

The background of the slide is a black and white photograph of a graduation ceremony. Graduates in caps and gowns are seen from behind, with many of them throwing their caps into the air. The scene is set outdoors under a large, open-air structure with a metal frame. The lighting is bright, creating a high-contrast, celebratory atmosphere.

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# QUARTERLY FINANCIAL REPORT

for the Quarter Ended December 31, 2019

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Submitted to the Board of Education: January 28, 2020

Presented: February 5, 2020

By: Kathleen Askelson, Chief Financial Officer

Stephanie Corbo, Director of Finance



# Quarterly Financial Report

## For the Quarter Ended December 31, 2019

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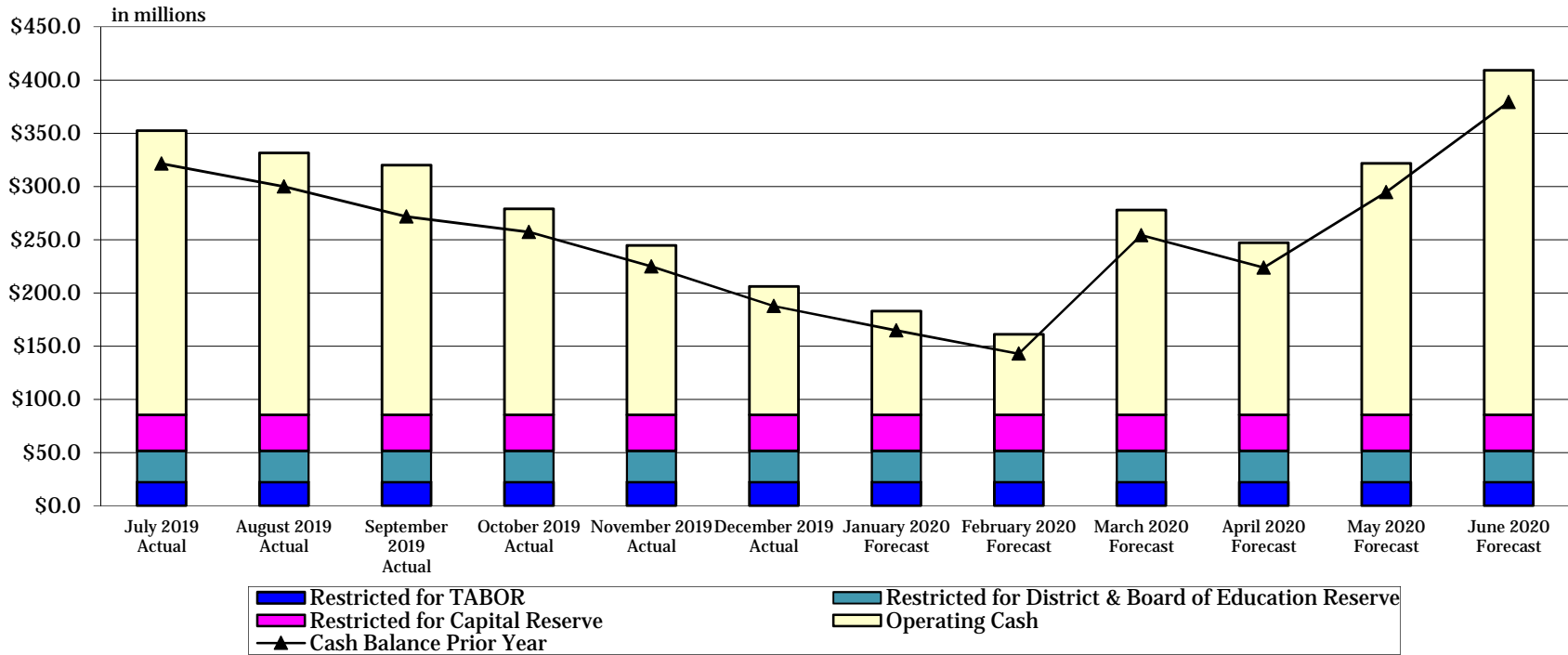
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Charter School Comparative Schedule of Revenues, Expenditures and Changes in Fund Balance by School

## Cash Management

The total available cash on hand balance on December 31, 2019 was \$206 million compared to \$188 million on December 31, 2018. This includes Operating and Reserve Funds. The 2019/2020 trend shows a steady and predictable decline as available reserves will be used from July through March until property tax revenues are received beginning in March and continuing through June. Due to the timing of cash receipts, the potential need for a supplemental cash flow resource is reviewed and analyzed annually.

**Jeffco Public Schools  
Ending Cash Balances: July 2019 through June 2020  
As of December 31, 2019**



Jefferson County School District  
Schedule of Investments  
As of December 31, 2019

Financial Institution	Purchase Date	Maturity Date	Yield	Balance as of December 31, 2019	Percent of Portfolio
US Bank - Cash Concentration <sup>1</sup>			1.75%	\$ 17,627,751.92	8.55%
JP Morgan - PFS			0.14%	\$ 743,509.54	0.36%
JP Morgan - Operating <sup>2</sup>			2.58%	12,406,273.11	6.02%
CSAFE			1.73%	132,570,454.53	64.31%
Insight Investment <sup>3</sup>	Avg. maturity 646 days		2.03%	42,779,152.93	20.75%
<u>Invested/Total Pooled Cash <sup>4</sup></u>				<u>\$ 206,127,142.03</u>	100.00%
Weighted Average of yield and maturity on December 31, 2019			1.84%		
<u>Weighted Average as of December 31, 2018</u>			<u>2.02%</u>		
Change			-0.18%		
Checking - US Bank Bond Construction <sup>2</sup>			0.00%	6,056,413.44	
Checking - JP Morgan Bond Construction			0.02%	3,934,156.33	
CSAFE - 2018 Bond Construction Proceeds			1.73%	18,856,458.43	
Insight Investment - Bond Portfolio <sup>3</sup>	Avg. maturity 258 days		2.04%	278,178,554.47	
<u>Total 2018 Construction Proceeds</u>				<u>\$ 307,025,582.67</u>	
<u>UMB</u>			<u>1.50%</u>	<u>20,857,716.58</u>	
Funds Held in Trust - For Debt Service				<u>\$ 20,857,716.58</u>	
<u>US Bank - 2016 COPs <sup>1</sup></u>			<u>1.75%</u>	<u>159,693.51</u>	
Total 2016 COPs				<u>\$ 159,693.51</u>	

<sup>1</sup> The yield shown on the US Bank accounts is a credit earnings discount rate. This is not an interest earnings rate.

<sup>2</sup> Transitioning from US Bank to JP Morgan Chase, chosen during a thorough RFP process last summer. Transition should be completed by January 31, 2020.

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

<sup>4</sup> Pooled cash includes reserves for TABOR, Board policy and amounts transferred to the Capital Reserve Fund.

