District, No. R-1
2010/2011
Summary of Budget Allocations - Charter Schools**

| Charter School Name | 2010/2011 Official Enrollment | 2010/2011 Budget* |
|--------------------------------|--|------------------------------|
| Collegiate Academy of Colorado | 497 | \$3,394,800 |
| Compass Montessori - WR | 221 | 2,174,200 |
| Compass Montessori-Golden | 335 | 2,966,000 |
| Excel Charter School | 481 | 3,523,900 |
| Free Horizon Montessori | 311 | 2,959,300 |
| Jefferson Academy | 885 | 6,238,500 |
| Lincoln Academy Charter School | 514 | 3,541,700 |
| Montessori Peaks | 446 | 3,467,900 |
| Mountain Phoenix Community Sch | 64 | 336,800 |
| New America School. | 221 | 1,987,700 |
| Rocky Mountain Academy Evergrn | 340 | 2,183,400 |
| Rocky Mountain Deaf School | 47 | 1,650,500 |
| Two Roads High School | 568 | 1,987,400 |
| Woodrow Wilson Academy | 608 | 3,737,300 |
| | 5,538 | \$40,149,400 |

*Note:
Current Charter school budgets will not be identified until late in 2011.

Each Charter school makes independent decisions on staff allocations.

The Charter school budgets do not include any capital projects or debt services in the staffing and budget information.

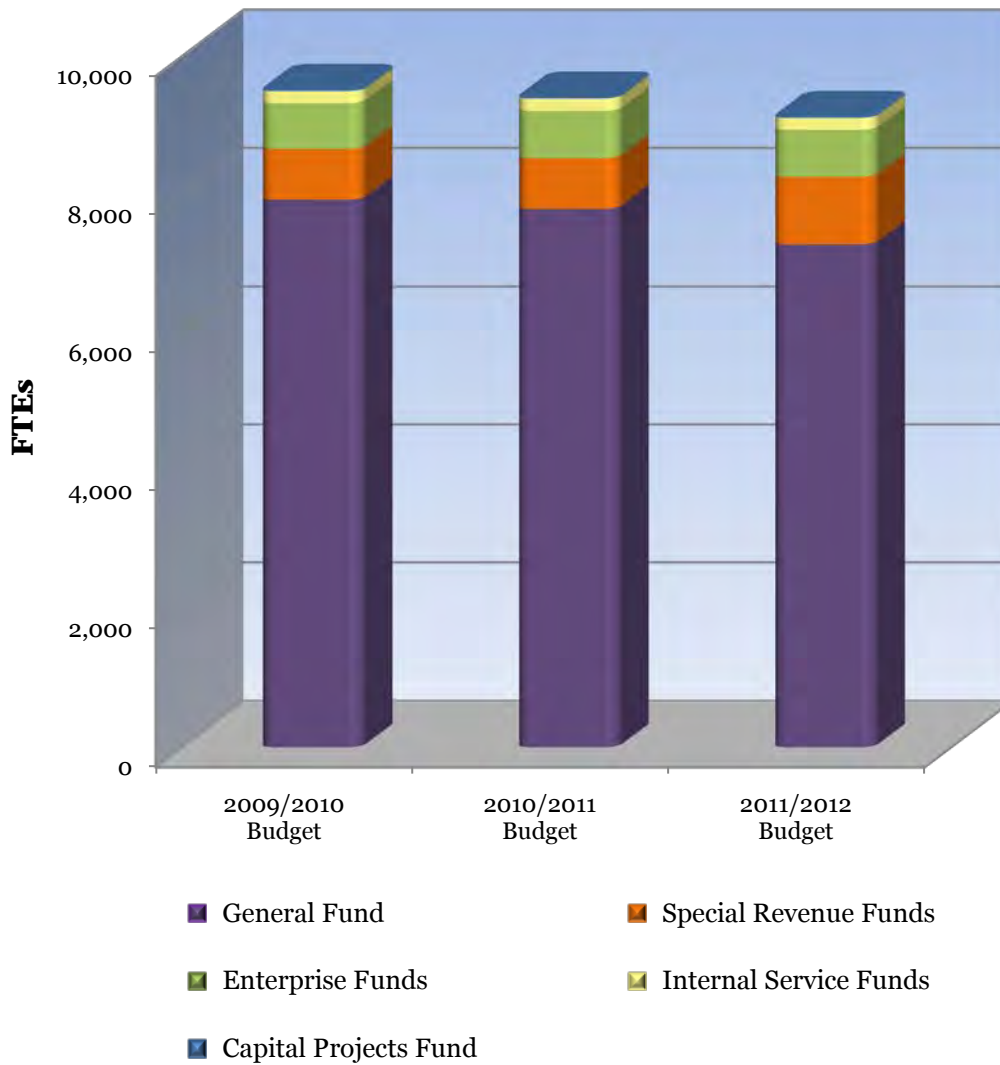


Jefferson County School District, No. R-1
2011/2012
Budget Allocations by Division

| Division Name | 2011/2012 Budget |
|--|-----------------------------|
| Athletics and Activities | \$8,557,700 |
| Board of Education | 514,700 |
| Custodial Services | 25,633,900 |
| District Leadership and Communications | 5,728,700 |
| Districtwide | 7,555,400 |
| Educational Technology Services | 1,995,700 |
| Field Services | 15,623,000 |
| Financial Services | 14,241,400 |
| Human Resources | 4,708,800 |
| Instructional Data Services | 4,866,100 |
| Learning and Educational Achievement | 19,822,400 |
| School Management | 2,092,200 |
| Student Success | 76,185,400 |
| Telecom, Network & Utilities | 21,095,000 |
| | \$208,620,400 |

Full Time Equivalents (FTE)

| | 2009/2010 Budget | 2010/2011 Budget | 2011/2012 Budget |
|------------------------|-----------------------------|-----------------------------|-----------------------------|
| Capital Projects Fund | 21.00 | 18.00 | 17.00 |
| Internal Service Funds | 171.86 | 177.70 | 172.02 |
| Enterprise Funds | 664.86 | 685.28 | 682.71 |
| Special Revenue Funds | 735.99 | 725.68 | 967.69 |
| General Fund | 7,919.18 | 7,797.15 | 7,282.16 |
| Total | 9,512.89 | 9,403.81 | 9,121.58 |





**JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2009/2010 - 2011/2012
Staffing by Category**

| | 2009/2010 Budget | 2010/2011 Budget | 2011/2012 Budget |
|---|-----------------------------|-----------------------------|-----------------------------|
| General Fund: | | | |
| Elementary Schools | | | |
| Administration | 116.00 | 113.00 | 109.50 |
| Licensed | 2,049.10 | 2,010.74 | 1,937.19 |
| Support | 568.46 | 573.09 | 560.15 |
| Total Elementary Schools | 2,733.56 | 2,696.83 | 2,606.84 |
| Middle Schools | | | |
| Administration | 46.00 | 39.00 | 38.00 |
| Licensed | 601.60 | 567.60 | 560.29 |
| Support | 79.05 | 71.48 | 68.24 |
| Total Middle Schools | 726.65 | 678.08 | 666.53 |
| High Schools | | | |
| Administration | 94.50 | 90.50 | 90.50 |
| Licensed | 1,269.95 | 1,265.20 | 1,222.69 |
| Support | 222.45 | 195.44 | 197.37 |
| Total High Schools | 1,586.90 | 1,551.14 | 1,510.56 |
| Option Schools | | | |
| Administration | 18.50 | 20.50 | 21.50 |
| Licensed | 252.10 | 266.30 | 255.80 |
| Support | 67.75 | 67.64 | 68.96 |
| Total Option Schools | 338.35 | 354.44 | 346.26 |
| Athletics & Activities | | | |
| Administration | 2.00 | 2.00 | 2.00 |
| Licensed | - | - | - |
| Support | 10.42 | 10.42 | 10.42 |
| Total Athletics and Activities | 12.42 | 12.42 | 12.42 |
| Custodial | | | |
| Administration | 2.00 | 2.00 | 2.00 |
| Licensed | - | - | - |
| Support | 514.62 | 515.62 | 497.12 |
| Total Custodial | 516.62 | 517.62 | 499.12 |
| District Leadership and Communications | | | |
| Administration | 24.50 | 24.50 | 24.50 |
| Licensed | - | - | - |
| Support | 3.08 | 1.43 | 1.43 |
| Total District Leadership and Communications | 27.58 | 25.93 | 25.93 |
| Educational Technology Services | | | |
| Administration | 5.00 | 5.00 | 3.00 |
| Licensed | 8.00 | 7.01 | 5.00 |
| Support | 3.00 | 2.00 | 2.00 |
| Total Educational Technology Services | 16.00 | 14.01 | 10.00 |
| Field Services | | | |
| Administration | 10.00 | 9.00 | 10.00 |
| Licensed | - | - | - |
| Support | 201.15 | 187.71 | 172.21 |
| Total Field Services | 211.15 | 196.71 | 182.21 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2009/2010 - 2011/2012
Staffing by Category

| | 2009/2010 Budget | 2010/2011 Budget | 2011/2012 Budget |
|---|-----------------------------|-----------------------------|-----------------------------|
| Financial Services | | | |
| Administration | 19.00 | 19.00 | 19.00 |
| Licensed | - | - | - |
| Support | 25.17 | 24.17 | 23.17 |
| Total Financial Services | 44.17 | 43.17 | 42.17 |
| Human Resources | | | |
| Administration | 11.00 | 12.00 | 12.00 |
| Licensed | 1.00 | 1.00 | 1.00 |
| Support | 33.43 | 31.21 | 27.70 |
| Total Human Resources | 45.43 | 44.21 | 40.70 |
| Instructional Data Services | | | |
| Administration | 11.50 | 10.50 | 10.00 |
| Licensed | 8.00 | 7.00 | 7.00 |
| Support | 12.50 | 11.50 | 10.50 |
| Total Instructional Data Services | 32.00 | 29.00 | 27.50 |
| Learning and Education Achievement | | | |
| Administration | 15.00 | 14.00 | 13.00 |
| Licensed | 163.30 | 185.90 | 190.20 |
| Support | 76.67 | 41.66 | 37.62 |
| Total Learning and Educational Achievement | 254.97 | 241.56 | 240.82 |
| School Management | | | |
| Administration | 15.50 | 14.50 | 14.50 |
| Licensed | - | - | - |
| Support | 2.00 | 2.00 | 2.00 |
| Total School Management | 17.50 | 16.50 | 16.50 |
| Student Success | | | |
| Administration | 19.50 | 20.50 | 18.50 |
| Licensed | 754.42 | 756.17 | 794.80 |
| Support | 255.01 | 266.08 | 241.30 |
| Total Student Success | 1,028.93 | 1,042.75 | 1,054.60 |
| Transportation | | | |
| Administration | 6.00 | 6.00 | - |
| Licensed | - | - | - |
| Support | 320.95 | 326.78 | - |
| Total Transportation | 326.95 | 332.78 | - |
| Total FTEs General Fund | | | |
| Administration | 416.00 | 402.00 | 388.00 |
| Licensed | 5,107.47 | 5,066.92 | 4,973.97 |
| Support | 2,395.71 | 2,328.23 | 1,920.19 |
| Total FTEs General Fund | 7,919.18 | 7,797.15 | 7,282.16 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2009/2010 - 2011/2012
Staffing by Category

| | 2009/2010 Budget | 2010/2011 Budget | 2011/2012 Budget |
|---------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Other Funds: | | | |
| Capital Project Funds | | | |
| Administration | 17.00 | 13.00 | 13.00 |
| Licensed | - | - | - |
| Support | 4.00 | 5.00 | 4.00 |
| Total Capital Project Funds | 21.00 | 18.00 | 17.00 |
| Grant Fund | | | |
| Administration | 14.00 | 14.00 | 19.34 |
| Licensed | 301.00 | 301.90 | 243.23 |
| Support | 384.11 | 367.85 | 333.28 |
| Total Grant Fund | 699.11 | 683.75 | 595.85 |
| Campus Activity Fund | | | |
| Administration | - | - | - |
| Licensed | - | - | - |
| Support | 36.88 | 41.93 | 39.06 |
| Total Campus Activity Fund | 36.88 | 41.93 | 39.06 |
| Transportation Fund | | | |
| Administration | - | - | 6.00 |
| Licensed | - | - | - |
| Support | - | - | 326.78 |
| Total Transportation Fund | - | - | 332.78 |
| Food Service Fund | | | |
| Administration | 13.00 | 13.00 | 13.00 |
| Licensed | - | - | - |
| Support | 289.00 | 323.00 | 318.14 |
| Total Food Service Fund | 302.00 | 336.00 | 331.14 |
| Child Care Fund | | | |
| Administration | - | - | - |
| Licensed | 35.35 | 35.00 | 35.50 |
| Support | 324.51 | 311.28 | 313.07 |
| Total Child Care Fund | 359.86 | 346.28 | 348.57 |
| Property Management Fund | | | |
| Administration | - | - | - |
| Licensed | - | - | - |
| Support | 3.00 | 3.00 | 3.00 |
| Total Property Management Fund | 3.00 | 3.00 | 3.00 |
| Employee Benefits Fund | | | |
| Administration | - | - | - |
| Licensed | - | - | - |
| Support | 1.00 | 1.00 | 1.00 |
| Total Employee Benefits Fund | 1.00 | 1.00 | 1.00 |
| Insurance Reserve Fund | | | |
| Administration | 6.00 | 6.00 | 6.00 |
| Licensed | - | - | - |
| Support | 22.00 | 22.00 | 23.00 |
| Total Insurance Reserve Fund | 28.00 | 28.00 | 29.00 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2009/2010 - 2011/2012
Staffing by Category

| | 2009/2010 Budget | 2010/2011 Budget | 2011/2012 Budget |
|------------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Technology Fund | | | |
| Administration | 78.34 | 78.00 | 72.00 |
| Licensed | - | - | - |
| Support | 48.99 | 55.65 | 54.97 |
| Total Technology Fund | 127.33 | 133.65 | 126.97 |
| Central Services Fund | | | |
| Administration | 3.33 | 4.00 | 5.00 |
| Licensed | - | - | - |
| Support | 12.20 | 11.05 | 10.05 |
| Total Central Services Fund | 15.53 | 15.05 | 15.05 |
| Total FTEs Other Funds | | | |
| Administration | 131.67 | 128.00 | 134.34 |
| Licensed | 336.35 | 336.90 | 278.73 |
| Support | 1,125.69 | 1,141.76 | 1,426.35 |
| Total FTEs Other Funds | 1,593.71 | 1,606.66 | 1,839.42 |
| Total FTEs ALL Funds | | | |
| Administration | 547.67 | 530.00 | 522.34 |
| Licensed | 5,443.82 | 5,403.82 | 5,252.70 |
| Support | 3,521.40 | 3,469.99 | 3,346.54 |
| Total FTEs ALL Funds | 9,512.89 | 9,403.81 | 9,121.58 |

Notes:

Jefferson County Public School District employs approximately 14,000 people. Of the 14,000, 10,000 employees are converted from head-count to Full Time Equivalents (FTE). That conversion equates to more than 9,000 FTE. The other approximately 4,000 employees can not be converted to an FTE because they hold positions, such as substitute bus driver, substitute teacher, substitute custodian, substitute secretary, athletic coach, and/or game worker, which all have varying rates and no set schedules.