Jefferson County School District  
Schedule of Cash Receipts and Disbursements  
As of December 31, 2019

	<b>2019/2020</b>	<b>2018/2019</b>	<b>Variance</b>
	<b>YTD Actual</b>	<b>YTD Actual</b>	<b>Increase</b>
			<b>(Decrease)</b>
<b>Total Cash Flow for All Funds (excluding Debt Service)</b>			
<b>Operating Cash Balance</b>	\$ 379,232,717	\$ 346,573,580	\$ 32,659,137
<b>Receipts</b>			
Property Tax <sup>1</sup>	4,885,963	12,679,740	(7,793,777)
Property Tax - 1999 Mill Levy Override	697,206	2,083,168	(1,385,962)
Property Tax - 2004 Mill Levy Override	750,030	2,240,718	(1,490,688)
Property Tax - 2012 Mill Levy Override	759,785	2,269,579	(1,509,794)
Property Tax - 2018 Mill Levy Override	642,909	-	642,909
Specific Ownership Tax <sup>2</sup>	21,107,205	19,741,017	1,366,188
State Equalization <sup>3</sup>	189,097,864	181,577,842	7,520,022
Other State Revenues <sup>4</sup>	27,059,351	22,327,388	4,731,963
Food Service Receipts	10,871,249	10,242,694	628,554
School Based Fees (including Child Care) <sup>5</sup>	23,316,113	29,223,954	(5,907,842)
Grant Receipts	23,501,179	18,504,108	4,997,072
Investment Earnings <sup>6</sup>	2,773,397	2,631,429	141,968
Other Receipts	15,100,582	9,747,943	5,352,639
<b>Grand Total Receipts</b>	320,562,833	313,269,581	7,293,253
<b>Disbursements</b>			
Payroll - Employee <sup>7</sup>	298,490,162	274,722,098	23,768,064
Payroll Related - Benefits	88,882,353	82,867,841	6,014,512
Capital Reserve Projects <sup>8</sup>	7,358,232	23,677,203	(16,318,971)
Non-Compensatory Operating Expenses <sup>9</sup>	98,937,661	90,915,935	8,021,725
<b>Grand Total Disbursements</b>	493,668,409	472,183,077	21,485,331
<b>Net increase (decrease) in cash</b>	(173,105,576)	(158,913,497)	(14,192,079)
<b>Total Cash on hand</b>	\$ 206,127,142	\$ 187,660,083	\$ 18,467,058
TABOR Reserve (3%)	(22,165,943)	(20,054,027)	(2,111,916)
District & Board of Education Reserve (4%)	(29,522,591)	(26,738,700)	(2,783,891)
<b>Total Operating Cash</b>	\$ 154,438,608	\$ 140,867,356	\$ 13,571,251

<sup>1</sup> Decrease from prior year due to timing of collections.

<sup>2</sup> SOT continues to trend as planned from prior year, holding to the increase budget assumption

<sup>3</sup> Due to increased State PPR funding from prior year

<sup>4</sup> Timing of ECEA Special Ed Revenue and increase in Tier B funding from the State

<sup>5</sup> Due to elimination of kindergarten revenue due to State funding

<sup>6</sup> Earnings continue to trend as planned from prior year, holding to the increase budget assumption

<sup>7</sup> Board approved salary increases, including distribution of 5A compensation

<sup>8</sup> Trending lower than prior year due to shift in work from Capital to the Building Fund projects

<sup>9</sup> Trending higher due to software and equipment purchases related to 5A 1-1 device initiative

Jefferson County School District  
General Fund Revenues  
as of December 31, 2019

	2019/2020 Y-T-D Revenue	2018/2019 Y-T-D Revenue	Variance Increase/(Decrease)	Percentage Increase/(Decrease)
Taxes <sup>1</sup>	\$ 16,860,312	\$ 16,094,833	\$ 765,479	4.8%
State of Colorado <sup>2</sup>	175,338,291	167,337,553	8,000,738	4.8%
Interest	1,251	-	1,251	0.0%
Tuition, Fees & Other <sup>3</sup>	10,642,099	13,561,149	(2,919,050)	(21.5)%
<b>Total Revenues</b>	<b>\$ 202,841,953</b>	<b>\$ 196,993,535</b>	<b>\$ 5,848,418</b>	<b>3.0%</b>

<sup>1</sup> Due to an increase in charter school enrollment Local Property Tax is reduced by \$480,000 compared to prior year; Specific Ownership Taxes continue to remain up by \$1.25 million over prior year.

<sup>2</sup> State Share Equalization and Exceptional Child revenue are up \$4.1 million and \$4 million respectively; with a \$156,000 offset from less English Language proficiency when compared to the same time period last year.

<sup>3</sup> Full day kindergarten is now fully funded by the state and tuition is no longer charged to parents, this creates a year over year decrease of \$3.9 million. School level fees and dues are up \$624,000 due to fees for 1:1 devices, an increase in charter billings based on higher PPR of \$251,000, increase in sr. high fees of \$75,000 slightly offset by student activities down by \$24,000; all compared to the same time period last year.



Total year-to-date expenditures for fiscal year 2020 are \$355,863,885. Expenditures are higher than prior year-to-date expenditures of \$340,363,711. A breakout by expenditure objects is reflected below:

**General Fund Expenditures by Type**  
**For the quarter ended December 31, 2019**

<b>Account Description</b>	<b>Y-T-D Expenditures 2019/2020</b>	<b>Y-T-D Expenditures 2018/2019</b>	<b>Variance Increase (Decrease)</b>	<b>Percent Increase (Decrease)</b>	<b>Comments</b>
Salaries	\$ 237,504,694	\$ 225,299,960	\$ 12,204,734	5.4%	Increase/Decrease: Wage increases for FY2020 have been implemented for steps, lanes, levels and COLA.
Benefits	70,807,740	67,196,406	\$ 3,611,334	5.4%	Increase/Decrease: PERA contributions increased another 1/4 percent in employer contribution rate due to the legislative mandate. The PERA rate effective January 1, 2019, to June 30, 2020, is 20.40 percent. Another increase is anticipated to occur on July 1, 2020 for an additional 1/2 percent.
Purchased Services	34,248,873	32,603,101	\$ 1,645,772	5.0%	Increase/Decrease: Technology Services \$800,000 Const. Maint/Repair Building \$278,000 Tuition Reimb - other facilities \$354,000 Contracted Services/Consultants \$(369,000) Software Purchase \$1,400,000 Natural Gas \$(435,000) Partly due to timing of 12/2019 invoice. Voice Communication Line \$(358,000)
Materials and Supplies	12,840,371	11,306,500	\$ 1,533,871	13.6%	Increase/Decrease: Instructional Material Equip <\$5k \$1,333,000 (Devices mostly from 5A) Testing Materials \$128,000 Maint Materials/Supplies \$126,000 Curriculum Dev/Staff Training \$83,000 Office Material/Supplies/Equip <\$5k \$(50,000) Copier Usage \$(171,000) Small Hand Tools \$80,000
Capital Outlay	462,207	3,957,744	\$ (3,495,537)	(88.3)%	Increase/Decrease: Building Improvements \$(3,370,000) FHM & Bell MS projects, Windy Peak Waste Water Treatment Plant/Shop Equip \$(268,000) Vehicles - Utility Fleet \$94,000
<b>Total Expenditures</b>	\$ 355,863,885	\$ 340,363,711	\$ 15,500,174	4.6%	

**Transfers:**

The following table summarizes the transfers from the General Fund:

<b>Summary of Transfers From the General Fund</b>		
	<b>2019/2020</b>	<b>2018/2019</b>
	<b>Year to date</b>	<b>Year to date</b>
<b>Mandatory and Other Transfers</b>		
Transfer to Capital Reserve	\$ 11,817,247	11,611,887
Transfer to Insurance Reserve	3,445,210	2,595,656
Mandatory transfer to Transportation	9,618,764	9,072,492
<b>Total mandatory and required transfers</b>	<b>24,881,221</b>	<b>23,280,035</b>
<b>Additional Transfers</b>		
Transfer to Technology for Infrastructure	4,500,888	4,700,888
Transfer to Child Care Fund for Preschool	2,080,910	-
Transfer to Campus Activity to cover waived fees	64,965	157,399
<b>Total additional transfers</b>	<b>6,646,763</b>	<b>4,858,287</b>
<b>Total Transfers Out</b>	<b>31,527,984</b>	<b>28,138,322</b>
<b>Transfers In</b>		
Transfer from Property Management	(200,000)	(200,000)
<b>Total Transfers</b>	<b>\$ 31,327,984</b>	<b>\$ 27,938,322</b>

**General Fund – Expenditures by Activity for the quarter ended December 31, 2019**

Description	Y-T-D Expenditures 2019/2020	Y-T-D Expenditures 2018/2019	Variance Increase (Decrease)	Percent Increase (Decrease)	Comments
<b>General Administration:</b>					
Board of Education, Superintendent, School Innovation and Effectiveness and Communications	\$ 2,965,522	\$ 3,325,180	\$ (359,658)	(11)%	Increase/Decrease: Compensation and Benefits \$75,000 Election Expenses \$(19,000) Consultants/Contracted Services\$(76,000) Instructional Equip <\$5k \$(93,000) Mileage/Employee Training Conf \$(36,000)
Business Services	13,501,257	12,838,294	662,963	5%	Increase/Decrease: Compensation and Benefits \$(7,000) Technology Services \$704,000 Legal Fees \$(58,000) Recruiting/ Employee Background Verification \$167,000 Consultants/Contract Services \$(110,000) Office equip <\$5k \$(58,000) Software Purch/Lease \$25,000
<b>General Administration Total</b>	<b>\$ 16,466,779</b>	<b>\$ 16,163,474</b>	<b>\$ 303,305</b>	<b>2%</b>	
<b>School Administration</b>	<b>\$ 31,988,043</b>	<b>\$ 30,736,725</b>	<b>\$ 1,251,318</b>	<b>4%</b>	Increase/Decrease: Compensation and Benefits \$1,357,000 Building Improvements \$(278,000) Copier Usage & Textbooks \$(43,000) Contracted Services \$215,000
<b>General Instruction</b>	<b>\$ 183,904,113</b>	<b>\$ 174,056,624</b>	<b>\$ 9,847,489</b>	<b>6%</b>	Increase/Decrease: Compensation and Benefits \$6,610,000 Contracted Services \$103,000 Software Purchase \$1,040,000 Instructional Material/Supply/Curriculum & Equip <\$5K \$2,100,000 Office Material/Supplies \$93,000 Copier Usage \$(99,000)
<b>Special Education Instruction</b>	<b>\$ 32,840,950</b>	<b>\$ 31,362,312</b>	<b>\$ 1,478,638</b>	<b>5%</b>	Increase/Decrease: Compensation and Benefits \$1,866,000 Contracted Services \$(352,000) Testing Materials \$170,000 Instructional Materials/Supply \$(208,000)
<b>Instructional Support:</b>					
Student Counseling and Health Services	\$ 24,763,720	\$ 21,770,018	\$ 2,993,702	14%	Increase/Decrease: Compensation and Benefits \$2,421,000 Tuition Reimbursement -Zero dropout \$327,000 Emp/Staff Training/Curriculum Dev, Mileage \$90,000 Contracted Services \$120,000 Instructional Equip <5k \$37,000
Curriculum Development and Training	26,203,336	24,280,515	1,922,821	8%	Increase/Decrease: Compensation and Benefits \$1,743,000 ADA/Legal Settlement \$109,000 Technology Services/Software \$96,000 Software Purchases \$295,000 Instructional Material/Supply & Equip <5k \$(320,000)
<b>Instructional Support Total</b>	<b>\$ 50,967,056</b>	<b>\$ 46,050,533</b>	<b>\$ 4,916,523</b>	<b>11%</b>	

**General Fund – Expenditures by Activity for the quarter ended December 31, 2019**

Description	Y-T-D Expenditures 2019/2020	Y-T-D Expenditures 2018/2019	Variance Increase (Decrease)	Percent Increase (Decrease)	Comments
<b>Operations and Maintenance:</b>					
Utilities and Energy Management	\$ 10,049,248	\$ 11,122,370	\$ (1,073,122)	(10)%	Increase/Decrease: Refuse Dump/Storm Water \$(19,000) Constructions Maint./Repair Building \$(47,000) Natural Gas \$(435,000) partly due to timing of December 2019 invoice. Electricity \$(32,000) Voice/Data Communication Line \$(357,000) Water Sanitation \$(184,000)
Custodial	13,576,160	13,024,832	551,328	4%	Increase/Decrease: Compensation and Benefits \$749,000 Contracted Services \$(85,000) Office Material/Supplies \$6,000 Custodial Supplies \$63,000 Small Hand Tools \$102,000 Plant Shop Equip/Uniforms \$(284,000)
Facilities	11,975,797	14,377,939	(2,402,142)	(17)%	Increase/Decrease: Compensation and Benefits \$382,000 Contracted Services \$(97,000) Const Maint/Repair Building \$327,000 Building Improvements \$(3,013,000) FHM & Bell MS projects, Windy Peak Waster Water Treatment
School Site Supervision	4,095,739	3,468,902	626,837	18%	Increase/Decrease: Compensation and Benefits \$606,000 Contract Services \$(125,000) Software Purch/Lease \$11,000 Telephone (moving lines) \$10,000 Maint Materials/Supplies &Uniforms \$16,000 Vehicles - Utility Fleet \$94,000
<b>Operations and Maintenance Total</b>	<b>\$ 39,696,944</b>	<b>\$ 41,994,043</b>	<b>\$ (2,297,099)</b>	<b>(5)%</b>	
<b>Total Expenditures</b>	<b>\$ 355,863,885</b>	<b>\$ 340,363,711</b>	<b>\$ 15,500,174</b>	<b>4.6%</b>	