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Staffing by Account

| | Elementary Level | Middle Level | Senior Level | Option | Athletics and Activities | Custodial Services | Human Resources | District Leadership and Communications |
|------------------------------|------------------|---------------|-----------------|---------------|--------------------------|--------------------|-----------------|--|
| Superintendent | | | | | | | | 1.00 |
| Chief Academic Officer | | | | | | | | 1.00 |
| Chief Operating Officer | | | | | | | | 1.00 |
| Chief Financial Officer | | | | | | | | |
| Executive Director | | | | | 1.00 | | 1.00 | 2.00 |
| Director | | | 0.50 | 1.00 | | 1.00 | 3.00 | 4.00 |
| Principal | 94.00 | 19.00 | 18.00 | 7.00 | | | | |
| Assistant Director | | | | | | | | |
| Supervisor | | | | | | 1.00 | | |
| Assistant Principal | 15.50 | 19.00 | 72.00 | 12.50 | | | | |
| Community Superintendent | | | | | | | | |
| Manager | | | | | 1.00 | | 6.00 | 4.00 |
| Technical Specialist | | | | 1.00 | | | 1.00 | 3.00 |
| Accountant I | | | | | | | | |
| Teacher | 1,860.19 | 503.79 | 1,112.39 | 221.70 | | | | |
| Counselor | 2.00 | 38.00 | 72.00 | 19.50 | | | 1.00 | |
| Teacher Librarian | 70.00 | 18.50 | 17.00 | 7.00 | | | | |
| Coordinator - Licensed | 1.00 | | | | | | | |
| Coordinator - Administrative | | | | | | | | |
| Resource Teachers | 2.00 | | 5.00 | 0.50 | | | | |
| Instructional Coach | | | 15.30 | 6.60 | | | | |
| Administrator | | | | | | | | 1.50 |
| Physical Therapist | | | | | | | | |
| Occupational Therapist | | | | | | | | |
| Nurse | 2.00 | | 1.00 | | | | | |
| Psychologist | | | | | | | | |
| Social Worker | | | | 0.50 | | | | |
| Audiologist | | | | | | | | |
| Speech Therapist | | | | | | | | |
| Specialist - Classified | | | 1.00 | | | | 2.00 | |
| Buyer | | | | | | | | |
| Technician - Classified | | | 1.00 | 9.50 | 2.50 | 2.50 | 24.50 | |
| Administrative Assistant | | | | | | | 1.00 | 5.00 |
| Group Leader | | | | | | 1.00 | | |
| School Secretary | 184.50 | 42.00 | 75.00 | 27.25 | | | | |
| Secretary | 1.00 | | 1.00 | | 1.00 | | 0.50 | |
| Clerk | | | | | | | | |
| Buyer Assistant | | | | | | | | |
| Paraprofessional | 306.27 | 16.99 | 53.82 | 16.58 | | | | |
| Special Interpreter/Tutor | | | | | | | | |
| Para-Educator | | | | | | | | |
| Clinic Aides | 56.93 | 9.25 | 8.55 | 3.63 | | | | |
| Trades Technician | | | | | 5.00 | 9.00 | | |
| Custodian | 4.00 | | | | | 484.00 | | |
| Investigator | | | | | | | | 2.00 |
| Campus Supervisor | | | 57.00 | 10.00 | | | | |
| Food Service Manager | 2.34 | | | | | | | |
| Food Service Hourly Worker | 2.46 | | | 2.00 | | | | |
| Warehouse Worker | | | | | | | | |
| Classified - Hourly | 2.65 | | | | 1.92 | 0.62 | 0.70 | 1.43 |
| Certificated - Hourly | | | | | | | | |
| Total FTEs | 2,606.84 | 666.53 | 1,510.56 | 346.26 | 12.42 | 499.12 | 40.70 | 25.93 |



JEFFERSON COUNTY SCHOOL DISTRICT, NO. R-1
2011/2012
General Fund Staffing by Account

| | Educational Technology Services | Field Services | Financial Services | Instructional Data Services | Learning and Educational Achievement | School Management | Student Success | Total FTEs |
|------------------------------|---------------------------------|----------------|--------------------|-----------------------------|--------------------------------------|-------------------|-----------------|-----------------|
| Superintendent | | | | | | | | 1.00 |
| Chief Academic Officer | | | | | | | | 1.00 |
| Chief Operating Officer | | | | | | | | 1.00 |
| Chief Financial Officer | | | 1.00 | | | | | 1.00 |
| Executive Director | 1.00 | 1.00 | 1.00 | 2.00 | 1.00 | 4.00 | 1.00 | 15.00 |
| Director | | 2.00 | 2.00 | 2.00 | 6.00 | 1.50 | 6.50 | 29.50 |
| Principal | | | | | | | 2.00 | 140.00 |
| Assistant Director | 1.00 | | | 1.00 | 2.00 | | 4.00 | 8.00 |
| Supervisor | | 1.00 | 1.00 | | | | | 3.00 |
| Assistant Principal | | | | | | | 2.00 | 121.00 |
| Community Superintendent | | | | | | 4.00 | | 4.00 |
| Manager | | 3.00 | 5.00 | | | 1.00 | 1.00 | 21.00 |
| Technical Specialist | 1.00 | 3.00 | 7.00 | 5.00 | 1.00 | | | 22.00 |
| Accountant I | | | 2.00 | | | | | 2.00 |
| Teacher | | | | | 78.90 | | 449.00 | 4,225.97 |
| Counselor | | | | | | | 0.25 | 132.75 |
| Teacher Librarian | | | | | | | 0.50 | 113.00 |
| Coordinator - Licensed | 2.00 | | | 5.00 | 4.00 | | 10.00 | 22.00 |
| Coordinator - Administrative | | | 1.00 | | 3.00 | 1.00 | 2.00 | 7.00 |
| Resource Teachers | 3.00 | | | 2.00 | 37.00 | | 1.00 | 50.50 |
| Instructional Coach | | | | | 70.30 | | | 92.20 |
| Administrator | | | | | | | | 1.50 |
| Physical Therapist | | | | | | | 12.00 | 12.00 |
| Occupational Therapist | | | | | | | 32.00 | 32.00 |
| Nurse | | | | | | | 35.88 | 38.88 |
| Psychologist | | | | | | | 70.80 | 70.80 |
| Social Worker | | | | | | | 56.50 | 57.00 |
| Audiologist | | | | | | | 4.00 | 4.00 |
| Speech Therapist | | | | | | | 118.70 | 118.70 |
| Specialist - Classified | | | 7.00 | 4.00 | 1.00 | | 2.00 | 17.00 |
| Buyer | | | 1.67 | | | | | 1.67 |
| Technician - Classified | 1.00 | 14.00 | 10.50 | 6.50 | 5.00 | 1.00 | 17.50 | 95.50 |
| Administrative Assistant | | | 1.00 | | | 3.00 | | 10.00 |
| Group Leader | | 14.00 | | | | | | 15.00 |
| School Secretary | | | | | | | 3.75 | 332.50 |
| Secretary | | 1.00 | | | 6.00 | 1.00 | 6.00 | 17.50 |
| Clerk | 1.00 | | | | | | | 1.00 |
| Buyer Assistant | | | 2.00 | | | | | 2.00 |
| Paraprofessional | | | | | 1.41 | | 138.58 | 533.65 |
| Special Interpreter/Tutor | | | | | 19.90 | | 32.83 | 52.73 |
| Para-Educator | | | | | | | 27.50 | 27.50 |
| Clinic Aides | | | | | | | 1.10 | 79.46 |
| Trades Technician | | 136.00 | | | | | | 150.00 |
| Custodian | | | | | | | | 488.00 |
| Investigator | | | | | | | | 2.00 |
| Campus Supervisor | | | | | | | | 67.00 |
| Food Service Manager | | | | | | | | 2.34 |
| Food Service Hourly Worker | | | | | | | | 4.46 |
| Warehouse Worker | | 3.00 | | | | | | 3.00 |
| Classified - Hourly | | 4.21 | | | 4.31 | | 12.04 | 27.88 |
| Certificated - Hourly | | | | | | | 4.17 | 4.17 |
| Total FTEs | 10.00 | 182.21 | 42.17 | 27.50 | 240.82 | 16.50 | 1,054.60 | 7,282.16 |

**JEFFERSON COUNTY SCHOOL DISTRICT, NO.R-1
2010/2011 to 2011/2012
Staffing Reconciliation**

| Changes in FTEs | | | |
|--|--------------------------|--------------------------|----------------|
| General Fund | FTE Increases | FTE Decreases | Total |
| Administrative Staff: | | | |
| Principal - elementary school closures | | (2.00) | (2.00) |
| Asst Principal - elementary budget reduction | | (1.50) | (1.50) |
| Asst Principal - middle budget reduction | | (1.00) | (1.00) |
| Asst Principal - option school for add'l students at 21st Century Virtual Academy | 1.00 | | 1.00 |
| Director - Educational Technology (teacher induction) budget reduction | | (1.00) | (1.00) |
| Supervisor - Educational Technology - Library Data/Automation budget reduction | | (1.00) | (1.00) |
| Administrative Staff - Field Services reorganization within dept. | 1.00 | | 1.00 |
| Manager - Instructional Data Services budget reduction | | (0.50) | (0.50) |
| Administrator - Learning & Educational Achievement budget reduction | | (1.00) | (1.00) |
| Asst Director - Diverse Learners reorganization to Licensed Coordinator | | (1.00) | (1.00) |
| Technical Specialist - Student Services (technology support) budget reduction | | (1.00) | (1.00) |
| Administrative staff - Transportation moved to new fund | | (6.00) | (6.00) |
| Total Administrative Staff | 2.00 | (16.00) | (14.00) |
| Licensed Staff: | | | |
| Teacher - elementary budget reduction | | (53.00) | (53.00) |
| Teacher - elementary projected decrease in enrollment | | (5.55) | (5.55) |
| Librarian - elementary budget reduction | | (14.50) | (14.50) |
| Librarian - elementary decrease in enrollment affecting staff | | (0.50) | (0.50) |
| Teacher - middle budget reduction | | (17.50) | (17.50) |
| Teacher - middle projected increase in enrollment | 11.69 | | 11.69 |
| Librarian - middle budget reduction | | (0.50) | (0.50) |
| Counselor - middle budget reduction | | (1.00) | (1.00) |
| Teacher - senior high school budget reduction | | (40.00) | (40.00) |
| Teacher - senior high school (Mt.View Detention) budget reduction | | (1.00) | (1.00) |
| Teacher - senior high school projected increase in enrollment | 4.19 | | 4.19 |
| Counselor - senior high school budget reduction | | (4.00) | (4.00) |
| Instructional Coach - senior high school staffing ratio reduction | | (1.70) | (1.70) |
| Teacher/Counselor/Librarian/Inst. Coach/Other Licensed - option school projected changes in enrollment | | (0.50) | (0.50) |
| Certificated Hourly - option school FTEs not yet distributed by school | | (10.00) | (10.00) |
| Licensed Coordinator - Educational Technology (teacher induction) budget reduction | | (1.01) | (1.01) |
| Teacher Librarian - Educational Technology budget reduction | | (1.00) | (1.00) |
| Licensed Coordinator/Resource Teacher/Teacher/Instructional Coach - Learning and Educational Achievement budget reduction | | (6.50) | (6.50) |
| Licensed Staff - Learning and Educational Achievement reorganization | 4.00 | | 4.00 |
| Instructional Coach - Learning and Educational Achievement staff moved from ARRA Stimulus and senior high coach allocation reduction | 6.80 | | 6.80 |
| Licensed Staff - Student Success reorganization in Division of Instruction | | (3.00) | (3.00) |
| Coordinator Licensed/Resource Teacher/Teachers/Nurse - Student Services budget reduction | | (9.00) | (9.00) |
| Coordinator Licensed - Student Success reorganization from Asst Director | 1.00 | | 1.00 |
| Licensed staff - Student Success moved from ARRA Stimulus Grant funding | 43.75 | | 43.75 |
| Nurse - School and Student Success add'l for high needs student | 0.88 | | 0.88 |
| Nurse - School and Student Success moved from ARRA Stimulus Grant funding | 5.00 | | 5.00 |
| Total Licensed Staff | 77.31 | (170.26) | (92.95) |

**JEFFERSON COUNTY SCHOOL DISTRICT, NO.R-1
2010/2011 to 2011/2012
Staffing Reconciliation**

| Changes in FTEs | | | |
|--|--------------------------|--------------------------|-----------------|
| General Fund | FTE Increases | FTE Decreases | Total |
| Support Staff: | | | |
| Secretary - elementary budget reduction | | (2.50) | (2.50) |
| Secretary - elementary school closures | | (4.00) | (4.00) |
| Hourly staff (paras, clinic aides, etc.) - elementary net decrease in hours | | (6.44) | (6.44) |
| Secretary - middle budget reduction | | (3.50) | (3.50) |
| Hourly Staff (paras, clinic aides, etc.) - middle net increase in hours | 0.26 | | 0.26 |
| Secretary - senior high school decreased enrollment affecting staffing | | (0.50) | (0.50) |
| Hourly staff (paras, clinic aides, etc.) - senior high school net increase in hours | 2.43 | | 2.43 |
| Secretary/Technician - net increase for option schools - add'l students at 21st Century Virtual Academy and other option schools | 1.50 | | 1.50 |
| Hourly staff (paras, clinic aides, etc.) - option school net decrease in hours | | (0.18) | (0.18) |
| Custodians - Custodial Services - budget reduction | | (24.00) | (24.00) |
| Custodians/Group Leader/Technician Classified - Custodial Services - Field Services reorganization within dept. | | 5.50 | 5.50 |
| Trades Technician - Field Services budget reduction | | (9.00) | (9.00) |
| Classified Staff - Field Services reorganization within dept. | | (6.50) | (6.50) |
| Buyer Asst - Financial Services - Purchasing budget reduction | | (1.00) | (1.00) |
| Technician Classified - Human Resources budget reduction | | (3.51) | (3.51) |
| Secretary - Instructional Data Services budget reduction | | (1.00) | (1.00) |
| Specialist Classified - Learning and Educational Achievement budget reduction | | (1.00) | (1.00) |
| Hourly Staff - Learning and Educational Achievement net decrease in hours | | (3.04) | (3.04) |
| Secretaries/Technician Classified - Student Success budget reduction | | (3.00) | (3.00) |
| Specialist Classified - Student Success reorganization from non-payroll | 0.50 | | 0.50 |
| Hourly Staff (paras, tutors, clinic aides) - Student Success net decrease in hours | | (22.28) | (22.28) |
| Classified Staff - Transportation moved to new fund | | (326.78) | (326.78) |
| Total Support Staff | 4.69 | (412.73) | (408.04) |
| Total General Fund | 84.00 | (598.99) | (514.99) |

**JEFFERSON COUNTY SCHOOL DISTRICT, NO.R-1
2010/2011 to 2011/2012
Staffing Reconciliation**

| Changes in FTEs | | | |
|---|--------------------------|--------------------------|-----------------|
| Other Funds | FTE Increases | FTE Decreases | Total |
| Administrative Staff: | | | |
| Grants Fund - administrative, IT and data analysis staff for Teacher Incentive Grant | 5.34 | | 5.34 |
| Transportation Fund - administrative staff moved from General Fund | 6.00 | | 6.00 |
| Technology Fund - budget reduction | | (2.00) | (2.00) |
| Technology Fund - planned efficiencies | | (4.00) | (4.00) |
| Central Services Fund - Imaging staff reorganization with Support Staff Print Shop | 1.00 | | 1.00 |
| Total Administrative Staff | 12.34 | (6.00) | 6.34 |
| Licensed Staff: | | | |
| Grants Fund - decrease teachers due to ARRA Stimulus funding ending | | (57.42) | (57.42) |
| Grants Fund - Special Ed staff moved from ARRA Stimulus Grant funding to General Fund | | (43.75) | (43.75) |
| Grants Fund - Nurses moved from ARRA Stimulus Grant funding back to General Fund | | (5.00) | (5.00) |
| Grants Fund - Teacher Incentive: master teachers, peer coordinators, and school support | 47.50 | | 47.50 |
| Child Care Fund - resource teacher for preschool | 0.50 | | 0.50 |
| Total Licensed Staff | 48.00 | (106.17) | (58.17) |
| Support Staff: | | | |
| Capital Projects Fund - skilled laborer staff | | (1.00) | (1.00) |
| Grants Fund - decrease paraeducators due to ARRA Stimulus funding ending | | (34.57) | (34.57) |
| Campus Activity Fund - decrease in hourly staff | | (2.87) | (2.87) |
| Transportation Fund - classified staff moved from General Fund | 326.78 | | 326.78 |
| Food Service Fund - decrease in hourly staff | | (4.86) | (4.86) |
| Child Care Fund - increase in hourly staff | 1.79 | | 1.79 |
| Insurance Reserve Fund - increase for security patrol officer | 1.00 | | 1.00 |
| Technology Fund - planned efficiencies | | (0.68) | (0.68) |
| Central Services Fund - Print Shop reorganization with Administrative Imaging staff | | (1.00) | (1.00) |
| Total Support Staff | 329.57 | (44.98) | 284.59 |
| Total Other Funds | 389.91 | (157.15) | 232.76 |
| General and Other Funds | FTE Increases | FTE Decreases | Total |
| Total All Funds | 473.91 | (756.14) | (282.23) |

Accountability Systems

One system is State Accreditation. This is the Colorado Department of Education’s annual accreditation assessment report. The accreditation process is a comprehensive system which reviews many performance indicators in schools, including academic achievement for all students in all curriculum areas. The state accredits Jeffco and the district accredits schools based on improvement. All schools have Accreditation/School Improvement Plans.

Below is a summary chart of accreditation for prior years. The 2010/2011 results will not be available until late fall 2011. During 2008/2009 there was an increased level of focus and intensity placed on raising the achievement of Hispanic and special education students.

In 2009/2010 the School Performance Framework assigns each school one of four plan types:

- **Performance Plan:** The school meets or exceeds statewide attainment in the performance indicators and is required to adopt and implement a Performance Plan.
- **Improvement Plan:** The school is approaching or meeting state targets and is required to adopt and implement an Improvement Plan.
- **Priority Improvement Plan:** The school is not meeting state targets and is required to adopt and implement an Improvement Plan.
- **Turnaround Plan:** The school is below state targets and is required to adopt and implement a Turnaround Plan.

| Accreditation Plan Type | 2007/2008 | 2008/2009 | 2009/2010 | 2010/2011 |
|---------------------------------------|------------------|------------------|------------------|-------------------|
| Accredited: Performance Plan | 79 | 46 | 131 | Not Yet Available |
| Accredited: Improvement Plan | 88 | 129 | 25 | Not Yet Available |
| Accredited: Priority Improvement Plan | 3 | 4 | 8 | Not Yet Available |
| Accredited: Turnaround Plan | - | - | 1 | Not Yet Available |

Adequate Yearly Progress (AYP) is another measure of accountability for schools. The Federal Government mandated the No Child Left Behind Act (NCLB) which requires states to set student achievement target goals for all public schools. The goal is for 100 percent student proficiency in reading and math by the year 2013/2014. Colorado utilizes CSAP math and reading scores and participation to measure the progress of subgroups toward the targets. Subgroups include racial groups, low-income students, students with limited English, and students with disabilities. In 2009/2010, CDE designated Jeffco Schools as a district that is Accredited with the highest level plan Performance. The district earned 70 percent of the District Framework points.