**Jefferson County School District, No. R-1**  
**Comparative Schedule of Beginning Fund Balance, Revenue, Expenditures, and Ending Fund Balance**  
**For the quarter ended December 31, 2019**  
**General Fund**

	June 30, 2018	2018/2019	December 31,	2018/2019	June 30, 2019	2019/2020	December 31,	2019/2020
	Actuals	Revised Budget	2018 Actuals	Y-T-D % of Budget	Actuals	Revised Budget	2019 Actuals	Y-T-D % of Budget
<b>Beginning Fund Balance GAAP Basis*</b>	\$ 117,845,466	\$ 117,014,176	\$ 117,014,176	100.00%	\$ 117,975,220	\$ 141,067,208	\$ 141,067,208	100.00%
<b>Revenues</b>								
Property taxes**	346,309,554	384,643,702	(4,089,696)	(1.06)%	377,756,863	406,839,862	(4,567,570)	(1.12)%
State of Colorado	292,703,917	317,842,976	167,337,553	52.65%	323,039,521	335,243,150	175,338,291	52.30%
Specific ownership taxes	38,543,552	30,400,000	20,184,529	66.40%	39,646,824	39,500,000	21,427,882	54.25%
Interest earnings	1,092,929	250,000	-	0.00%	2,334,875	1,750,000	1,251	0.07%
Tuition, fees and other	24,799,641	22,050,000	13,561,149	61.50%	25,746,124	17,175,127	10,642,099	61.96%
<b>Total revenues</b>	<b>\$ 703,449,593</b>	<b>\$ 755,186,678</b>	<b>\$ 196,993,535</b>	<b>26.09%</b>	<b>\$ 768,524,207</b>	<b>\$ 800,508,139</b>	<b>202,841,953</b>	<b>25.34%</b>
<b>Expenditures</b>								
Current:								
General administration	30,172,761	33,449,369	16,163,474	48.32%	32,322,631	34,132,432	16,466,779	48.24%
School administration	55,921,761	62,567,133	30,736,725	49.13%	62,462,930	69,033,711	31,988,043	46.34%
General instruction	330,753,426	353,631,432	174,056,624	49.22%	353,571,733	383,262,251	183,904,113	47.98%
Special Ed instruction	59,229,521	64,044,411	31,362,312	48.97%	64,855,751	63,201,151	32,840,950	51.96%
Instructional support	89,227,462	98,884,767	46,050,533	46.57%	96,690,986	113,282,220	50,967,056	44.99%
Operations and maintenance	71,578,809	79,179,027	41,994,043	53.04%	79,041,896	79,077,240	39,696,944	50.20%
<b>Total expenditures</b>	<b>\$ 636,883,740</b>	<b>\$ 691,756,139</b>	<b>\$ 340,363,711</b>	<b>49.20%</b>	<b>\$ 688,945,927</b>	<b>\$ 741,989,005</b>	<b>\$ 355,863,885</b>	<b>47.96%</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>\$ 66,565,853</b>	<b>\$ 63,430,539</b>	<b>\$ (143,370,176)</b>	<b>(226.03)%</b>	<b>\$ 79,578,280</b>	<b>\$ 58,519,134</b>	<b>\$ (153,021,932)</b>	<b>(261.49)%</b>
<b>Other financing sources (uses):</b>								
Transfers in (out):								
Property Management	700,000	400,000	200,000	50.00%	400,000	400,000	200,000	50.00%
Capital reserve	(36,114,971)	(23,223,773)	(11,611,887)	50.00%	(23,223,773)	(23,634,494)	(11,817,247)	50.00%
Child Care	-	(349,320)	-	0.00%	(349,320)	(4,161,820)	(2,080,910)	50.00%
Insurance reserve	(5,165,929)	(5,191,312)	(2,595,656)	50.00%	(5,191,312)	(6,882,947)	(3,445,210)	50.05%
Technology	(9,001,776)	(9,401,776)	(4,700,888)	50.00%	(9,401,776)	(9,001,776)	(4,500,888)	50.00%
Campus activity	(737,274)	(700,000)	(157,399)	22.49%	(699,242)	(700,000)	(64,965)	9.28%
Transportation	(17,077,193)	(18,144,983)	(9,072,492)	50.00%	(18,020,869)	(19,098,613)	(9,618,764)	50.36%
<b>Total other financing sources (uses)</b>	<b>\$ (67,397,143)</b>	<b>\$ (56,611,164)</b>	<b>\$ (27,938,322)</b>	<b>49.35%</b>	<b>\$ (56,486,292)</b>	<b>\$ (63,079,650)</b>	<b>\$ (31,327,984)</b>	<b>49.66%</b>
<b>Revenue over (under) expenditures</b>	<b>(831,290)</b>	<b>6,819,375</b>	<b>(171,308,498)</b>	<b>(2512.09)%</b>	<b>23,091,988</b>	<b>(4,560,516)</b>	<b>(184,349,916)</b>	<b>4042%</b>
<b>Reserves:</b>								
<b>Restricted/Committed/Assigned</b>								
TABOR	18,633,897	20,054,027	18,633,897	92.92%	20,727,895	22,259,670	20,727,895	93.12%
School carryforward reserve	24,000,000	16,600,000	24,000,000	144.58%	19,564,000	19,000,000	19,000,000	100.00%
5A Reserves - 1 time Carryforward FY20	-	10,412,067	-	0.00%	11,582,763	7,918,764	7,918,764	100.00%
Multi-Year commitment reserve	283,080	293,427	283,080	96.47%	301,868	293,427	293,427	100.00%
Inventory	1,003,870	-	-	0.00%	1,053,960	-	-	0.00%
<b>Unassigned budget basis</b>								
Board of Education policy reserve	25,475,350	26,738,700	25,475,350	95.28%	27,557,837	29,679,560	29,679,560	100.00%
Undesignated reserves	47,617,980	53,328,022	(122,686,648)	(230.06)%	60,278,885	57,355,271	(120,902,354)	(210.80)%
<b>Total Unassigned Fund Balance</b>	<b>73,093,329</b>	<b>76,474,030</b>	<b>(97,211,299)</b>	<b>(127.12)%</b>	<b>87,836,722</b>	<b>87,034,831</b>	<b>(91,222,794)</b>	<b>(104.81)%</b>
<b>Ending Fund Balance GAAP</b>	<b>\$ 117,014,176</b>	<b>\$ 123,833,551</b>	<b>\$ (54,294,322)</b>	<b>(43.84)%</b>	<b>\$ 141,067,208</b>	<b>\$ 136,506,692</b>	<b>\$ (43,282,708)</b>	<b>(31.71)%</b>

\*Increase in fund balance for FY 2019 from Free Horizon Montessori (FHM) transition.

\*\*Funding is made to charter schools quarterly while property taxes are not collected until Q3/Q4 timeframe.

**General Fund – Budget Status Report for the quarter ended December 31, 2019**

<b>Revenue and Other Sources:</b>				
<b>Description</b>	<b>2019/2020 Budget</b>	<b>2019/2020 YTD Actuals</b>	<b>Percent of 2019/2020 Budget</b>	<b>Comments</b>
<b>Taxes</b>	\$ 446,339,862	\$ 16,860,312	4%	Majority of Property Taxes come in the spring.
<b>State of Colorado</b>	335,243,150	175,338,291	52%	State funding is trending higher than budget due to the timing of received categorical funding.
<b>Earnings on Investment</b>	1,750,000	1,251	0%	Overall portfolio of interest will be recognized at yearend.
<b>Tuition and Fees &amp; Other</b>	17,175,127	10,642,099	62%	Revenues tracking above plan due to increases in charter billings and sr. high participation fees.
<b>Total Revenue</b>	\$ 800,508,139	\$ 202,841,953	25%	
<b>Expenditures and Other Uses:</b>				
<b>Description</b>	<b>2019/2020 Budget</b>	<b>2019/2020 YTD Actuals</b>	<b>Percent of 2019/2020 Budget</b>	<b>Comments</b>
<b>General Administration:</b>				
Board of Education, Superintendent, Community Superintendents and Communications	\$ 5,863,560	\$ 2,965,522	51%	Expenditures are trending high due to personnel shifts and vacation payouts, as well as timing of election costs and audit fees.
Business Services	28,268,872	13,501,257	48%	Expenditures are trending lower than budget due to multiple extended vacancies.
<b>General Administration Total</b>	\$ 34,132,432	\$ 16,466,779	48%	
<b>School Administration</b>	\$ 69,033,711	\$ 31,988,043	46%	Expenditures are below budget due to timing of spending at the schools.
<b>General Instruction</b>	\$ 383,262,251	\$ 183,904,113	48%	Expenditures are below budget due to vacancy savings and timing of purchases of devices for 1:1 initiative.

Description	2019/2020 Budget	2019/2020 YTD Actuals	Percent of 2019/2020 Budget	Comments
<b>Special Education Instruction</b>	\$ 63,201,151	\$ 32,840,950	52%	Expenditures are trending slightly higher due to an increase in para educators to accommodate the increase in need for Significant Support Needs (SSN) and Independent Support Para's (ISP).
<b>Instructional Support:</b>				
Student Counseling and Health Services	\$ 53,289,216	\$ 24,763,720	46%	Expenditures trending lower due to vacancies in Counselors, Nurses, Psychologists.
Curriculum Development and Training	59,993,004	26,203,336	44%	Expenditures trending lower due to vacancies in Resource Teachers, Instructional Coaches, and timing of purchases in instructional materials and supplies.
<b>Instructional Support Total</b>	\$ 113,282,220	\$ 50,967,056	45%	
<b>Operations and Maintenance:</b>				
Utilities and Energy Management	\$ 20,349,476	\$ 10,049,248	49%	Expenditures are trending below budget due to underspend in voice communication, offset by increases in water & electricity.
Custodial	27,773,497	13,576,160	49%	Expenditures are below budget due to compensation for hard to fill roles with vacancies in custodial roles.
Facilities	22,259,112	11,975,797	54%	Trending high due to Capital Improvement Work Committee (CIWC) projects starting earlier.
School Site Supervision	8,695,155	4,095,739	47%	Expenditures are trending low primarily due to vacancies in campus supervisors.
<b>Operations and Maintenance Total</b>	\$ 79,077,240	\$ 39,696,944	50%	
<b>Total Expenditures</b>	\$ 741,989,005	\$ 355,863,885	48.0%	

**Jefferson County School District, No. R-1**  
**Budget Reconciliation**  
**December 31, 2019**

	<b>Revenue Budget</b>	<b>Expense Budget</b>	<b>Other Uses Budget</b>
<b>2019/2020 Original Adopted Budget - General Fund</b>	\$ 792,908,139	\$ 738,064,777	\$ 62,906,564
2019/2020 Revisions & Supplemental Appropriation	(7,600,000)	3,924,228	173,086
<b>2019/2020 Revised Budget - General Fund</b>	<b>\$800,508,139</b>	<b>\$741,989,005</b>	<b>\$63,079,650</b>

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## **Capital Funds:**

### **Debt Service Fund**

Revenues for the Debt Service Fund are minimal until property tax collections in the spring. Principal and interest payments were made for all general obligation debt in December.

### **Capital Reserve Fund – Capital Projects**

Capital Reserve Fund revenues are lower than the same quarter last year mostly due to proceeds received for the purchase of 581 Conference Place in prior year of \$5.6 million and slightly offset by the Hoyt Street sale this year of \$2.2 million. Expenditures also ended the quarter lower than prior year due prior year acquisition of 581 Conference Place and timing of final completion of work related to additions to the middle schools for 6th grade transition and district wide projects. Current year expenditures are at 85% of plan and are expected to operate within budget but will be monitored for a potential supplemental appropriation as the \$5.6 million payoff of 581 Conference place was not included in the budget. Most of the work for the second half of the year will be performed out of the building fund.

### **Building Fund – Capital Projects**

The Building Fund revenue is at 47% of budget and higher than prior year as funds were receipted in December last year. Expenditures are running at 25% of plan due to the delays of project completion from work that started over the summer. Weather created delays in projects early on and have pushed timing and schedules a month or two behind. The estimated year end projection for expenditures is ~\$112 million. Outside of small weather delays and hiring contractors from now through third quarter, activity for the bond projects are running on budget and per plan. The current year expenditure budget also includes \$7 million for the north transportation center that was purchased in last fiscal year that caused the fund to spend over budget.