Colorado CSAP Testing Results

The Colorado Student Assessment Program or CSAP is a standardized assessment given to Colorado public school students in grades three through ten. Depending on the grade, CSAP evaluates students in four subject areas; reading, writing, math, and science. The CSAP assessment is based on state content standards and measures student progress. Students are scored on how well they are meeting standards. The rating scale is unsatisfactory, partially proficient, proficient, and advanced. The following points are some highlighted results from the 2009/2010 CSAP assessment:

- Jeffco students continue to outperform the State in all grade levels and content areas
- Students eligible for free/reduced lunch made reading gains in grades 4 through 9 and math gains in grades 4, 5, 9, and 10
- In math at the secondary level, Jeffco students have outperformed the State by 7 or more percentage points over the last 5 years
- The percent of 5th grade students proficient or advanced in science increased by 6 percentage points and is 10 percentage points higher than the State

CSAP Scores Detail

The next three pages show the percentage of proficient and advanced scores for 2009/2010 at each school, total Jeffco, and the state of Colorado. Following that is the data of Jefferson County Public School District CSAP scores over a period of three years, summarized for each subject by grade level.

Jefferson County Public School District
2009/2010 CSAP Test Results - Elementary Schools

| Elementary School Name | Grade 3 Math | Grade 3 Reading | Grade 3 Writing | Grade 4 Math | Grade 4 Reading | Grade 4 Writing | Grade 5 Math | Grade 5 Reading | Grade 5 Science | Grade 5 Writing | Grade 6 Math | Grade 6 Reading | Grade 6 Writing |
|-------------------------------|--------------|-----------------|-----------------|--------------|-----------------|-----------------|--------------|-----------------|-----------------|-----------------|--------------|-----------------|-----------------|
| Elementary School Name | Grade 3 Math | Grade 3 Reading | Grade 3 Writing | Grade 4 Math | Grade 4 Reading | Grade 4 Writing | Grade 5 Math | Grade 5 Reading | Grade 5 Science | Grade 5 Writing | Grade 6 Math | Grade 6 Reading | Grade 6 Writing |
| Adams Elementary | 84% | 80% | 67% | 83% | 83% | 56% | 70% | 72% | 60% | 60% | 76% | 89% | 72% |
| Allendale Elementary | 59% | 67% | 37% | 52% | 64% | 39% | 44% | 47% | 22% | 28% | 54% | 66% | 41% |
| Bear Creek K-8 Elementary | 89% | 82% | 69% | 78% | 78% | 62% | 76% | 78% | 59% | 69% | 77% | 82% | 73% |
| Belmar Elementary | 60% | 64% | 38% | 83% | 79% | 55% | 58% | 68% | 47% | 53% | 64% | 77% | 49% |
| Bergen Valley Elementary | 88% | 91% | 81% | 88% | 91% | 83% | 90% | 93% | 81% | 84% | | | |
| Blue Heron Elementary | 85% | 86% | 73% | 88% | 73% | 64% | 65% | 68% | 43% | 49% | 82% | 86% | 75% |
| Bradford Elementary | 84% | 90% | 77% | | | | | | | | | | |
| Bradford Intermediate | | | | 95% | 92% | 92% | 92% | 95% | 86% | 92% | 93% | 98% | 92% |
| Campbell Elementary | 80% | 75% | 55% | 68% | 78% | 48% | 70% | 65% | 52% | 63% | 88% | 88% | 88% |
| Coal Creek Canyon Elementary | 76% | 88% | 53% | 100% | 100% | 70% | 67% | 78% | 67% | 44% | | | |
| Colorow Elementary | 75% | 73% | 58% | 77% | 69% | 62% | 76% | 83% | 66% | 63% | 75% | 85% | 60% |
| Columbine Hills Elementary | 68% | 83% | 49% | 66% | 76% | 53% | 78% | 95% | 66% | 75% | 79% | 87% | 66% |
| Coronado Elementary | 85% | 86% | 72% | 80% | 87% | 68% | 92% | 90% | 79% | 83% | 72% | 90% | 82% |
| Deane Elementary | 51% | 61% | 35% | 73% | 73% | 48% | 73% | 77% | 46% | 61% | 42% | 63% | 38% |
| Dennison Elementary | 99% | 96% | 92% | 99% | 98% | 96% | 100% | 100% | 96% | 99% | 100% | 100% | 99% |
| Deviny Elementary | 86% | 88% | 64% | 91% | 84% | 81% | 85% | 86% | 77% | 78% | 83% | 89% | 75% |
| Dutch Creek Elementary | 77% | 70% | 56% | 56% | 69% | 48% | 77% | 75% | 57% | 66% | 59% | 74% | 50% |
| Edgewater Elementary | 51% | 53% | 35% | 29% | 39% | 14% | 50% | 39% | 22% | 25% | 45% | 61% | 45% |
| Eiber Elementary | 37% | 55% | 19% | 44% | 44% | 23% | 41% | 48% | 21% | 33% | 39% | 59% | 32% |
| Elk Creek Elementary | 86% | 93% | 74% | 86% | 84% | 75% | 86% | 84% | 71% | 74% | | | |
| Fairmount Elementary | 83% | 74% | 49% | 79% | 78% | 64% | 77% | 81% | 64% | 68% | 90% | 87% | 86% |
| Fitzmorris Elementary | 64% | 62% | 32% | 60% | 53% | 32% | 52% | 60% | 28% | 52% | 67% | 77% | 60% |
| Foothills Elementary | 79% | 73% | 56% | 64% | 64% | 43% | 60% | 79% | 49% | 57% | 54% | 79% | 43% |
| Foster Elementary | 55% | 65% | 50% | 57% | 54% | 33% | 33% | 33% | 27% | 25% | 37% | 72% | 46% |
| Fremont Elementary | 71% | 73% | 44% | 75% | 75% | 38% | 68% | 82% | 58% | 63% | 63% | 80% | 67% |
| Glennon Heights Elementary | 69% | 71% | 51% | 63% | 70% | 54% | 63% | 70% | 37% | 63% | 81% | 92% | 77% |
| Governor's Ranch Elementary | 84% | 84% | 70% | 76% | 62% | 65% | 75% | 62% | 50% | 58% | 81% | 92% | 81% |
| Green Gables Elementary | 66% | 73% | 61% | 68% | 75% | 50% | 77% | 74% | 66% | 61% | 70% | 86% | 68% |
| Green Mountain Elementary | 67% | 68% | 55% | 68% | 74% | 56% | 67% | 70% | 63% | 63% | 74% | 85% | 74% |
| Hackberry Hill Elementary | 77% | 77% | 55% | 84% | 78% | 63% | 84% | 89% | 72% | 75% | 81% | 94% | 78% |
| Hutchinson Elementary | 84% | 87% | 77% | 81% | 85% | 63% | 77% | 83% | 78% | 71% | 78% | 88% | 76% |
| Jeffco Open School Elementary | 80% | 84% | 52% | 78% | 78% | 53% | 41% | 56% | 41% | 41% | 35% | 58% | 38% |
| Kendallvue Elementary | 76% | 73% | 55% | 77% | 68% | 55% | 58% | 79% | 58% | 65% | 71% | 90% | 75% |
| Kendrick Lakes Elementary | 77% | 78% | 70% | 73% | 75% | 60% | 74% | 82% | 60% | 62% | 75% | 90% | 73% |
| Kullerstrand Elementary | 50% | 64% | 38% | 63% | 51% | 34% | 53% | 47% | 17% | 42% | 52% | 68% | 48% |
| Kyffin Elementary | 91% | 87% | 75% | 82% | 82% | 73% | 76% | 85% | 67% | 69% | 82% | 82% | 75% |
| Lasley Elementary | 45% | 44% | 33% | 66% | 62% | 46% | 47% | 59% | 27% | 41% | 47% | 70% | 47% |
| Lawrence Elementary | 75% | 65% | 49% | 63% | 56% | 44% | 62% | 62% | 36% | 43% | 43% | 58% | 35% |
| Leawood Elementary | 78% | 80% | 61% | 80% | 85% | 59% | 62% | 68% | 45% | 57% | 66% | 87% | 72% |
| Little Elementary | 79% | 71% | 39% | 84% | 84% | 55% | 48% | 60% | 42% | 40% | 68% | 81% | 57% |
| Lukas Elementary | 85% | 79% | 62% | 82% | 81% | 70% | 77% | 76% | 69% | 61% | 70% | 79% | 62% |
| Lumberg Elementary | 41% | 53% | 28% | 60% | 55% | 15% | 53% | 54% | 19% | 24% | 39% | 46% | 28% |
| Maple Grove Elementary | 87% | 87% | 70% | 96% | 91% | 69% | 87% | 90% | 75% | 87% | 83% | 97% | 88% |
| Marshdale Elementary | 93% | 92% | 84% | 86% | 85% | 61% | 95% | 86% | 68% | 82% | | | |
| Martensen Elementary | 28% | 52% | 8% | 58% | 52% | 26% | 33% | 59% | 26% | 22% | 45% | 64% | 45% |
| Meiklejohn Elementary | 84% | 79% | 66% | 95% | 93% | 90% | 83% | 98% | 79% | 81% | 94% | 97% | 92% |
| Mitchell Elementary | 85% | 88% | 68% | 88% | 80% | 68% | 81% | 83% | 75% | 66% | 84% | 89% | 78% |
| Molholm Elementary | 43% | 41% | 9% | 39% | 28% | 7% | 31% | 34% | 20% | 20% | 48% | 59% | 42% |
| Mortensen Elementary | 85% | 84% | 44% | 87% | 83% | 71% | 66% | 75% | 58% | 60% | 83% | 88% | 74% |
| Mount Carbon Elementary | 77% | 84% | 66% | 81% | 67% | 54% | 87% | 89% | 67% | 81% | 69% | 80% | 78% |
| Normandy Elementary | 87% | 87% | 72% | 95% | 91% | 82% | 93% | 98% | 76% | 86% | 82% | 90% | 88% |
| Parmalee Elementary | 92% | 79% | 71% | 92% | 92% | 79% | 89% | 92% | 83% | 86% | | | |
| Parr Elementary | 56% | 59% | 47% | 84% | 72% | 56% | 67% | 69% | 44% | 44% | 52% | 81% | 55% |
| Patterson International | 61% | 68% | 45% | 58% | 65% | 42% | 69% | 62% | 41% | 50% | 59% | 82% | 54% |
| Peck Elementary | 73% | 84% | 58% | 81% | 83% | 61% | 83% | 87% | 75% | 77% | 78% | 93% | 78% |
| Peiffer Elementary | 61% | 73% | 53% | 86% | 64% | 64% | 54% | 61% | 32% | 41% | 44% | 78% | 60% |
| Pennington Elementary | 64% | 51% | 18% | 62% | 77% | 31% | 26% | 39% | 9% | 26% | 42% | 55% | 30% |
| Pleasant View Elementary | 57% | 57% | 32% | 25% | 32% | 16% | 44% | 50% | 28% | 39% | 45% | 45% | 41% |
| Powderhorn Elementary | 86% | 89% | 64% | 83% | 85% | 68% | 76% | 87% | 67% | 79% | 74% | 84% | 75% |
| Prospect Valley Elementary | 68% | 72% | 50% | 85% | 88% | 73% | 69% | 71% | 59% | 61% | 58% | 81% | 57% |
| Ralston Elementary | 100% | 98% | 87% | 92% | 96% | 90% | 89% | 86% | 73% | 84% | 97% | 95% | 92% |
| Red Rocks Elementary | 96% | 89% | 84% | 89% | 91% | 74% | 86% | 92% | 78% | 81% | 89% | 95% | 86% |
| Rooney Ranch Elementary | 92% | 92% | 71% | 84% | 76% | 67% | 83% | 83% | 71% | 67% | 85% | 89% | 72% |
| Russell Elementary | 31% | 37% | 20% | 59% | 58% | 42% | 46% | 51% | 21% | 31% | 51% | 56% | 32% |
| Ryan Elementary | 77% | 75% | 60% | 73% | 72% | 58% | 79% | 82% | 54% | 69% | 64% | 86% | 69% |
| Secrest Elementary | 49% | 60% | 29% | 39% | 54% | 24% | 63% | 73% | 35% | 55% | 43% | 61% | 41% |
| Semper Elementary | 81% | 77% | 67% | 81% | 79% | 56% | 73% | 76% | 62% | 67% | 71% | 86% | 75% |
| Shaffer Elementary | 91% | 89% | 76% | 82% | 80% | 60% | 88% | 90% | 76% | 87% | | | |
| Shelton Elementary | 82% | 86% | 61% | 78% | 69% | 61% | 60% | 72% | 55% | 58% | 72% | 86% | 68% |
| Sheridan Green Elementary | 70% | 71% | 42% | 80% | 69% | 51% | 60% | 64% | 56% | 51% | 61% | 73% | 57% |
| Sierra Elementary | 90% | 89% | 74% | 82% | 82% | 68% | 86% | 87% | 65% | 78% | 78% | 86% | 65% |
| Slater Elementary | 48% | 43% | 21% | 71% | 67% | 50% | 52% | 70% | 37% | 41% | 36% | 69% | 42% |
| South Lakewood Elementary | 66% | 60% | 39% | 71% | 75% | 62% | 57% | 69% | 49% | 52% | 41% | 68% | 43% |
| Stein Elementary | 55% | 63% | 34% | 52% | 58% | 35% | 59% | 62% | 27% | 44% | 65% | 73% | 62% |
| Stevens Elementary | 74% | 60% | 33% | 62% | 69% | 29% | 45% | 50% | 25% | 27% | 42% | 67% | 42% |
| Stober Elementary | 56% | 76% | 35% | 70% | 63% | 57% | 63% | 93% | 63% | 75% | 68% | 83% | 73% |
| Stony Creek Elementary | 73% | 85% | 65% | 81% | 81% | 71% | 76% | 76% | 64% | 65% | 74% | 83% | 79% |
| Stott Elementary | 64% | 69% | 41% | 66% | 66% | 48% | 56% | 64% | 40% | 51% | 64% | 61% | 52% |
| Swanson Elementary | 52% | 57% | 32% | 57% | 55% | 32% | 55% | 58% | 36% | 28% | 44% | 66% | 39% |
| Thomson Elementary | 47% | 56% | 23% | 52% | 57% | 33% | 52% | 63% | 44% | 36% | 45% | 78% | 47% |
| Ute Meadows Elementary | 90% | 83% | 81% | 85% | 84% | 77% | 75% | 85% | 79% | 77% | 71% | 93% | 74% |
| Van Arsdale Elementary | 91% | 88% | 78% | 75% | 84% | 72% | 79% | 77% | 62% | 67% | 73% | 86% | 71% |
| Vanderhoof Elementary | 76% | 75% | 65% | 74% | 72% | 56% | 80% | 78% | 66% | 62% | 79% | 90% | 74% |
| Vivian Elementary | 44% | 48% | 11% | 46% | 46% | 14% | 39% | 59% | 34% | 35% | 52% | 69% | 47% |
| Warder Elementary | 45% | 67% | 21% | 77% | 79% | 55% | 50% | 59% | 41% | 44% | 65% | 77% | 60% |
| Weber Elementary | 75% | 69% | 54% | 73% | 74% | 51% | 70% | 66% | 63% | 60% | 60% | 85% | 63% |
| Welch Elementary | 69% | 73% | 33% | 61% | 59% | 33% | 62% | 69% | 50% | 43% | 65% | 83% | 63% |
| West Jefferson Elementary | 78% | 84% | 64% | 83% | 78% | 67% | 82% | 92% | 71% | 83% | | | |
| West Woods Elementary | 89% | 90% | 72% | 86% | 86% | 69% | 89% | 92% | 79% | 85% | 92% | 96% | 86% |
| Westgate Elementary | 61% | 72% | 47% | 43% | 55% | 35% | 43% | 62% | 37% | 44% | 60% | 77% | 48% |
| Westridge Elementary | 75% | 89% | 66% | 83% | 83% | 65% | 62% | 83% | 60% | 66% | 82% | 91% | 82% |
| Wilmore-Davis Elementary | 64% | 63% | 34% | 63% | 63% | 46% | 65% | 67% | 50% | 46% | 35% | 73% | 53% |
| Wilmot Elementary | 89% | 84% | 71% | 79% | 87% | 69% | 93% | 96% | 85% | 88% | | | |
| Witt Elementary | 72% | 67% | 36% | 62% | 68% | 35% | 62% | 81% | 51% | 49% | 60% | 84% | 67% |
| Zerger Elementary | 71% | 84% | 53% | 66% | 81% | 56% | 51% | 69% | 43% | 49% | 58% | 75% | 58% |