Jefferson County School District, No. R-1  
Debt Service  
Comparative Schedule of Revenues, Expenses and Changes in Net Position  
For the quarter ended December 31, 2019

	<b>June 30, 2018</b>	<b>2018/2019</b>	<b>December 31,</b>	<b>2018/2019</b>	<b>June 30, 2019</b>	<b>2019/2020</b>	<b>December 31,</b>	<b>2019/2020</b>
	<b>Actuals</b>	<b>Revised Budget</b>	<b>2018 Actuals</b>	<b>Y-T-D % of Budget</b>	<b>Actuals</b>	<b>Revised Budget</b>	<b>2019 Actuals</b>	<b>Y-T-D % of Budget</b>
Revenue:								
Property tax	\$ 42,473,525	\$ 70,250,474	\$ 135,423	0.19%	\$ 68,803,668	\$ 69,317,963	\$ 452,957	0.65%
Interest	312,009	200,000	448,101	224.05%	1,068,907	200,000	521,998	261.00%
Total revenues	<u>42,785,534</u>	<u>70,450,474</u>	<u>583,524</u>	<u>0.83%</u>	<u>69,872,575</u>	<u>69,517,963</u>	<u>974,955</u>	<u>1.40%</u>
Expenditures:								
Debt service								
Principal retirements	26,085,000	27,480,000	27,480,000	100.00%	27,480,000	43,820,000	43,820,000	100.00%
Interest and fiscal charges	17,776,552	24,175,714	8,503,663	35.17%	24,169,239	30,697,963	15,888,188	51.76%
Total debt service	<u>43,861,552</u>	<u>51,655,714</u>	<u>35,983,663</u>	<u>69.66%</u>	<u>51,649,239</u>	<u>74,517,963</u>	<u>59,708,188</u>	<u>80.13%</u>
Excess of revenues over (under) expenditures	(1,076,018)	18,794,760	(35,400,139)	(188.35)%	18,223,336	(5,000,000)	(58,733,233)	1174.66%
Other financing sources (uses)								
General obligation bond refunding	70,395,000	-	-	0.00%	-	-	-	0.00%
Payment to refunded bond escrow agent	(81,052,400)	-	-	0.00%	-	-	-	0.00%
Premium from refunding bonds	11,114,303	-	-	0.00%	-	-	-	0.00%
Total other financing sources (uses)	<u>456,903</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>
Excess of revenues and other financing sources & uses over (under) expenditures	(619,115)	18,794,760	(35,400,139)	(188.35)%	18,223,336	(5,000,000)	(58,733,233)	1174.66%
Fund balance – beginning	<u>61,883,147</u>	<u>61,264,032</u>	<u>61,264,032</u>	<u>100.00%</u>	<u>61,264,032</u>	<u>79,487,368</u>	<u>79,487,368</u>	<u>100.00%</u>
Fund balance – ending	<u>\$ 61,264,032</u>	<u>\$ 80,058,792</u>	<u>\$ 25,863,893</u>	<u>32.31%</u>	<u>\$ 79,487,368</u>	<u>\$ 74,487,368</u>	<u>\$ 20,754,135</u>	<u>27.86%</u>

Jefferson County School District, No. R-1  
 Capital Reserve  
 Comparative Schedule of Revenues, Expenses and Changes in Net Position  
 For the quarter ended December 31, 2019

	<b>June 30, 2018</b>	<b>2018/2019</b>	<b>December 31,</b>	<b>2018/2019</b>	<b>June 30, 2019</b>	<b>2019/2020</b>	<b>December 31,</b>	<b>2019/2020</b>
	<b>Actuals</b>	<b>Revised Budget</b>	<b>2018 Actuals</b>	<b>Y-T-D % of Budget</b>	<b>Actuals</b>	<b>Revised Budget</b>	<b>2019 Actuals</b>	<b>Y-T-D % of Budget</b>
Revenue:								
Interest	\$ 612,341	\$ 32,000	\$ 17,036	53.24%	\$ 1,098,319	\$ 32,000	\$ 690	2.16%
Other	1,964,919	1,986,644	227,701	11.46%	1,822,954	1,964,919	218,878	11.14%
<b>Total revenues</b>	<b>2,577,260</b>	<b>2,018,644</b>	<b>244,737</b>	<b>12.12%</b>	<b>2,921,273</b>	<b>1,996,919</b>	<b>219,568</b>	<b>11.00%</b>
Expenditures:								
Capital outlay								
Facility improvements	18,798,029	18,595,938	10,550,131	56.73%	18,332,691	11,167,251	3,282,011	29.39%
District utilization	1,076,410	9,452,301	1,616,656	17.10%	1,872,282	45,634	86,607	189.79%
New construction	19,565,096	9,036,847	5,306,444	58.72%	11,382,015	1,371,934	2,012,090	146.66%
Vehicles	635,606	711,368	24,670	3.47%	126,006	684,850	526,707	76.91%
Free Horizon Acquisition	-	6,104,048	6,104,048	100.00%	6,104,048	-	-	0.00%
Principal Payment COP/	-	1,650,000	1,192,792	72.29%	1,510,000	1,560,000	7,145,000	458.01%
Interest Payment	1,718,768	1,553,375	1,238,632	79.74%	1,851,617	1,647,325	898,190	54.52%
<b>Total expenditures</b>	<b>41,793,909</b>	<b>47,103,877</b>	<b>26,033,373</b>	<b>55.27%</b>	<b>41,178,659</b>	<b>16,476,994</b>	<b>13,950,605</b>	<b>84.67%</b>
Excess of revenues over (under) expenditures	(39,216,649)	(45,085,233)	(25,788,636)	57.20%	(38,257,386)	(14,480,075)	(13,731,037)	94.83%
Other financing sources (uses)								
Operating transfer in	36,364,971	23,473,773	11,736,887	50.00%	23,473,773	23,884,494	11,942,247	50.00%
Proceeds for sale of property	-	5,585,000	5,585,000	100.00%	5,585,000	-	2,192,831	0.00%
<b>Total other financing sources (uses)</b>	<b>36,364,971</b>	<b>29,058,773</b>	<b>17,321,887</b>	<b>59.61%</b>	<b>29,058,773</b>	<b>23,884,494</b>	<b>14,135,078</b>	<b>59.18%</b>
Excess of revenues and other financing sources & uses over (under) expenditures	(2,851,678)	(16,026,460)	(8,466,749)	52.83%	(9,198,613)	9,404,419	404,041	4.30%
Fund balance – beginning*	44,932,521	42,080,843	42,712,521	101.50%	42,712,521	33,513,908	33,513,908	100.00%
Fund balance – ending	\$ 42,080,843	\$ 26,054,383	\$ 34,245,772	131.44%	\$ 33,513,908	\$ 42,918,327	\$ 33,917,949	79.03%

\*Restated beginning fund balance for FY 2018/2019 due to Free Horizon Montessori (FHM) transition.

Jefferson County School District, No. R-1  
 Building Fund - Capital Project  
 Comparative Schedule of Revenues, Expenses and Changes in Net Position  
 For the quarter ended December 31, 2019

	<b>June 30, 2018</b>	<b>2018/2019</b>	<b>December 31,</b>	<b>2018/2019</b>	<b>June 30, 2019</b>	<b>2019/2020</b>	<b>December 31,</b>	<b>2019/2020</b>
	<b>Actuals</b>	<b>Revised Budget</b>	<b>2018 Actuals</b>	<b>Y-T-D % of Budget</b>	<b>Actuals*</b>	<b>Revised Budget</b>	<b>2019 Actuals</b>	<b>Y-T-D % of Budget</b>
<b>Revenue:</b>								
Interest	\$ -	\$ 4,700,000	\$ 298,972	6.36%	\$ 4,688,738	\$ 6,800,000	\$ 3,208,821	47.19%
Other	-		-	0.00%	-	-	-	0.00%
Total revenues	-	4,700,000	298,972	6.36%	4,688,738	6,800,000	3,208,821	47.19%
<b>Expenditures:</b>								
<b>Capital outlay</b>								
Facility improvements	-	20,509,316	30,962	0.15%	14,957,926	95,863,788	25,629,720	26.74%
District utilization	-	176,792	-	0.00%	221,153	173,208	192,889	111.36%
Charter Capital Projects/Debt Repayment	-	17,000,000	-	0.00%	19,780,293	-	6,666,370	0.00%
New construction	-	2,092,059	-	0.00%	9,941,814	50,555,606	3,679,682	7.28%
Bond Issuance costs	-	-	1,655,349	0.00%	-	-	-	0.00%
Total expenditures	-	39,778,167	1,686,311	4.24%	44,901,186	146,592,602	36,168,661	24.67%
Excess of revenues over (under) expenditures	-	(35,078,167)	(1,387,339)	3.95%	(40,212,448)	(139,792,602)	(32,959,840)	23.58%
<b>Other financing sources (uses)</b>								
General obligation bond issuance	-	326,490,000	326,490,000	0.00%	326,490,000	-	-	0.00%
Premium on bond issuance	-	50,165,349	50,165,349	0.00%	50,165,349	-	-	0.00%
Total other financing sources (uses)	-	376,655,349	376,655,349	0.00%	376,655,349	-	-	0.00%
Excess of revenues and other financing sources & uses over (under) expenditures	-	341,577,182	375,268,010	109.86%	336,442,901	(139,792,602)	(32,959,840)	23.58%
Fund balance – beginning	-		-	0.00%	-	336,442,901	336,442,901	100.00%
Fund balance – ending	\$ -	\$ 341,577,182	\$ 375,268,010	109.86%	\$336,442,901	\$ 196,650,299	\$ 303,483,061	154.33%

\*The Building Fund was created with the 2018 Series General Obligation Bond Issuance.

## Special Revenue Funds:


### Grants Fund

The Grants Fund has \$4,623,065 more in revenue than expenditures for the quarter ended December 31, 2019. State grants are generally awarded in their entirety at the beginning of the year, while other grant revenue comes into the district on a reimbursement basis. This year Jeffco received new a Full Day Kindergarten grant for retrofitting classrooms as part of the Full Day Kindergarten legislation, as well as additional funding for a School Turnaround Leaders grant. These new grants result in over \$2 million of new awards received this year.

Overall expenditures are higher for second quarter compared to same time in the previous year by \$385,137. This is mostly due to increased compensation and professional development opportunities bringing staff back early. The major expenditure variances between the two years are:

- Decreased spending of \$614,700 on Title I-A – Improving the Academic Achievement of the Disadvantaged Students. This grant received a decreased allocation for the third year in a row. Reductions in staff paid from this grant and decreased allocations to schools given lower student count have resulted in decreased spending compared to the same time last year.
- Decreased spending of \$292,000 on READ Act grant. The decrease in READ spending is due to a shift in the Jeffco Summer Early Literacy (JSEL) program to start and end earlier in the summer and decreased expenditures by schools. The decrease in school spending is directly related to the decrease in READ Act funding being allocated at the state level and a tightening in the school budget process by the grant managers.
- Decreased spending of \$132,600 in the School Healthy Professionals grant for multiple Social Emotional Learning Specialists and Nurses out at schools. This is a decrease in spending when compared to last year given a large curriculum purchase made in the 18/19 school year.
- Increased spending of \$531,000 in the Medicaid grant given increase compensation, summer professional development offerings (including CPR classes), and additional supply purchases which include 'Stop the Bleed' Kits, AED's, EpiPen's, and more across the district.
- Increased spending of \$419,200 within the Empowering Action for School Improvement (EASI) grants. Increased compensation and new allocations awarded to schools needing additional supports, including a new district 'Design and Lead' component allowing the district to take a deeper look at supports being offered to lower performing schools. These new awards came in the 2nd half of last year, with the spending happening late in last fiscal year and continuing into this year.
- Increased spending of \$96,000 on the Turnaround Leaders Grants awarded to Stevens Elementary and Fitzmorris Elementary schools. Both of these state grants were awarded late in last year (April 2019). With the award coming so late most of the expenses were not realized until the 1st semester of this year. These expenses include early return days for teacher professional development, and professional development materials aimed at keeping schools away from priority improvement and turnaround identification.
- Increased spending of \$225,000 on Title II-A Educator Quality grant. Additional staff, increased compensation, and district directed professional learning offerings for both teachers and administrators have increased spending in this grant for this quarter.
- Increased spending of \$153,000 on the Expelled and At-Risk Student Service (EARSS) Restorative Practice Grant. This is the 2nd year of this grant designed to support the universal use of Restorative Practices to reduce the number of behavioral incidents leading to suspensions and expulsions and improve school attendance. Last year, the staff was just getting hired and therefore did not have expenses. Increased compensation and summer professional learning has lead to increased spending.

### Food Services Fund

 The Food Service Fund ended the quarter with a net loss of \$368,206 compared to a net loss of \$524,989 for the same quarter last year. Revenue is up compared to prior year due to a price increase, increased ala carte sales, and one additional serving day. Average daily Federal reimbursable meals are up compared to the same time last year on average of 40 meals per day. Total expenditures ended the quarter higher than prior year and slightly above budgeted benchmark at 51% mostly due to compensation increases to match the district. The fund will remain yellow flagged and will continue to be monitored until the fund is self-sustainable. The fund ended the quarter with adequate fund balance of \$4,669,506 and will be monitored for a potential supplemental appropriation.

### Campus Activity Fund

This fund accounts for student funded activities such as fundraising for trips, yearbooks, athletic needs, fees for classrooms, Chromebooks and outdoor lab. The fund has net income of \$925,300 for the quarter compared to a net income of \$1,854,461 for the same quarter last year. Revenues and expenditures can fluctuate based on timing of activities. For the year, revenues and expenditures continue to be lower mostly due to a decline in technology devices and materials/supplies from 1:1 devices that are now being used and partially funded through the general fund with 5A mill levy funds.

### Transportation Fund

Transportation has net income of \$3,624,973 year to date. Revenues are higher than the previous year from receiving a \$540K Regional Air Quality Grant for propane buses that will be purchased in fourth quarter this year. Expenditures are higher than same quarter last year mostly due to purchasing 9 Diesel buses earlier in the year.