Jefferson County Public School District
2009/2010 CSAP Test Results - Middle Schools

| Middle School Name | Grade 6 Math | Grade 6 Reading | Grade 6 Writing | Grade 7 Math | Grade 7 Reading | Grade 7 Writing | Grade 8 Math | Grade 8 Reading | Grade 8 Science | Grade 8 Writing |
|----------------------------------|--------------|-----------------|-----------------|--------------|-----------------|-----------------|--------------|-----------------|-----------------|-----------------|
| Arvada Middle School | | | | 17% | 50% | 28% | 25% | 47% | 22% | 27% |
| Bear Creek K-8 Middle | | | | 82% | 90% | 82% | 87% | 94% | 83% | 89% |
| Bell Middle School | | | | 46% | 71% | 61% | 60% | 77% | 66% | 58% |
| Carmody Middle School | | | | 50% | 72% | 60% | 47% | 67% | 52% | 55% |
| Coal Creek Canyon Middle | 70% | 75% | 50% | 82% | 73% | 73% | 75% | 75% | 75% | 75% |
| Creighton Middle School | | | | 49% | 65% | 54% | 45% | 67% | 50% | 53% |
| Deer Creek Middle School | | | | 68% | 86% | 80% | 71% | 84% | 65% | 74% |
| D'Evelyn Middle | | | | 87% | 93% | 90% | 96% | 92% | 81% | 88% |
| Drake Middle School | | | | 55% | 76% | 65% | 59% | 77% | 56% | 67% |
| Dunstan Middle School | | | | 52% | 72% | 60% | 57% | 72% | 61% | 61% |
| Evergreen Middle School | 87% | 92% | 84% | 82% | 94% | 90% | 78% | 86% | 72% | 70% |
| Everitt Middle School | | | | 35% | 60% | 42% | 43% | 57% | 33% | 37% |
| Falcon Bluffs Middle School | 74% | 87% | 72% | 55% | 78% | 72% | 60% | 84% | 70% | 66% |
| Jeffco Open School Middle School | | | | 24% | 70% | 37% | 11% | 59% | 22% | 26% |
| Ken Caryl Middle School | | | | 64% | 76% | 67% | 71% | 81% | 64% | 66% |
| Mandalay Middle School | | | | 60% | 78% | 70% | 59% | 71% | 57% | 54% |
| Manning Options | | | | 85% | 95% | 87% | 86% | 88% | 73% | 82% |
| Moore Middle School | | | | 43% | 72% | 60% | 46% | 70% | 46% | 56% |
| North Arvada Middle School | | | | 41% | 58% | 44% | 53% | 64% | 50% | 50% |
| Oberon Middle School | | | | 62% | 76% | 72% | 66% | 81% | 64% | 67% |
| O'Connell Middle School | | | | 31% | 49% | 40% | 27% | 55% | 27% | 34% |
| Summit Ridge Middle School | | | | 70% | 86% | 74% | 67% | 80% | 69% | 70% |
| Wayne Carle Middle School | | | | 58% | 76% | 63% | 65% | 80% | 65% | 62% |
| West Jefferson Middle School | 81% | 83% | 70% | 65% | 87% | 76% | 70% | 86% | 67% | 72% |
| Wheat Ridge Middle School | | | | 22% | 38% | 22% | 22% | 39% | 16% | 18% |

Jefferson County Public School District
2009/2010 CSAP Test Results - High Schools

| High School Name | Grade 9 Math | Grade 9 Reading | Grade 9 Writing | Grade 10 Math | Grade 10 Reading | Grade 10 Science | Grade 10 Writing |
|--|--------------|-----------------|-----------------|---------------|------------------|------------------|------------------|
| Alameda High School | 16% | 44% | 24% | 7% | 44% | 15% | 21% |
| Arvada High School | 22% | 44% | 33% | 18% | 48% | 24% | 32% |
| Arvada West High School | 39% | 71% | 45% | 29% | 64% | 46% | 46% |
| Bear Creek High School | 49% | 75% | 57% | 37% | 69% | 50% | 50% |
| Brady Exploration High School | 0% | 25% | 0% | 3% | 29% | 8% | 2% |
| Chatfield High School | 59% | 77% | 66% | 39% | 67% | 54% | 54% |
| Columbine High School | 53% | 76% | 60% | 39% | 78% | 56% | 58% |
| Conifer High School | 57% | 83% | 61% | 45% | 83% | 65% | 67% |
| Dakota Ridge High School | 60% | 82% | 65% | 43% | 77% | 54% | 59% |
| D'Evelyn Secondary | 86% | 96% | 87% | 81% | 96% | 84% | 84% |
| Evergreen High School | 80% | 93% | 79% | 62% | 88% | 73% | 76% |
| Golden High School | 52% | 77% | 57% | 45% | 78% | 60% | 59% |
| Green Mountain High School | 49% | 81% | 57% | 39% | 76% | 57% | 56% |
| Jeffco 21st Century Virtual Academy HS | 50% | 100% | 67% | 30% | 40% | 30% | 20% |
| Jeffco Open School High School | 13% | 60% | 33% | 16% | 77% | 38% | 39% |
| Jefferson High School | 12% | 37% | 17% | 6% | 39% | 6% | 15% |
| Lakewood High School | 56% | 73% | 58% | 49% | 78% | 66% | 64% |
| Long View High School | | | | 25% | 25% | 25% | 25% |
| McLain High School | 33% | 56% | 33% | 18% | 50% | 26% | 24% |
| Pomona High School | 47% | 76% | 56% | 36% | 68% | 50% | 51% |
| Ralston Valley High School | 70% | 88% | 71% | 61% | 87% | 71% | 71% |
| Standley Lake High School | 51% | 73% | 53% | 42% | 78% | 55% | 59% |
| Wheat Ridge High School | 40% | 63% | 49% | 28% | 52% | 40% | 39% |

Jefferson County Public School District
2009/2010 CSAP Test Results - Charter Schools

| Charter School Name - Elementary | Grade 3 Math | Grade 3 Reading | Grade 3 Writing | Grade 4 Math | Grade 4 Reading | Grade 4 Writing | Grade 5 Math | Grade 5 Reading | Grade 5 Science | Grade 5 Writing | Grade 6 Math | Grade 6 Reading | Grade 6 Writing |
|--|--------------|-----------------|-----------------|--------------|-----------------|-----------------|--------------|-----------------|-----------------|-----------------|--------------|-----------------|-----------------|
| Collegiate Academy Charter Elementary School | 86% | 87% | 62% | 86% | 86% | 77% | 55% | 59% | 48% | 59% | 55% | 81% | 52% |
| Compass Montessori Golden Elementary | 73% | 73% | 27% | 53% | 88% | 47% | 40% | 67% | 33% | 53% | 39% | 67% | 39% |
| Compass Montessori Wheatridge Elementary | 71% | 77% | 52% | 60% | 73% | 50% | 34% | 66% | 44% | 47% | 36% | 82% | 55% |
| Excel Academy Elementary | 71% | 88% | 59% | 65% | 67% | 42% | 58% | 61% | 51% | 56% | | | |
| Excel Academy Middle | | | | | | | | | | | 69% | 83% | 58% |
| Free Horizon Montessori | 57% | 71% | 45% | 69% | 81% | 56% | 81% | 83% | 64% | 64% | 58% | 94% | 76% |
| Jefferson Academy Elementary | 91% | 89% | 72% | 93% | 96% | 79% | 68% | 80% | 57% | 63% | 88% | 90% | 77% |
| Lincoln Academy Elementary | 79% | 90% | 62% | 96% | 91% | 70% | 91% | 89% | 72% | 74% | | | |
| Lincoln Academy Middle School | | | | | | | | | | | 72% | 88% | 75% |
| Montessori Peaks Academy | 62% | 79% | 46% | 84% | 90% | 61% | 73% | 86% | 68% | 73% | 79% | 86% | 70% |
| Mountain Phoenix Community Elementary | 75% | 75% | 0% | 60% | 80% | 40% | 67% | 78% | 56% | 67% | 0% | 50% | 50% |
| Rocky Mountain Academy Elementary | 96% | 92% | 85% | 92% | 84% | 64% | 94% | 97% | 94% | 79% | | | |
| Rocky Mountain Academy Middle School | | | | | | | | | | | 82% | 95% | 89% |
| Rocky Mountain Deaf Elementary School | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Woodrow Wilson Academy Elementary | 91% | 81% | 72% | 85% | 70% | 66% | 86% | 78% | 53% | 67% | | | |
| Woodrow Wilson Academy Middle | | | | | | | | | | | 78% | 78% | 59% |

| Charter School Name - Middle and High | Grade 7 Math | Grade 7 Reading | Grade 7 Writing | Grade 8 Math | Grade 8 Reading | Grade 8 Science | Grade 8 Writing | Grade 9 Math | Grade 9 Reading | Grade 9 Writing | Grade 10 Math | Grade 10 Reading | Grade 10 Science | Grade 10 Writing |
|--|--------------|-----------------|-----------------|--------------|-----------------|-----------------|-----------------|--------------|-----------------|-----------------|---------------|------------------|------------------|------------------|
| Collegiate Academy Charter Middle School | 54% | 77% | 67% | 64% | 76% | 50% | 57% | | | | | | | |
| Collegiate Academy Charter High School | | | | | | | | 41% | 43% | 34% | 22% | 76% | 41% | 54% |
| Compass Montessori Golden Secondary | 34% | 72% | 57% | 28% | 68% | 45% | 38% | | | | | | | |
| Compass Montessori Golden High School | | | | | | | | 38% | 59% | 45% | 36% | 92% | 72% | 60% |
| Excel Academy Middle | 61% | 69% | 58% | 65% | 60% | 47% | 56% | | | | | | | |
| Jefferson Academy Secondary | 66% | 89% | 86% | 53% | 83% | 60% | 64% | | | | | | | |
| Jefferson Academy High School | | | | | | | | 41% | 89% | 67% | 45% | 85% | 73% | 77% |
| Lincoln Academy Middle School | 58% | 81% | 79% | 70% | 76% | 73% | 65% | | | | | | | |
| Mountain Phoenix Community Middle School | 0% | 0% | 0% | | | | | | | | | | | |
| New America High School | | | | | | | | 6% | 3% | 3% | 0% | 5% | 0% | 0% |
| Rocky Mountain Academy Middle School | 46% | 80% | 71% | 62% | 90% | 69% | 74% | | | | | | | |
| Rocky Mountain Deaf Middle School | 0% | 17% | 0% | 0% | 0% | 0% | 0% | | | | | | | |
| Woodrow Wilson Academy Middle | 67% | 81% | 64% | 57% | 83% | 40% | 57% | | | | | | | |

Jefferson County Public School District
2009/2010 CSAP Test Results - Total Jefferson County

| Total Jefferson County - Grades 3 - 6 | Grade 3 Math | Grade 3 Reading | Grade 3 Writing | Grade 4 Math | Grade 4 Reading | Grade 4 Writing | Grade 5 Math | Grade 5 Reading | Grade 5 Science | Grade 5 Writing | Grade 6 Math | Grade 6 Reading | Grade 6 Writing |
|---------------------------------------|--------------|-----------------|-----------------|--------------|-----------------|-----------------|--------------|-----------------|-----------------|-----------------|--------------|-----------------|-----------------|
| | 74% | 76% | 56% | 75% | 75% | 58% | 70% | 75% | 57% | 62% | 69% | 82% | 66% |

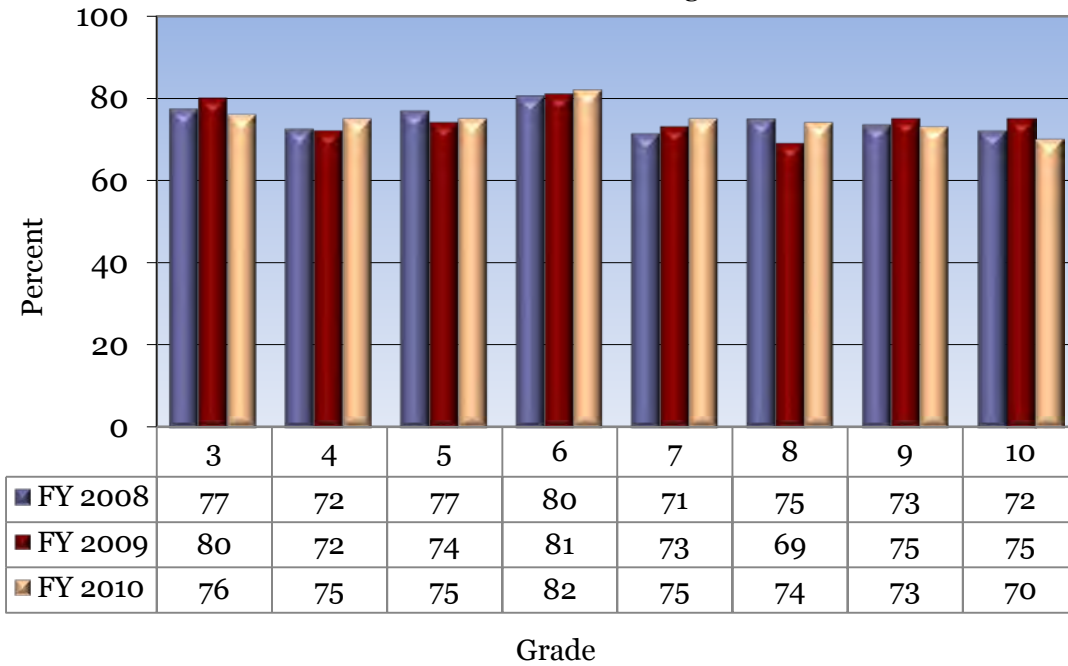
| Total Jefferson County - Grades 7 - 12 | Grade 7 Math | Grade 7 Reading | Grade 7 Writing | Grade 8 Math | Grade 8 Reading | Grade 8 Science | Grade 8 Writing | Grade 9 Math | Grade 9 Reading | Grade 9 Writing | Grade 10 Math | Grade 10 Reading | Grade 10 Science | Grade 10 Writing |
|--|--------------|-----------------|-----------------|--------------|-----------------|-----------------|-----------------|--------------|-----------------|-----------------|---------------|------------------|------------------|------------------|
| | 56% | 75% | 65% | 58% | 74% | 57% | 60% | 50% | 73% | 56% | 39% | 70% | 52% | 47% |

Jefferson County Public School District
2009/2010 CSAP Test Results - Total State of Colorado

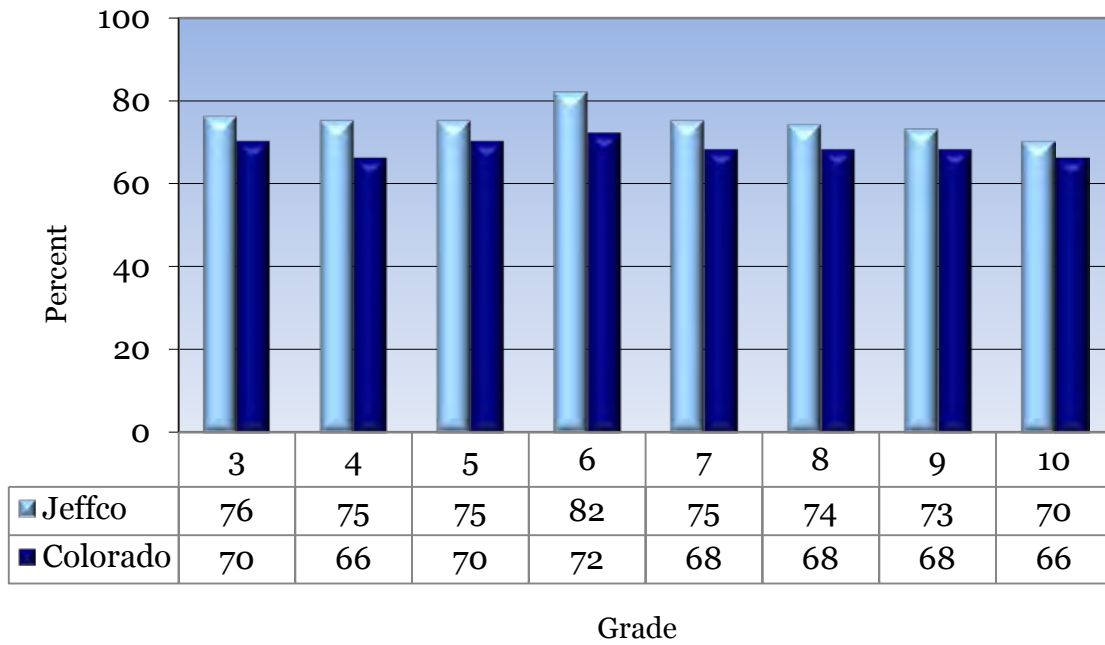
| Total State of Colorado - Grades 3 - 6 | Grade 3 Math | Grade 3 Reading | Grade 3 Writing | Grade 4 Math | Grade 4 Reading | Grade 4 Writing | Grade 5 Math | Grade 5 Reading | Grade 5 Science | Grade 5 Writing | Grade 6 Math | Grade 6 Reading | Grade 6 Writing |
|--|--------------|-----------------|-----------------|--------------|-----------------|-----------------|--------------|-----------------|-----------------|-----------------|--------------|-----------------|-----------------|
| | 71% | 70% | 50% | 70% | 66% | 50% | 66% | 70% | 47% | 57% | 61% | 72% | 57% |

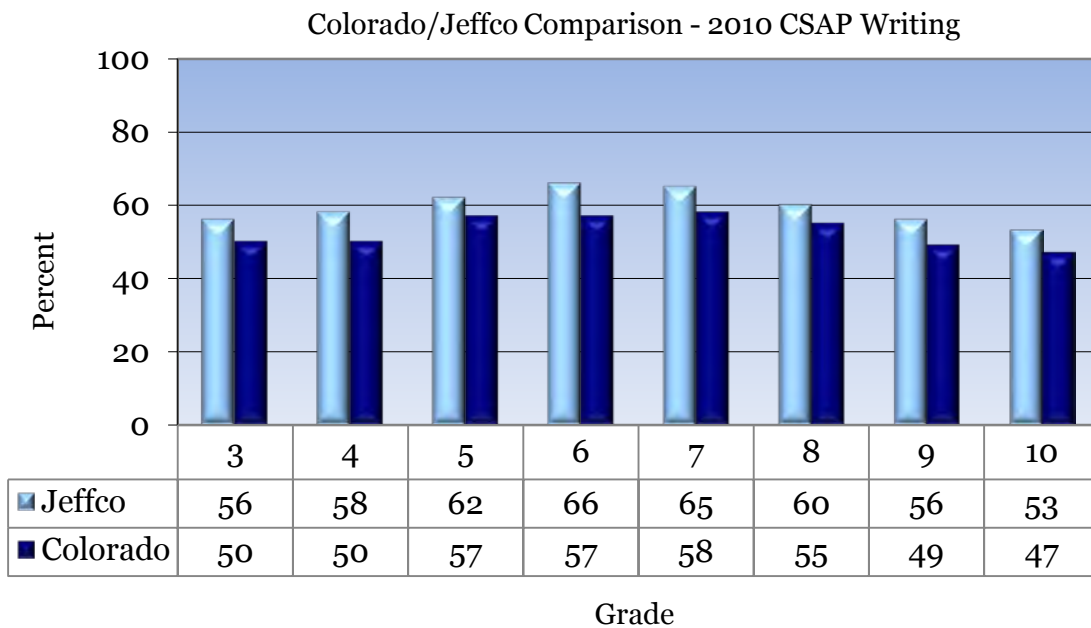
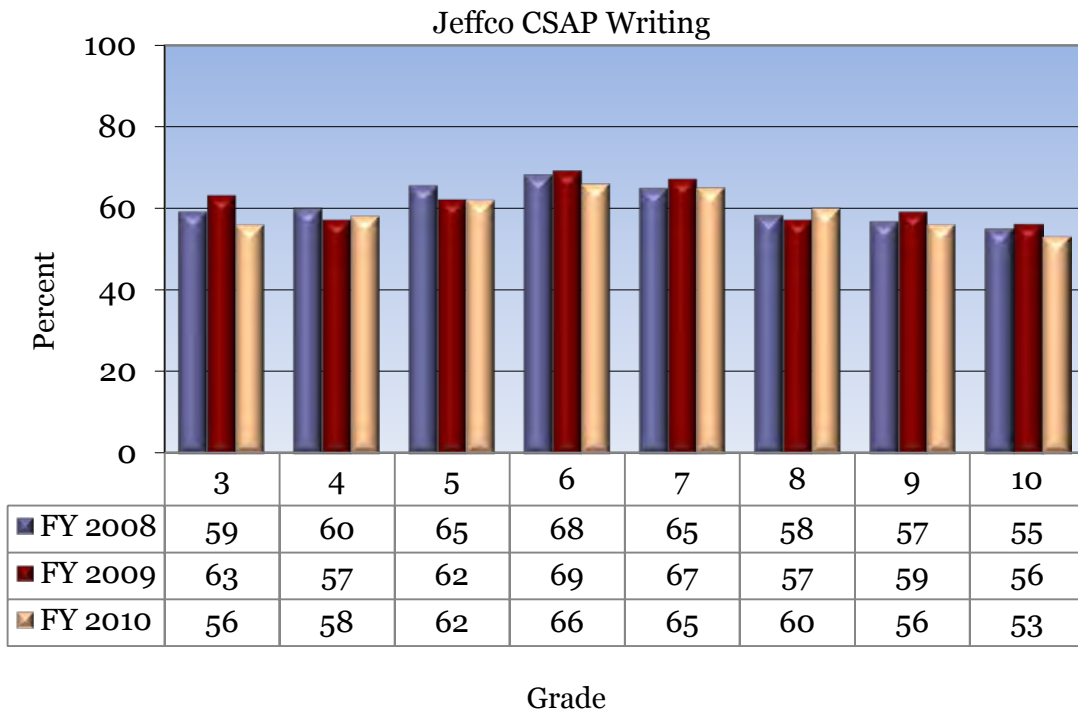
| Total State of Colorado - Grades 7 - 12 | Grade 7 Math | Grade 7 Reading | Grade 7 Writing | Grade 8 Math | Grade 8 Reading | Grade 8 Science | Grade 8 Writing | Grade 9 Math | Grade 9 Reading | Grade 9 Writing | Grade 10 Math | Grade 10 Reading | Grade 10 Science | Grade 10 Writing |
|---|--------------|-----------------|-----------------|--------------|-----------------|-----------------|-----------------|--------------|-----------------|-----------------|---------------|------------------|------------------|------------------|
| | 49% | 68% | 58% | 51% | 68% | 48% | 55% | 39% | 68% | 49% | 30% | 66% | 47% | 47% |

Jeffco CSAP Reading

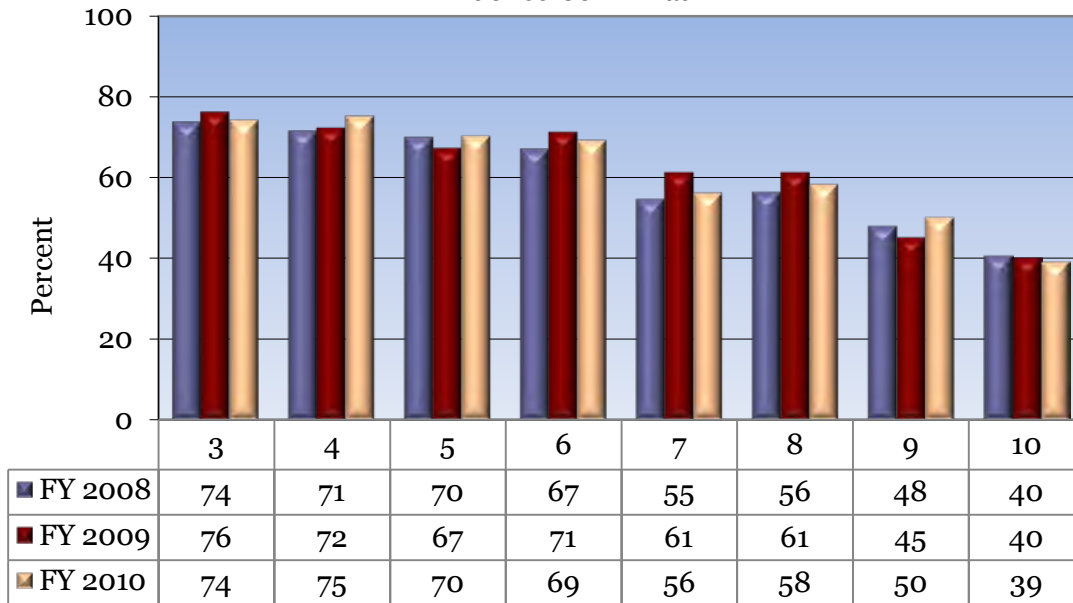


Colorado/Jeffco Comparison - 2010 CSAP Reading



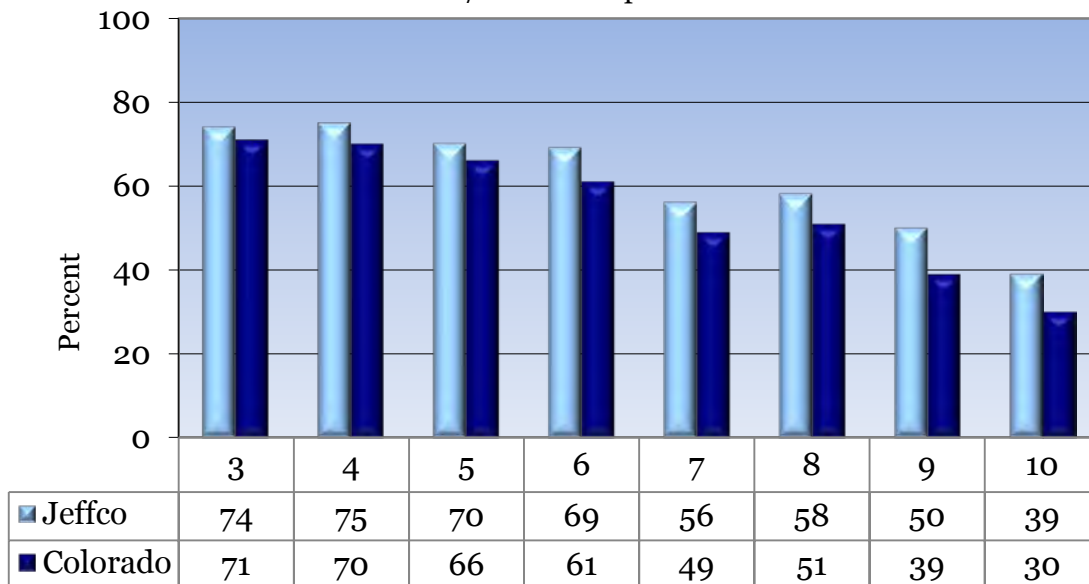


Jeffco CSAP Math



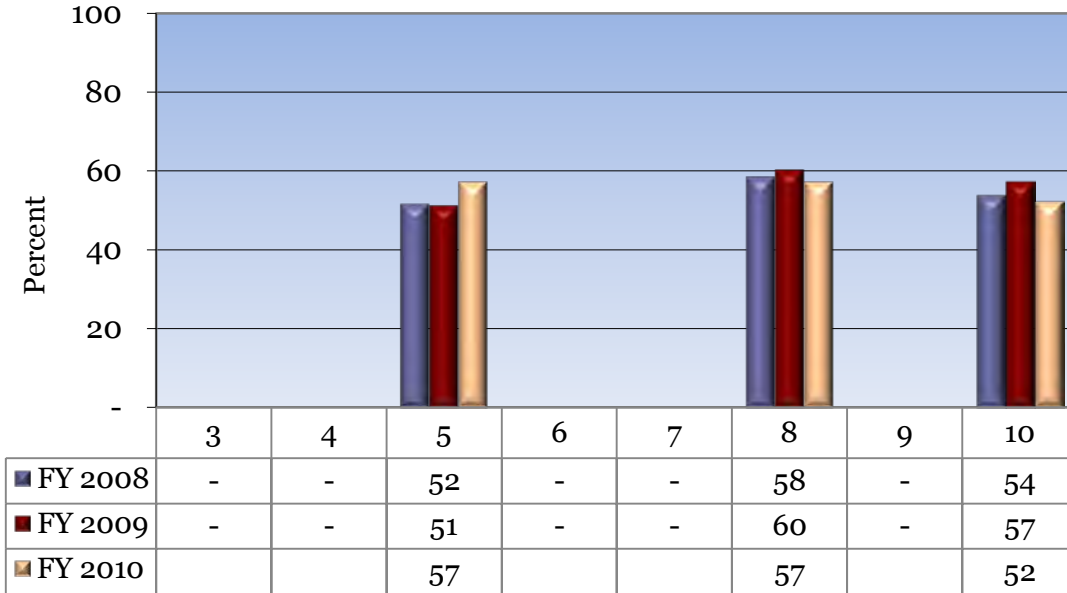
Grade

Colorado/Jeffco Comparison - 2010 Math



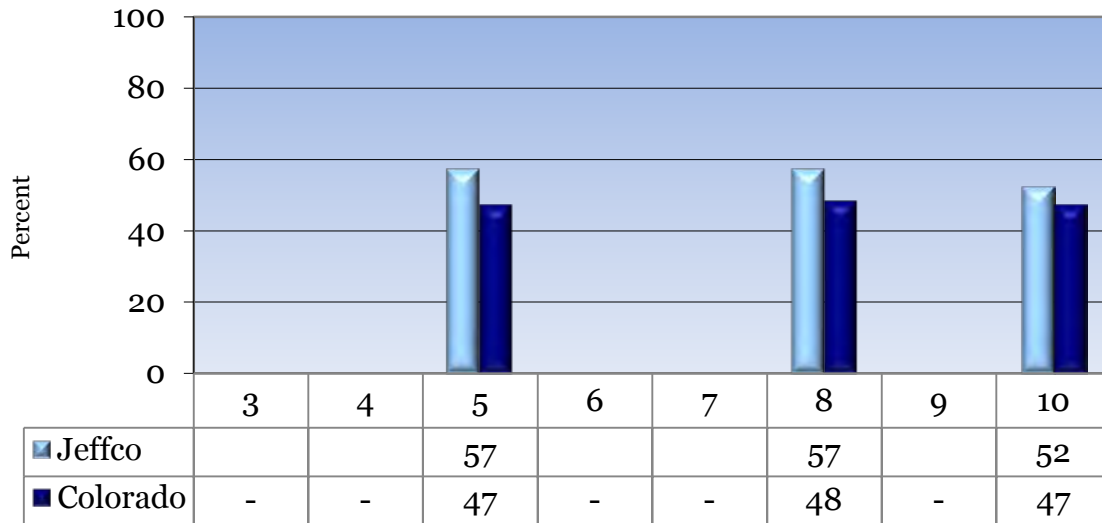
Grade

Jeffco CSAP Science



Grade

Colorado/Jeffco Comparison - 2010 Science



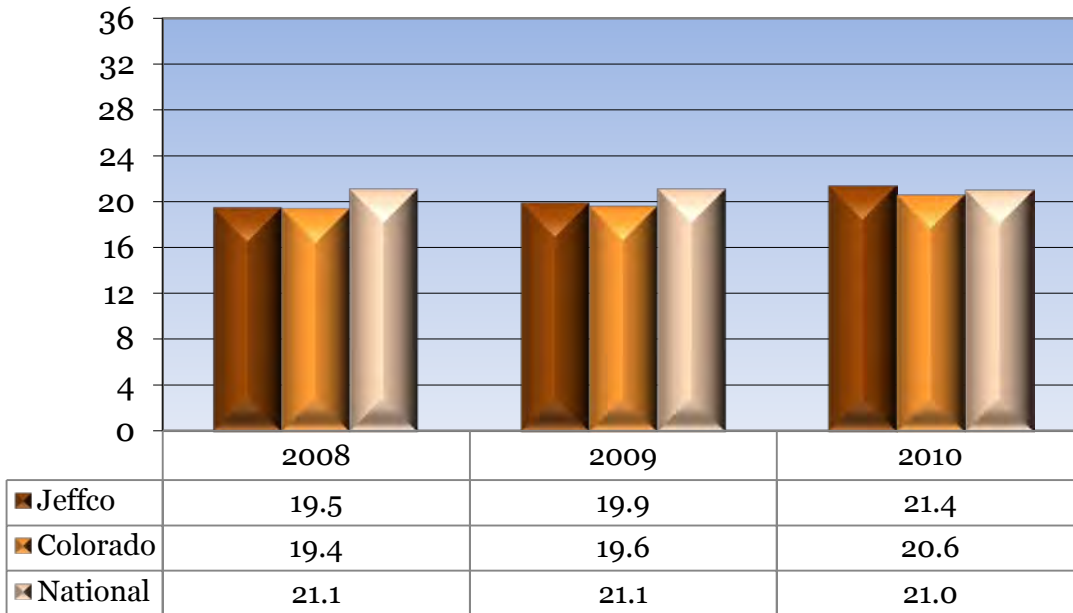
Grade

ACT Testing Results

The ACT (American College Testing) is a college entrance examination that is required by state law to be taken by all Colorado high school juniors. The exam covers four subject areas - English, reading, math, and science.

Below is a graph that illustrates the ACT test scores for the past three years and measures both Jefferson County Public School eleventh grade results and the average for the State of Colorado's eleventh graders. The National scores are those of graduating seniors. Jefferson County has consistently outperformed the average for the State of Colorado.

ACT Scores



Jeffco Statistics

| Graduation Rates | | | | | |
|------------------|------|------|------|------|------|
| | 2006 | 2007 | 2008 | 2009 | 2010 |
| Colorado | 74% | 75% | 74% | 75% | 72% |
| Jeffco | 75% | 76% | 77% | 81% | 78% |

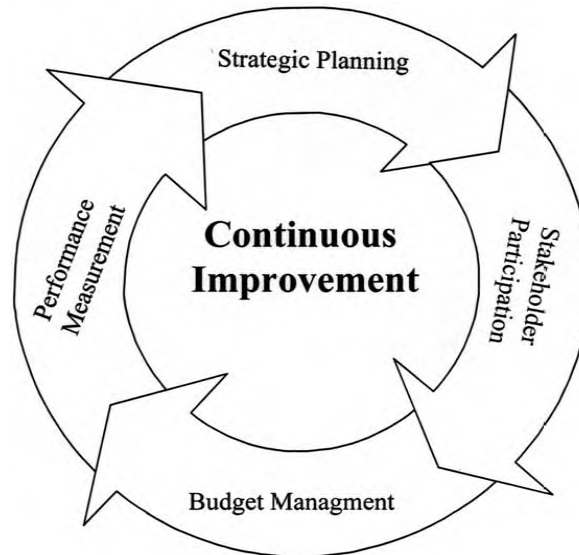
| Dropout Rates | | | | | |
|-----------------|------|------|------|------|------|
| | 2006 | 2007 | 2008 | 2009 | 2010 |
| Colorado | 5% | 4% | 4% | 4% | 3% |
| Jeffco | 3% | 4% | 4% | 2% | 2% |

| Free and Reduced Lunch Rates | | | | | |
|------------------------------|------|------|------|------|------|
| | 2006 | 2007 | 2008 | 2009 | 2010 |
| Colorado | 34% | 34% | 35% | 39% | 40% |
| Jeffco | 25% | 25% | 25% | 29% | 30% |

Performance Measures

Government agencies, including school districts use performance measurement to help improve accountability to their stakeholders and the public. In this era of scarce funds, performance measurement has become a critical element of accountability to both the organization internally and the public at large. This accountability increases the public's trust of the organization. Performance measurement allows organizations to monitor measureable results and benefits within the context of established goals. The district can then gauge how effectively and efficiently it is achieving its goals and objectives. Good performance information provides managers with the tools they need to manage for results. Performance indicators facilitate the following:

- ✓ To determine the degree to which programs and services are aligned with the goals and objectives the district is trying to achieve and to plan for improving the quality of programs or the implementation of new programs.
- ✓ To ensure that the district is carrying out its mission AND doing it as effectively and efficiently as possible.
- ✓ To allocate resources, set policies, and organize based on desired outcomes.
- ✓ To compare the district's performance to itself over time ensuring the continued improvement in all measured areas.



The following pages contain results by division/department. The top section of each page is the results from the **Leadership Survey**, which is administered across the district each Spring. Scoring in the survey section is based on a four point scale as follows:

1. Strongly Disagree
2. Disagree
3. Agree
4. Strongly Agree

The scores are the mean result of all survey responses. Not all participants responded to each question. Participants were also given the option to respond with N/A if the question didn't pertain to their school. N/A responses were eliminated and not used to calculate the mean scores.

The tables following the survey section are the individual performance measures for each department. Performance measures can follow several different formats and use varying types of indicators. Most of the department measures have the following structure:

- Objective:** The target or goal that the department is trying to achieve.
- Output:** The amount of product or service provided.
- Efficiency:** The relationship of the output, i.e. cost per output item or number of hours per output.
- Quality:** The timeliness, accuracy and/or customer satisfaction of the service provided.
- Outcome:** The resulting measure of the objective vs. the output.

The district has just undertaken the process of performance measurement at the department level and hopes to improve upon these initial measures in upcoming years.

Communications

Leadership Survey Results

| Survey question: | <u>2008</u> | <u>2009</u> | <u>2010</u> |
|--|-------------|-------------|-------------|
| Communication Services is timely in meeting my school's needs. | 3.64 | 3.61 | 3.61 |
| Communication Services provides helpful service and meets my school's needs. | 3.61 | 3.61 | 3.58 |

Communications – Call to Action – Leadership Objective # 4: Ensure effective communication with employees, community members, and the media.

Objective: To have 100% of the community (TV/Broadcast, radio, newspaper, magazine, and non-media personnel) satisfied or very satisfied when trying to reach a member of the Communications Department.

Output: Media personnel survey.

Efficiency: The number of respondents who selected satisfied or very satisfied on question #2 of the survey.

Quality: Increase availability and timeliness of Communications response to outside media requests.

Outcome: % of goal achieved as stated in the objective

| FY 2008 | FY 2009 | FY 2010 | Target FY 2011 | Target FY 2012 |
|---------|---------|---------|-------------------|-------------------|
| 95.6% | 100% | 100% | 100% | 100% |

Communications – Call to Action – Leadership Objective # 4: Ensure effective communication with employees, community members, and the media.

Objective: To have 70% of all schools promoted through Good News communications.

Output: Good News communication.

Efficiency: The number of schools that are featured in Good News communications.

Quality: To assure that all Jeffco schools are publicly promoted.

Outcome: % of goal achieved as stated in the objective

| FY 2008 | FY 2009 | FY 2010 | Year to Date FY 2011 | Target FY 2012 |
|---------|---------|---------|-------------------------|-------------------|
| 77.1% | 96.4% | 98% | 85% | 100% |

Custodial

Leadership Survey Results

| Survey question: | <u>2008</u> | <u>2009</u> | <u>2010</u> |
|--|-------------|-------------|-------------|
| Custodial Services provides helpful service and meets my school's needs. | 3.19 | 3.26 | 3.27 |

Custodial – Call to Action – Support Services Objective # 3: Ensure a safe learning and working environment for all school and department personnel.

Objective: To have 80% of our school facilities pass the annual inspection by custodial services.

Output: The annual inspection of 146 facilities.

Efficiency: Number of school that passed the annual inspection.

Quality: Having a clean and safe environment for staff and students.

Outcome: % achieved based on target as stated in the objective.

| FY 2008 | FY 2009 | FY 2010 | FY 2011 | Target FY 2012 |
|---------|---------|---------|---------|-------------------|
| 100% | 100% | 100% | 100% | 100% |

Field Services

Leadership Survey Results

| Survey question: | <u>2008</u> | <u>2009</u> | <u>2010</u> |
|---|-------------|-------------|-------------|
| Facilities Maintenance and Landscape Services provides helpful service and meets my school's needs. | 3.06 | 3.11 | 3.00 |
| Environmental Services provides helpful service and meets my school's needs. | 3.28 | 3.28 | 3.09 |

Facilities Management – Call to Action – Support Services Objective # 3: Ensure a safe learning and working environment for all school and department personnel.

Objective: To complete work orders ranked 8 or higher in priority within 30 business days.

Output: Number of work orders completed.

Quality: Completing work orders in a timely manner promotes the confidence departments and schools have in Facilities Management and maintains functionality and appearance of our buildings.

Outcome: % of work orders completed as stated in the objective

| FY 2008 | FY 2009 | FY 2010 | FY 2011 | Target FY 2012 |
|---------|---------|---------|---------|-------------------|
| 89.6% | 88.0% | 81.0% | 72.0% | 80.0% |

Financial Services

Leadership Survey Results

| Survey question: | <u>2008</u> | <u>2009</u> | <u>2010</u> |
|---|-------------|-------------|-------------|
| I have enough information to make sound budgetary decisions. | 3.25 | 3.34 | 3.24 |
| The payroll department provides timely, accurate, and consistent information. | 3.27 | 3.34 | 3.29 |
| Financial Services provides timely, accurate, and consistent information. | N/A | 3.33 | 3.29 |

Accounting – Call to Action - Business & Finance Objective #4: Ensure a solvent financial position within all funds, schools, and departments.

Objective: To complete and submit the Consolidated Annual Financial Report (CAFR) to the Board of Education and Government Finance Officers Association (GFOA) by the submission deadline.

Output: Consolidated Annual Financial Report

Quality: Monitor controls utilizing preliminary audit practices and accurate reconciliation practices and submit the annual CAFR to GFOA for consideration in their awards program.

Outcome: Whether the CAFR was completed and submitted by the deadline.

| FY 2008 | FY 2009 | FY 2010 | Target FY 2011 | Target FY 2012 |
|---------|---------|---------|-------------------|-------------------|
| yes | yes | yes | yes | yes |

Payroll – Call to Action - Business & Finance Objective #1: Ensure the alignment of resources to increase student achievement and organizational effectiveness.

Objective: To provide the files and funds to the voluntary savings providers, that manage investment and retirement plans for district employees, in advance of pay day with an effective date of pay day which is the last weekday of each month.

Output: Delivery of the files and funds to Great West and PERA

Efficiency: To have files prepared and delivered before payday with an effective date of payday.

Quality: There is greater growth in employee retirement funds the sooner contributions are applied.

Outcome: % of time the target has been met compared to the goal as stated in the objective.

| FY 2008 | FY 2009 | FY 2010 | Target FY 2011 | Target FY 2012 |
|---------|---------|---------|-------------------|-------------------|
| 61% | 91% | 75% | 100% | 100% |

Accounts Payable – Call to Action - Business & Finance Objective #1: Ensure the alignment of resources to increase student achievement and organizational effectiveness.

Objective: To improve security and reduce the number of days it takes vendors to receive payments through the new check issuing and delivery process, and to increase vendor participation in this new program.

Output: Implement a direct mailing process that eliminates the need for checks to be distributed to the schools via messenger then disbursed by mail to vendors.

Efficiency: The length of time it takes vendors to receive their payments.

Quality: Direct mailing payments is more secure than transporting checks by courier.

Outcome: The average number of days it takes vendors to receive their payments.

| FY 2008 | FY 2009 | FY 2010 | Target FY 2011 | Target FY 2012 |
|-----------------|-----------------|-------------------|-------------------|-------------------|
| 4 business days | 3 business days | Not yet available | 3 business days | 3 business days |

Purchasing – Call to Action - Business & Finance Objective #1: Ensure the alignment of resources to increase student achievement and organizational effectiveness.

Objective: To have no formal vendor protests of the awarding of bids or RFP's each year.

Output: Annual report of protests.

Efficiency: To lessen the number of protests through communication with our vendors.

Quality: Establishing and maintaining productive relationships with our vendors.

Outcome: # of protests received during each year.

| FY 2008 | FY 2009 | FY 2010 | Target FY 2011 | Target FY 2012 |
|---------|---------|-------------------|-------------------|-------------------|
| 0 | 1 | Not yet available | 0 | 0 |

Purchasing – Call to Action - Business & Finance Objective #1: Ensure the alignment of resources to increase student achievement and organizational effectiveness.

Objective: To complete audits of 100% of Purchase-card holders each year.

Output: Audit process

Quality: Summary of the individual audit report and findings.

Outcome: % of audits completed compared to the goal as stated in the objective.

| FY 2008 | FY 2009 | FY 2010 | Target FY 2011 | Target FY 2012 |
|---------|---------|-------------------|-------------------|-------------------|
| 100% | 99% | Not yet available | 100% | 100% |

Human Resources

Leadership Survey Results

| Survey question: | <u>2008</u> | <u>2009</u> | <u>2010</u> |
|--|-------------|-------------|-------------|
| HR provides timely support in posting vacant positions and routing qualified candidates. | 3.31 | 3.40 | 3.36 |
| For questions about hiring, HR provides timely, accurate and consistent information. | 3.34 | 3.36 | 3.32 |
| Substitute Teacher Services provided substitutes that effectively managed classrooms. | 3.04 | 3.11 | 3.07 |
| Benefits Open Enrollment has worked smoothly this year through Employee Self Service. | 3.34 | 3.37 | 3.40 |

Human Resources – Call to Action – Business and Finance Objective # 3: Ensure a workforce that is diverse, qualified, and skilled.

Objective: To hire 100% highly qualified teachers for all classroom positions.

Output: Having a highly qualified teacher in every classroom.

Efficiency: Number of positions meeting the highly qualified standards.

Quality: The highly qualified teacher guidelines under No Child Left Behind.

Outcome: % of highly qualified teachers versus the total number of all teaching positions.

| FY 2007 | FY 2008 | FY 2009 | FY 2010 | Target FY 2011 |
|---------|---------|---------|---------|-------------------|
| 99.1% | 99.6% | 98.5% | 99.6% | 100% |

Instructional Data Services

Leadership Survey Results

| Survey question: | <u>2008</u> | <u>2009</u> | <u>2010</u> |
|--|-------------|-------------|-------------|
| When their support is requested by my school, Instructional Data Services' (Assessment & Research/Instructional Data Reporting) staff is responsive and contributes to the development of teacher/leader/secretary skillfulness. | N/A | N/A | 3.40 |

Instructional Data Reporting – Call to Action - Leadership Objective #1: Ensure implementation of strategies and systems to improve both student achievement and organizational performance.

Objective: To meet all State and Federal report submission deadlines.

Output: The following reports: October Count, End of Year, Office of Civil Rights, March Collection, Safety and Discipline

Efficiency: To have sufficient time allotted and/or scheduled to generate these reports in time for submission.

Quality: The verification of comprehensive and accurate report data.

Outcome: % of submissions that meet the goal as stated in the objective

| FY 2008 | FY 2009 | FY 2010 | Target FY 2011 | Target FY 2012 |
|---------|---------|-------------------|-------------------|-------------------|
| 100% | 100% | Not yet available | 100% | 100% |

Instructional Data Reporting – Call to Action - Leadership Objective #1: Ensure implementation of strategies and systems to improve both student achievement and organizational performance.

Objective: To have less than 0.5% of counted students disallowed through the annual Colorado Department of Education enrollment audit.

Output: Annual October 1st count report

Efficiency: To consistently produce reports with accurate student counts which eliminates audit findings and adjustments.

Quality: # of audit adjustments

Outcome: % of disallowed student FTE resulting from CDE's audit

| FY 2008 | FY 2009 | FY 2010 | Target FY 2011 | Target FY 2012 |
|---------|---------|---------|-------------------|-------------------|
| 0.09% | 0.05% | 0.02% | 0.02% | 0.02% |

Technology

| Survey question: | <u>2008</u> | <u>2009</u> | <u>2010</u> |
|---|-------------|-------------|-------------|
| The district email system is available when I need it | 3.52 | 3.56 | 3.59 |
| When I call IT's Service Desk, it provides helpful service and meets my school's needs. | 3.38 | 3.40 | 3.28 |
| The district's new Technology Plan sets the right technology vision and direction for the district. | 3.30 | 3.36 | 3.17 |
| The district telephone system (including voicemail) is available when I need it. | 3.34 | 3.49 | 3.20 |

Technology – Call to Action – Business and Finance Objective # 2: Provide Informational Technology that is current, safe, flexible, and effective.

Objective: To have high availability of district-wide services and applications during core business hours*.

Output: Fluid productivity by users of these systems.

Efficiency: Tracking and reporting the percentage of time that these systems are available.

Quality: Determine user satisfaction through customer survey.

Outcome: % of system availability during core business hours.

* Core business hours are between 7:00 a.m. to 7:00 p.m. Monday through Friday.

| Service | System | FY 2010 | FY 2011 | Target FY 2012 |
|---|------------------------|---------|---------|----------------|
| Online Learning, PLC's and Content Management | Blackboard | 94.85% | 100% | 99.5% |
| Student Information System | Infinite Campus | 85.94% | 99.80% | 99.5% |
| Facilities Maintenance Asset Lifecycle Management | Maximo | 99.69% | 99.86% | 99.5% |
| Electronic Fleet Management | Zonar | 99.43% | 99.65% | 99.5% |
| District External Website | | 97.55% | 99.09% | 99.5% |
| District Email System | OWA | 97.42% | 93.93% | 99.5% |
| Substitute Teacher System | SEMS | 91.45% | 99.04% | 99.5% |
| Online Employment Application | People Soft Recruiting | 84.04% | 95.64% | 99.5% |
| Telephone System | Qwest | 99.75% | No data | 99.5% |
| Voice Mail System | Call Pilot | 99.75% | No data | 99.5% |
| Employee Self Service | People Soft HR | 96.37% | 94.87% | 99.5% |
| Financial System | People Soft Financials | 91.69% | 97.98% | 99.5% |

In fiscal year 2010 technology was implemented to measure system availability with metrics that more closely align with industry best practices. Transaction monitoring was developed to more closely resemble the user experience. The table above lists the core, enterprise-wide systems that are operating in the district, along with data for fiscal year 2010 and targets for fiscal year 2011. The target availability for these systems and services is 99.5% during core District business hours, from 7:00 AM to 7:00 PM.

Transportation

Leadership Survey Results

| | | | |
|--|-------------|-------------|-------------|
| Survey question: | <u>2008</u> | <u>2009</u> | <u>2010</u> |
| Transportation provides helpful service and meets my school's needs. | 3.39 | 3.16 | 3.20 |

Transportation – Strategic Plan – Support Services Objective # 4: Ensure safe and efficient transportation services.

Objective: To reduce the number of at-fault accidents involving district buses for which there was an insurance pay out greater than the \$1000 deductible.

Output: Identify all at-fault accidents.

Efficiency: The number of at-fault accidents.

Quality: Decrease the number of at-fault accidents to improve student safety.

Outcome: Number of accidents that meet the criteria as stated in the objective.

| FY 2008 | FY 2009 | FY 2010 | Year to Date FY 2011 | Target FY 2012 |
|---------|---------|---------|-------------------------|-------------------|
| 67 | 48 | 35 | 13 | 30 |



RESOLUTION

AUTHORIZING THE USE OF A PORTION OF FY 2010/2011 BEGINNING FUND BALANCE AS AUTHORIZED BY COLORADO STATUTES

WHEREAS, C.R.S. 22-44-105 states that a budget, duly adopted pursuant to this article, shall not provide for expenditures, interfund transfers, or reserves, in excess of available revenues and beginning fund balance.

WHEREAS, the Board of Education may authorize the use of a portion of the beginning fund balance in the budget, stating the amount to be used, the purpose for which the expenditure is needed, and the district's plan to ensure that the use of the beginning fund balance will not lead to an ongoing deficit.

WHEREAS, originally the Board of Education was asked to authorize a smaller portion of the beginning fund balance for FY 2010/2011 for the Capital Reserve Fund.

WHEREAS, originally the Board of Education was not asked to authorize the use of any beginning fund balance for FY 2010/2011 for the Risk Management Fund.

WHEREAS, originally the Board of Education was asked to authorize a smaller portion of the beginning fund balance for FY 2010/2011 for the Food Service Fund.

WHEREAS, the Board of Education has determined the beginning fund balance in the Capital Reserve Fund, Risk Management Fund and Food Service Fund are sufficient to allow for the additional one-time expenditures and the action will not lead to an ongoing deficit.

NOW, THEREFORE, BE IT RESOLVED:

IN ACCORDANCE with C.R.S. 22-44-105, the Board of Education authorizes the use of a portion of the FY 2010/2011 Beginning Fund Balance for the Capital Reserve Fund in the amount of \$4,020,000 for the change in the timing of Capital Projects and for the Risk Management Fund in the amount of \$864,700 for several large claim events. In addition, the Board of Education authorizes the use of an additional portion of the FY 2010/2011 Beginning Fund Balance for the Food Service Fund in the amount of \$203,000 for lower than anticipated food sales.

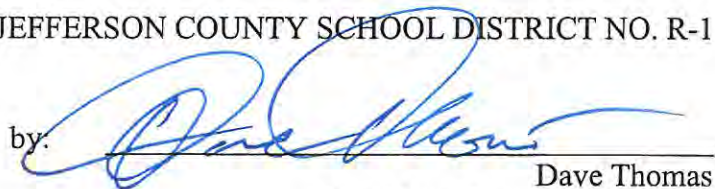
BE IT FURTHER RESOLVED, the use of this portion of these beginning fund balances for the purpose/s set forth above will not lead to ongoing deficits in the funds.

Adopted this 2nd day of June, 2011.

JEFFERSON COUNTY SCHOOL DISTRICT NO. R-1

(SEAL)

by:



Dave Thomas
President, Board of Education

Attest:



Robin Johnson
Secretary, Board of Education

RESOLUTION

**AUTHORIZING THE CHIEF FINANCIAL OFFICER AND THE SUPERINTENDENT
TO BORROW UNENCUMBERED MONEY FROM OTHER DISTRICT
FUNDS AUTHORIZED BY COLORADO STATUTES**

WHEREAS, CRS 22-44-113 authorizes the borrowing of unencumbered moneys from any one fund, except the Bond Redemption Fund, and

WHEREAS, moneys borrowed from a fund pursuant to applicable laws must be repaid to the fund when needed to meet obligations of the fund, and

WHEREAS, any such loan shall be repaid not later than three months after the beginning of the following budget year; and

WHEREAS, in order to meet ongoing obligations of the Food Services Fund, the Grants Fund, and the Technology Fund it may be necessary to temporarily borrow up to \$30,000,000, and

WHEREAS, estimated unencumbered moneys not to exceed \$30,000,000 are available in the General Fund, during fiscal year 2010/2011.

NOW, THEREFORE, BE IT RESOLVED:

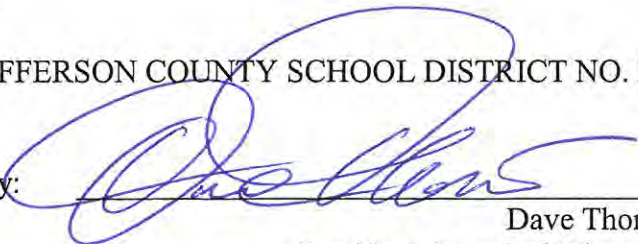
The Board of Education authorizes the borrowing of up to \$30,000,000 from unencumbered moneys in the General Fund, for the benefit of the Food Services Fund, the Grants Fund, and the Technology Fund effective July 1, 2010. This funding will be repaid to said funds no later than June 30, 2011.

Adopted this 5th day of May, 2011.


JEFFERSON COUNTY SCHOOL DISTRICT NO. R-1

(SEAL)

by:


Dave Thomas
President, Board of Education

Attest:


Robin Johnson
Secretary, Board of Education

Jefferson County School District No. R-1
 2010/2011 Fiscal Year Supplemental Budget Appropriation Resolution
 REVENUE

| Sources of Revenue | 2010/2011 Adopted Budget | Increase (Decrease) | 2010/2011 Revised Budget |
|--|-----------------------------|------------------------|--------------------------------|
| GENERAL FUND | | | |
| Property Taxes | 266,171,000 | | 266,171,000 |
| State of Colorado | 318,085,000 | (15,700,000) | 302,385,000 |
| Specific Ownership Taxes | 25,000,000 | | 25,000,000 |
| Investment Earnings | 2,000,000 | | 2,000,000 |
| Tuition, Fees & Other | 13,666,000 | | 13,666,000 |
| State of Colorado funding reduced by ARRA and EduJobs | 624,922,000 | (15,700,000) | 609,222,000 |
| CAMPUS ACTIVITY FUND | | | |
| Transfer from General Fund for waived student fees | 500,000 | 50,000 | 550,000 |
| CHILD CARE FUND | | | |
| Transfer from the General Fund for CPP slots | 4,226,100 | 58,400 | 4,284,500 |
| RISK MANAGEMENT FUND | | | |
| Transfer from General Fund - additional for Emergency Preparedness | 6,627,500 | 166,000 | 6,793,500 |
| CHARTER SCHOOL FUND | | | |
| Capital lease refinancing and increased enrollment | 40,000,000 | 15,000,000 | 55,000,000 |

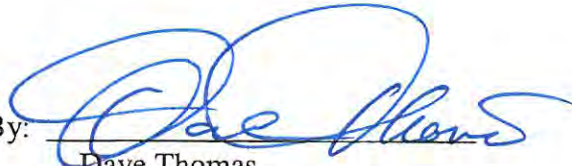
Jefferson County School District No. R-1
 2010/2011 Fiscal Year Supplemental Budget Appropriation Resolution
 EXPENDITURES & APPROPRIATIONS

| Description of Expenditure | 2010/2011 Adopted Budget | Increase (Decrease) | 2010/2011 Revised Budget |
|--|-----------------------------|------------------------|--------------------------------|
| GENERAL FUND EXPENDITURES | | | |
| EdJobs expenditures moving to the Grant | 624,759,600 | (15,700,000) | 609,059,600 |
| GENERAL FUND TRANSFERS | | | |
| Transfer to Child Care for an increase in CPP slots | 4,226,100 | 58,400 | 4,284,500 |
| Transfer to Capital Reserve | 23,208,000 | - | 23,208,000 |
| Transfer to Risk Management - additional for Emergency Preparedness | 6,627,500 | 166,000 | 6,793,500 |
| Transfer to Technology Fund for infrastructure | 2,450,000 | - | 2,450,000 |
| Transfer to Campus Activity Fund for waived student fees | 500,000 | 50,000 | 550,000 |
| Total transfers to other funds | 37,011,600 | 274,400 | 37,286,000 |
| CAPITAL PROJECT FUND | | | |
| Timing of project completions | 34,759,700 | 7,000,000 | 41,759,700 |
| RISK MANAGEMENT FUND | | | |
| Several large claim events including the closing out the July 2009 hail storm and significant freeze events in the winter of 2010/2011 and increased worker's compensation claims. | 8,852,800 | 1,000,000 | 9,852,800 |
| CHARTER SCHOOL FUND | | | |
| Purchase of building from debt issuance | 40,000,000 | 11,162,000 | 40,000,000 |
| Capital lease refunding expense | | 3,838,000 | 3,838,000 |
| Total Charter School Fund | 40,000,000 | 15,000,000 | 55,000,000 |

BE IT RESOLVED by the Board of Education of Jefferson County Public Schools that the above amounts are appropriated and revised organizational budgets adopted for the fiscal year beginning July 1, 2010 and ending June 30, 2011.

Adopted the 2nd day of June, 2011.

By:

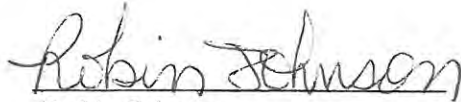


Dave Thomas

President, Board of Education

(SEAL)

Attest:



Robin Johnson

Secretary, Board of Education

**Jefferson County School District No. R-1
2011/2012 Fiscal Year Budget Adoption and
Appropriation RESOLUTION**

WHEREAS, the Jefferson County Public School District annual budget for the fiscal year 2011/2012 has been established and two public hearings have been held after duly published public notices; and

WHEREAS, the budget provides for revenues and available resources equal to or greater than the total proposed expenditures and transfers as set forth in said budget in the total amount of \$932,285,100 which includes the following funds:

| | 2011/2012 Budget Appropriation |
|--|--------------------------------------|
| General Fund | \$ 619,607,500 |
| Capital Project Fund | |
| Capital Reserve Fund | 31,488,700 |
| Debt Service Fund | 74,099,600 |
| Special Revenue Funds | |
| Campus Fund | 23,802,600 |
| Grant Fund | 43,151,800 |
| Transportation Fund | 20,403,600 |
| Enterprise Funds | |
| Food Service Fund | 24,048,500 |
| Child Care Fund | 14,179,900 |
| Property Management Fund | 1,436,000 |
| Internal Service Funds | |
| Employee Benefits Fund | 7,937,900 |
| Central Services Fund | 3,870,100 |
| Technology Fund | 19,603,900 |
| Risk Management/Insurance Reserve Fund | 8,655,000 |
| Charter Schools | 40,000,000 |
| Total Appropriation All Funds | \$ 932,285,100 |

BE IT RESOLVED, by the Board of Education of the Jefferson County School District No. R-1, County of Jefferson, State of Colorado, that the fiscal year 2011/2012 Proposed Budget for all funds as submitted to the Board by the Superintendent on April 5, 2011 with immaterial modifications and corrections presented to the Board of Education on May 5, 2011, be approved, adopted and appropriated as the budget of revenues and expenditures for the School District for the ensuing fiscal period beginning July 1, 2011 and ending June 30, 2012.

BE IT FURTHER RESOLVED, that amounts which were budgeted and appropriated for the 2010/2011 fiscal year budget; which are authorized to be expended, reserved, encumbered or

in the case of the Grant Fund or Capital Reserve Fund committed for various purposes and projects by Board action prior to June 30, 2011; and which are incomplete at that time be, and hereby are, ratified and re-appropriated for the 2011/2012 fiscal year for such purposes and projects.

BE IT FURTHER RESOLVED, that the adoption of this Budget Resolution shall be deemed to include the irrevocable pledging of present cash reserves for future fiscal years' payments of any multiple-fiscal year financial obligations authorized or approved by the Board of Education subsequent to November 3, 1992.

BE IT FURTHER RESOLVED, that the adoption of this Budget Resolution approves and authorizes the collection of all District Fees displayed in the adopted budget. Further, all fees collected shall not be expended for any other purpose. The District shall maintain a complete list of fees, how the fee was derived and the purpose of each fee in compliance with C.R.S. 22-32-117.

BE IT FURTHER RESOLVED, that the adoption of this Budget Resolution shall be deemed to include the renewal for the 2011/2012 fiscal year of all leases, lease purchase agreements, lease agreements with an option to purchase, and installment purchase agreements in accordance with their terms which have been authorized or approved by the Board of Education subsequent to November 3, 1992.

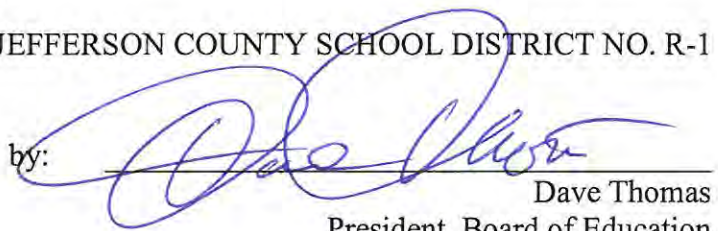
BE IT FURTHER RESOLVED, that the designation "Adopted Budget," the name of the Jefferson County School District No. R-1, the date of adoption and the signature of the President of the Board of Education be entered upon the Adopted Budget and that the Adopted Budget, together with the Budget Resolution, be placed on file at the principal administrative office of the School District, where both shall remain throughout the 2011/2012 fiscal year and be open for inspection during reasonable business hours.

Adopted this 5th day of May, 2011


(SEAL)

JEFFERSON COUNTY SCHOOL DISTRICT NO. R-1

by:


Dave Thomas
President, Board of Education

Attest:


Robin Johnson
Secretary, Board of Education

Signed after printing document.

RESOLUTION

**AUTHORIZING THE USE OF A PORTION OF BEGINNING FUND BALANCE AS
AUTHORIZED BY COLORADO STATUTES**

WHEREAS, C.R.S. 22-44-105 states that a budget, duly adopted pursuant to this article, shall not provide for expenditures, interfund transfers, or reserves, in excess of available revenues and beginning fund balance.

WHEREAS, the Board of Education may authorize the use of a portion of the beginning fund balance in the budget, stating the amount to be used, the purpose for which the expenditure is needed, and the district's plan to ensure that the use of the beginning fund balance will not lead to an ongoing deficit.

WHEREAS, the Board of Education has determined the beginning fund balances in the General Fund, Capital Reserve Fund, Food Service Fund, Child Care Fund, Employee Benefits Fund, Central Services Fund, and Technology Fund are sufficient to allow for the one-time expenditures and the action will not lead to an ongoing deficit.

NOW, THEREFORE, BE IT RESOLVED:

IN ACCORDANCE with C.R.S. 22-44-105, the Board of Education authorizes the use of a portion of the FY 2011/2012 Beginning Fund Balance for the following funds: General Fund in the amount of \$32,691,600 for budgeted operating expenses and transfers, Capital Reserve Fund in the amount of \$10,582,700 for Capital Improvement Projects, Campus Activity Fund in the amount of \$18,600 related to participation, Grants Fund in the amount of \$30,100 for timing, Food Service Fund in the amount of \$162,500 for healthier food choices and a planned spend down of reserves, Child Care Fund in the amount of \$162,400 for budgeted operating expenses, Employee Benefits Fund in the amount of \$807,900 for spend down of multi-year Wellness revenue, Central Services Fund in the amount of \$361,400 for budgeted operating expenses, Technology Fund in the amount of \$1,920,600 for the planned capitalization of technology projects, and Risk Management/Insurance Reserve Fund in the amount of \$973,000 related to claims.

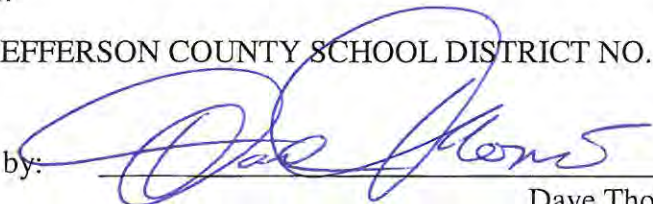
BE IT FURTHER RESOLVED, the use of this portion of these beginning fund balances for the purpose/s set forth above will not lead to ongoing deficits in the funds.

Adopted this 5th day of May, 2011.

JEFFERSON COUNTY SCHOOL DISTRICT NO. R-1

(SEAL)

by:



Dave Thomas
President, Board of Education

Attest:



Robin Johnson
Secretary, Board of Education

RESOLUTION

**AUTHORIZING THE CHIEF FINANCIAL OFFICER AND THE SUPERINTENDENT
TO BORROW UNENCUMBERED MONEY FROM OTHER DISTRICT
FUNDS AUTHORIZED BY COLORADO STATUTES**

WHEREAS, CRS 22-44-113 authorizes the borrowing of unencumbered moneys from any one fund, except the Bond Redemption Fund, and

WHEREAS, moneys borrowed from a fund pursuant to applicable laws must be repaid to the fund when needed to meet obligations of the fund, and

WHEREAS, any such loan shall be repaid not later than three months after the beginning of the following budget year; and

WHEREAS, in order to meet ongoing obligations of the Food Services Fund, the Grants Fund, the Transportation Fund, and the Technology Fund it may be necessary to temporarily borrow up to \$30,000,000, and

WHEREAS, estimated unencumbered moneys not to exceed \$30,000,000 are available in the General Fund, during fiscal year 2011/2012.

NOW, THEREFORE, BE IT RESOLVED:

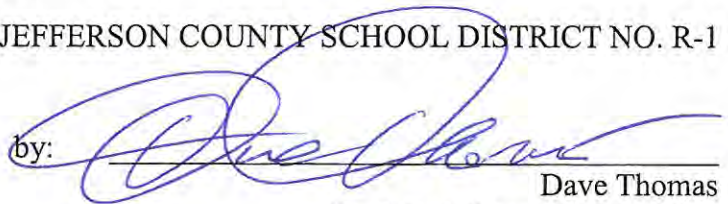
The Board of Education authorizes the borrowing of up to \$30,000,000 from unencumbered moneys in the General Fund, for the benefit of the Food Services Fund, the Grants Fund, the Transportation Fund, and the Technology Fund effective July 1, 2011. This funding will be repaid to said funds no later than June 30, 2012.

Adopted this 5th day of May, 2011.

JEFFERSON COUNTY SCHOOL DISTRICT NO. R-1

(SEAL)

by:



Dave Thomas
President, Board of Education

Attest:



Robin Johnson
Secretary, Board of Education

Glossary

2005A Building Fund – Capital Projects: This fund is used to manage the construction of capital facilities from proceeds of the bonds that were issued in December, 2004.

Account: Financial reporting unit for budget, management, or accounting purposes.

Accounts payable: The amounts owed to others for goods and services rendered. Money the district owes to its suppliers.

Accounts receivable: Amounts due from others for goods furnished and services rendered. Money owed to the district from customers.

Accrual basis of accounting: Method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Allocation: Component of an appropriation earmarking expenditures for a specific purpose and/or level of organization.

Amendment 23: Amendment to the State Constitution approved by the voters in November 2000. This amendment requires that the state fund public education at a minimum of growth plus inflation plus one percent for the next ten years beginning with fiscal 2001/2002 and thereafter at growth plus inflation.

Appropriation: A legal authorization granted by the governing body to incur expenditures and obligations for a specific purpose.

ARRA: American Recovery and Reinvestment Act of 2009.

Assessed value: The taxable value of property as determined by a tax assessor or government agency. Property taxes are paid on the basis of a property's assessed valuation, which is only a fraction of a property's market value.

Asset: Resources owned or held which have monetary value.

At-risk factor: A factor used to compute the additional amount of funding a district receives for its at-risk pupils. Each district starts with an at-risk factor of 11.5 percent. Districts with more than the statewide average proportion of at-risk pupils receive an at-risk factor of 11.5 percent plus three-tenths of one percentage point – 0.36 percentage points for a district with a pupil count greater than 50,000 – for every percentage point that the district's proportion exceeds the statewide average, up to 30 percent.

At-risk funding: Colorado's Public School Finance Act provides additional funding for schools that serve students who are at risk of failing or dropping out of school. The additional funding is based on the district's per pupil funding and the number of at-risk students in addition to the proportion of at-risk students in the district. The proportion of at-risk students in each district is measured against the statewide average proportion.

At-risk pupils: Students who are eligible for the federal free lunch program due to the family income or those students who have limited English skills and meet other criteria.

Balanced budget: State statutes require the school district budget to be balanced. A balanced budget may not have expenditures, interfund transfers, or reserves, in excess of available revenues and beginning fund balances. Total available resources must equal or exceed total expenditures and transfers.

Bandwidth: The amount of information that one can send through a connection, measures in bits-per-second (Bps). A standard page of English text contains about 16,000 bits.

Basis of budgeting: Method used to determine when revenues and expenditures are recognized for budgetary purposes.

Bond: A long-term promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are used to finance capital projects.

Bond election: A ballot question to the electorate allowing a school district to borrow money for capital improvements: building renovations, upgrades, and the construction of new facilities.

Budget: A monetary plan for how to spend money or resources on employees, programs, and other required purposes.

Budget amendment: Modification of the adopted budget. Budget amendments must be approved by the Board of Education.

Budget transfer: The movement of budget dollars from one fund to another.

Budget year: A budget year is an accounting period of 12 months. For Jeffco Public Schools, the fiscal year runs from July 1 to June 30. The district develops a budget for each fiscal year.

Budgeting for Results (BFR): A unique budgeting process that ties the goals of the district's Strategic Plan to available resources through the approval of submitted proposals.

Campus Activity Fund: This Special Revenue Fund is used to manage revenues collected on behalf of the participants who will benefit from the expenditures, e.g., school fundraising events.

Capital assets: Assets of long-term nature intended to be owned or used for more than one fiscal year, e.g. land, buildings, machinery and furniture.

Capital outlay: Expenditures for real and personal property that have substantial cost and usefulness for more than one year.

Capital Reserve Fund: This fund is used to fund ongoing capital needs such as site acquisition, building additions and equipment purchases.

Carry forward: Re-appropriated funds not spent in previous years.

Cash flow: The dollars flowing into and out of the district.

Categorical funding/programs: Categorical funding is state funding for special programs -- special education, vocational-technical education and transportation. These funds must be spent on the programs for which they are earmarked.

CCHE: Colorado Commission on Higher Education

CDE: Colorado Department of Education

Central Services Fund: This Internal Service Fund accounts for costs of operations to various users. Costs of operations include all direct costs plus depreciation, space rental, utilities, interest, and maintenance costs. Programs included: Copier, Printing, and Equipment Repair.

Certificates of Participation (COP) – An instrument evidencing a pro rata share in a specific pledged revenue stream, usually lease payments by the issuer that are subject to annual appropriation. The certificate generally entitles the holder to receive a share, or participation, in the lease payments from a particular project. The lease payments are passed through the leaser to the certificate holders.

Child Care Fund: This Enterprise Fund accounts for all financial activities associated with the District’s school-age childcare, preschool, and full-day kindergarten classes.

CIP: Capital Improvement Plan / current bond program 2005-2010.

Communications Team: Responsible for developing and implementing an internal/external communications plan related to Budgeting for Results.

Compensation: Salary and benefits paid to employees for their services.

Consumer Price Index: (CPI) Measures changes in the price of consumer goods and services, and is a measure of the pace of U.S. inflation.

COLA: Cost of Living Adjustment – An adjustment of the compensation rates.

C.R.S: Colorado Revised Statute.

CSEA: Classified School Employees Association.

CSAP: Colorado Student Assessment Program.

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

Debt service requirement: The amount of money required to pay both the interest and principal on outstanding debt over a period of time.

Depreciation: The purchase cost of an asset amortized over the useful life of the asset.

Direct cost: An identified cost with a specific objective and not a common, joint or collective purpose.

Discretionary programs: Programs that are not mandated by law or any other authority.

Early retirement: Typically the savings from the retirement of more senior, experienced and therefore higher paid certificated employees is used to cover the step and level increases for the remaining certificated employees.

Education Technology Access Plan (ETAP) – ETAP is a comprehensive plan designed to provide Jeffco students and staff with equal access to technology equipment, support and training. ETAP key goals are to provide a systematic plan for the timely refresh of equipment, establish standards for instructional software, allow for R&D on technology innovations, provide for technology support, set expectations and accountability on the use and availability of technology, offer training opportunities for staff on technology tools, and create a formal planning process for the technology needs of all Jeffco schools and departments. ETAP is the living action plan that supports Technology Plan Objective #5, “Ensure technology equity for students and staff”.

Employee Benefits Fund: This fund manages the residual items for the previous self-insured medical plans and the current medical, dental and vision insurance plans; group life and retired life insurance programs; Public Employee Retirement Association contributions and other employee benefits programs.

Enterprise Fund: Enterprise Funds are used to account for operations that are financed in a manner similar to private enterprise, where the intent is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily by user charges.

Equalization: The state finance act is written to “equalize” funding. Each school district receives approximately the same amount of funding per pupil, with variances based on special conditions like the number of at-risk students.

ESL: English as a Second Language. A mandated program.

Expenditure: The payment made for the purpose of acquiring an asset, service or settling a loss.

Expense: Charges incurred for operations, maintenance, interest or other charges.

Fiscal Year: FY - An accounting period of 12 months. For Jeffco Public Schools, the fiscal year runs from July 1 to June 30.

Fixed costs: Costs that are not calculated on variables such as student enrollment.

Food Service Fund: This Enterprise Fund manages all financial activities associated with the school breakfast and lunch program.

FTE: Full Time Equivalent. Used in reference to employees as well as students. **Employees:** Number of positions calculated on one FTE = a 40-hour work week. For example, two part-time positions working 20 hours for twelve months also equals one FTE. **Students:** Total full-time student enrolled.

FTE student count: Calculation of total students with kindergarten age and part-time students counted as one-half pupil.

Full-Day Kindergarten: A program offered to improve student achievement. The majority of programs are tuition based. There are some elementary schools that receive additional funding from the State for full-day kindergarten programs. The selection is based on percentage of free students to total student population.

Fund: Fiscal and accounting tool with a set of accounts to record revenue and expenditures.

Fund balance: The fund balance is unallocated money that is remaining at the conclusion of the fiscal year.

Funded count: Calculation of the student FTE count based upon the higher of actual FTE count or the averages of two, three or four years.

FY: Abbreviation for Fiscal Year. Jeffco’s fiscal year runs from July 1 to June 30 of the following year.

General Administration: Activities associated with establishing and administering policy for operating the school district.

General Fund: General fund is the operating budget of the district that covers day-to-day expenses such as salaries, utilities and instructional supplies and materials.

General Instruction: Activities dealing directly with the interactions between instructional staff and students and associated instructional services, materials, supplies, and equipment.

Generally accepted accounting principles (GAAP): Conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

Governmental funds: Funds that are used to manage expendable financial resources and related current liabilities, except those managed in proprietary funds. Governmental funds include the General Fund, Special Revenue Funds, Capital Project Funds, and Debt Service Fund.

Grants Fund: This Special Revenue Fund is used to manage federal, state, and private sector grant programs.

I²a: Instruction/Intervention Assessment Project – Division of Instruction project to support curriculum, instruction, and assessment in schools. In 2006/07 an assessment program was piloted through the BFR process.

IBNR: Insurance claims Incurred but not Reported.

IDEA: Individuals with Disability Education Act is a law ensuring services to children with disabilities through a Federal grant.

Indirect cost: A cost incurred for a common or joint purpose benefiting more than one cost objective and not readily assignable to the cost objectives specifically benefited.

Inflation: An increase in the level of consumer prices or a persistent decline in the purchasing power of money, caused by an increase in available currency and credit beyond the proportion of available goods and services.

Information Technology: (IT) Computer based systems used to acquire, store, and process information such as hardware, central processing units, personal computers, ancillary equipment such as printers, scanners, video monitors, keyboards, etc. Information Technology also includes the software and program applications that allow the equipment and systems to operate.

Instructional Support: Activities which facilitate and enhance instruction including managing the improvement of instruction services, developing curriculum, contributing to the professional development of members of the instructional staff.

Insurance Reserve Fund: This Internal Service Fund is authorized by State law to allow maintenance of an insurance reserve for liability, worker's compensation, and property insurance premiums.

Internal Service Funds: These funds are used to manage the financing of goods or services provided by one department to other departments and schools on a cost-reimbursement basis.

Intervention Services: Special services offered to special education and gifted/talented students.

JCAA: Jefferson County Administrators' Association

JCAPP: Jefferson County Adolescence Parenting Program

JCEA: Jefferson County Education Association

LAN: Local Area Network

LEA: Learning and Educational Achievement.

Legal Debt Margin: Excess of the amount of debt legally authorized over the amount of debt outstanding.

Levels: Salary increases for licensed staff based on achieving post secondary educational milestones.

Liabilities: Money owed for salaries, interest, accounts payable, and other debts.

Local share: The local share includes revenue from property taxes and specific ownership taxes.

Major governmental funds: The General Fund, Debt Service Fund, Capital Project Fund including the 2005A Bond Fund are considered major funds for reporting on the annual audited financial statements.

MAN: Metropolitan Area Network

Mandated programs: Programs that are imposed by law or another authority. Examples of mandated programs include special education, ESL (English as a Second Language), and services to expelled students.

Mandatory transfers: State statute required transfers to the Capital Reserve Fund and the Insurance Reserve Fund.

MAXIMO: A work order system to track the cost of service/maintenance requests.

Mill: One mill of tax is one-tenth of one percent (or \$1 per each \$1,000 of property valuation.) Each mill of tax is applied to the assessed value of a home.

Mill levy: A property tax rate based on dollars per thousand of assessed valuation.

Mill levy override: An election seeking taxpayer approval to increase property taxes for general operating expenses, textbooks, instructional supplies, etc.

Multiple Pathways: Funding various programs at the high school level including International Baccalaureate, Title V reading teachers, Gifted and Talented resources, etc.

NCLB: No Child Left Behind – federal legislation

Non-major governmental funds: The Special Revenue Funds are considered non-major governmental funds for reporting the annual audited financial statements. The Special Revenue Funds include the Grants Fund and the Campus Activity Fund.

OCR: Office of Civil Rights

Ongoing Funds: Budget for Results Proposals which has funding that will continue for multiple years.

On-line students: Students enrolled in an on-line education program providing sequential program instruction to educate a child who resides in Colorado through services accessible on the World Wide Web and monitored by a district coordinator and a site coordinator. If an on-line program is provided by a charter school, the site coordinator has the sole responsibility for monitoring the program.

One-time Funds: Budgeting for Results Proposals that are funded for current year only.

Operating budget: Plans for current expenditures and the proposed means of financing them.

Operating expenditures: Expenditures charged in a fixed period of time to reflect day-to-day operations.

Operations and Maintenance: Activities associated with keeping buildings, grounds, and equipment open, comfortable and safe for use. This category includes the management of operations and maintenance of the district buildings.

Out of District Placement: Placement of students to facilities out of the District.

PERA: Public Employees Retirement Association

Per pupil funding: The amount that results from combining the statewide base revenue with the components of the formula. The per pupil funding is multiplied by student enrollment to determine funding, before accounting for on-line and at-risk students.

PPR: Per-Pupil Revenue - the amount of funding the state provides per student.

PPOR Per-Pupil Operating Revenues - the per-pupil revenue less the minimum mandatory transfers into the capital reserve or risk management/insurance reserve funds.

Property Management Fund: This fund manages all financial activities associated with community use of facilities.

Property tax: A local tax calculated by applying a mill levy to assessed value. Revenue from the property tax represents the primary source of local funding for K-12 public education.

Program: A group of closely related activities or services provided by an organization within the District. Programs produce some type of measurable result. The activities or services can be mandatory or discretionary.

QMOE (Qwest Metro Optical Ethernet) – QMOE service combines the power of Ethernet and optical technologies across metropolitan area networks (MANs) to provide low-cost, scalable and secure bandwidth. QMOE provides local area network (LAN to LAN) connectivity between two or more customer locations within a metro area and is suitable for data applications that include data file transfer, internet access, of-site data storage and access to hosting, outsourced mail and file server service, and outsourced application service. The service is also well suited to voice and video applications.

Refunding: Issuance of new debt whose proceeds are used to repay previously issued debt. The proceeds may be used immediately for this purpose (a current refunding), or they may be placed with an escrow agent and invested until they are used to pay principal and interest on the old debt at a future time (an advance refund).

Rescission: Money taken back by the State of Colorado which had previously been allocated.

Revenues: Money received as income such as local property taxes, specific ownership taxes, grant awards, interest income, tuition, and fees.

School Administration: Activities associated with the overall administrative responsibility for a particular school. These activities included services performed by the principal, assistant principal and clerical staff.

School Finance Act: The Public School Finance Act is the formula that determines how school districts in Colorado are funded. The state legislature decides each year how much to increase funding for schools.

Section 504: Section 504 of the Rehabilitation Act of 1973 requires all schools receiving federal funds to provide appropriate accommodations for any student with an impairment that substantially limits one or more major life activities. This civil rights law's purpose is to ensure that students with qualifying disabilities have equal access to school facilities; curriculum and that they can demonstrate knowledge of the curriculum. Unlike special education, no specific federal or state funding is provided for supporting a district's Section 504 work. Therefore, implementing most accommodations is the responsibility of regular classroom teachers. Additional, Section 504 provides eligible students detailed rights and due process protection.

Special Education Instruction: Activities dealing directly with the interactions between instructional staff and exceptional students and associated instructional services, materials, supplies, and equipment. Expenditures in this category provide for special needs children who are limited as a result of physical, social, cultural, mental, or emotional conditions.

Specific Ownership Tax (SOT): The annual tax that residents pay to license vehicles. A portion of that tax funds schools.

Special Revenue Fund: These funds account for revenues that are legally restricted to expenditures for particular purposes such as Campus Activity Fund and Grants Fund.

Specials Teachers: Art, music, and physical education teachers.

Stakeholder Panel: Representatives of interest groups provide input, feedback and advice on components of the budget process.

State aid: Funding provided by the State under the Public School Finance Act. State aid is the difference between a total program and local school finance revenue sources.

Statewide base per pupil funding amount: The dollar amount to which the factors are applied in determining the per pupil funding level.

Stimulus Funds: One time funds allocated by the Federal government. These funds will be distributed over two years and will be gone after that. The funds are to be spent quickly to save jobs, improve student achievement, improve teacher effectiveness, and provide intensive support and interventions for the lowest-performing schools.

Strategic Investment Fund: The Board of Education has agreed to set aside \$3 million a year for one-time investment in programs or initiatives that improve student achievement.

Steps: Salary increases based on years of service. Typically, each year of service equates to one step.

Strategies: Developed in the 2006/2007 Budgeting for Results process to efficiently and effectively achieve desired results.

Supplemental Appropriation: A supplemental appropriation resolution can be adopted by the governing board if modifications to the adopted budget are required. An example would include when additional revenues are received by the District.

TABOR reserves: The Amendment passed by Colorado voters requires school districts set aside 3 percent of the annual revenue increase. Jeffco Public Schools currently has about \$14 million in TABOR reserves. The district can spend the interest on this reserve account.

TAN: Tax Anticipation Notes. Since the majority of taxes are not disbursed to school districts until the spring of each fiscal year, rather than borrow the necessary funds to operate and pay interest, Jeffco Public Schools sells notes through investment banking firms and earns a modest interest rate.

Technology Fund: This Internal Service Fund is used to allocate the costs for various technology-related activities to schools and departments.

Title I: Improving the Academic Achievement of the Disadvantaged - the program provides resources based upon the poverty rates of students enrolled in schools and districts and are designed to help ensure that all children meet challenging state academic standards.

Total program: Per pupil funding multiplied by the number of pupils, plus on-line and at-risk funding.

Transportation Fund: This Special Revenue Fund is used to account for activities associated with the transportation of students to and from their residence and schools and school activities. This fund includes management of transportation services.

Variable costs: Costs that vary with an objective such as enrollment. Examples are teacher salaries and mileage.

WAN: Wide Area Network