Jefferson County School District, No. R-1  
Grants  
Comparative Schedule of Revenues, Expenses and Changes in Net Position  
For the quarter ended December 31, 2019

	<b>June 30, 2018</b>	<b>2018/2019</b>	<b>December 31,</b>	<b>2018/2019</b>	<b>June 30, 2019</b>	<b>2019/2020</b>	<b>December 31,</b>	<b>2019/2020</b>
	<b>Actuals</b>	<b>Revised Budget</b>	<b>2018 Actuals</b>	<b>Y-T-D % of Budget</b>	<b>Actuals</b>	<b>Revised Budget</b>	<b>2019 Actuals</b>	<b>Y-T-D % of Budget</b>
<b>Revenue:</b>								
Federal government	\$ 31,878,612	\$ 34,719,432	\$ 12,246,675	35.27%	\$ 33,350,754	\$ 35,964,539	\$ 11,948,141	33.22%
State of Colorado	6,354,605	7,316,558	6,299,878	86.10%	8,170,775	7,774,749	8,102,320	104.21%
Gifts and grants	915,660	940,605	687,400	73.08%	1,647,722	1,116,839	243,109	21.77%
Total revenues	<u>39,148,877</u>	<u>42,976,595</u>	<u>19,233,953</u>	<u>44.75%</u>	<u>43,169,251</u>	<u>44,856,127</u>	<u>20,293,570</u>	<u>45.24%</u>
<b>Expenditures:</b>								
General administration	2,052,548	4,346,661	1,125,967	25.90%	2,971,986	4,472,647	1,139,928	25.49%
School administration	50,546	1,220,102	127,480	10.45%	363,657	1,252,629	87,783	7.01%
General instruction	9,953,369	10,133,876	3,654,453	36.06%	10,161,365	10,475,663	3,057,392	29.19%
Special ed instruction	13,402,688	14,243,030	4,872,595	34.21%	13,798,025	14,731,681	4,828,823	32.78%
Instructional support	12,804,913	13,235,617	5,400,791	40.80%	15,380,510	13,691,349	6,411,881	46.83%
Operations and maintenance	94,111	41,369	9,483	22.92%	346,078	31,061	25,912	83.42%
Transportation	195,711	255,940	94,600	36.96%	113,469	201,097	118,786	59.07%
Total expenditures	<u>38,553,886</u>	<u>43,476,595</u>	<u>15,285,369</u>	<u>35.16%</u>	<u>43,135,090</u>	<u>44,856,127</u>	<u>15,670,505</u>	<u>34.94%</u>
<b>Excess of revenues and other financing sources and uses over (under) expenditures</b>								
	594,991	(500,000)	3,948,584	(789.72)%	34,161	-	4,623,065	0.00%
Fund balance – beginning	8,181,876	8,776,867	8,776,867	100.00%	8,776,867	8,811,028	8,811,028	100.00%
Fund balance – ending	<u>\$ 8,776,867</u>	<u>\$ 8,276,867</u>	<u>\$ 12,725,451</u>	<u>153.75%</u>	<u>\$ 8,811,028</u>	<u>\$ 8,811,028</u>	<u>\$ 13,434,093</u>	<u>152.47%</u>

Jefferson County School District, No. R-1  
Food Nutrition Services  
Comparative Schedule of Revenues, Expenses and Changes in Net Position  
For the quarter ended December 31, 2019

	<b>June 30, 2018</b>	<b>2018/2019</b>	<b>December 31,</b>	<b>2018/2019</b>	<b>June 30, 2019</b>	<b>2019/2020</b>	<b>December 31,</b>	<b>2019/2020</b>
	<b>Actuals</b>	<b>Revised Budget</b>	<b>2018 Actuals</b>	<b>Y-T-D % of Budget</b>	<b>Actuals</b>	<b>Revised Budget</b>	<b>2019 Actuals</b>	<b>Y-T-D % of Budget</b>
<b>Revenue:</b>								
Food sales	\$ 11,758,326	\$ 12,579,138	\$ 5,495,659	43.69%	\$ 11,207,787	\$ 12,431,057	\$ 5,983,413	48.13%
Donated commodities	1,713,270	1,531,416	974,490	63.63%	1,515,257	1,531,416	1,087,799	71.03%
Federal/state reimbursement	10,927,996	11,124,135	5,256,730	47.26%	10,416,408	10,776,001	5,473,034	50.79%
Service contracts/Catering	262,994	58,000	123,019	212.10%	276,513	56,000	127,626	227.90%
<b>Total Revenues</b>	<b>24,662,586</b>	<b>25,292,689</b>	<b>11,849,898</b>	<b>46.85%</b>	<b>23,415,965</b>	<b>24,794,474</b>	<b>12,671,872</b>	<b>51.11%</b>
<b>Expenses:</b>								
Purchased food	9,316,485	8,831,750	3,970,493	44.96%	7,624,265	7,761,563	4,102,686	52.86%
USDA commodities	1,504,206	1,531,416	974,490	63.63%	1,532,851	1,531,416	1,087,799	71.03%
Salaries and employee benefits	11,535,077	11,870,041	5,870,471	49.46%	12,275,048	12,953,919	6,300,247	48.64%
Administrative services	2,093,840	2,234,611	973,517	43.57%	1,701,261	2,095,233	946,614	45.18%
Supplies	1,153,748	1,014,000	548,473	54.09%	951,165	1,079,000	552,992	51.25%
Repairs and maintenance	32,686	60,000	3,463	5.77%	12,247	70,000	8,502	12.15%
Capital outlay	7,244	10,000	33,980	339.80%	33,980	75,000	41,238	54.98%
<b>Total expenses</b>	<b>25,643,286</b>	<b>25,551,818</b>	<b>12,374,887</b>	<b>48.43%</b>	<b>24,130,817</b>	<b>25,566,131</b>	<b>13,040,078</b>	<b>51.01%</b>
<b>Income (loss) from operations</b>	<b>(980,700)</b>	<b>(259,129)</b>	<b>(524,989)</b>	<b>202.60%</b>	<b>(714,852)</b>	<b>(771,657)</b>	<b>(368,206)</b>	<b>47.72%</b>
<b>Non-operating revenues (expenses):</b>								
Interest revenues	65,810	10,380	-	0.00%	129,779	10,000	-	0.00%
<b>Total non-operating revenue (expenses)</b>	<b>65,810</b>	<b>10,380</b>	<b>-</b>	<b>0.00%</b>	<b>129,779</b>	<b>10,000</b>	<b>-</b>	<b>0.00%</b>
<b>Net income (loss)</b>	<b>(914,890)</b>	<b>(248,749)</b>	<b>(524,989)</b>	<b>235.21%</b>	<b>(585,073)</b>	<b>(761,657)</b>	<b>(368,206)</b>	<b>48.34%</b>
<b>Net position – beginning*</b>	<b>6,537,675</b>	<b>5,622,785</b>	<b>5,622,785</b>	<b>100.00%</b>	<b>5,622,785</b>	<b>5,037,712</b>	<b>5,037,712</b>	<b>100.00%</b>
<b>Net position – ending</b>	<b>\$ 5,622,785</b>	<b>\$ 5,374,036</b>	<b>\$ 5,097,796</b>	<b>94.86%</b>	<b>\$ 5,037,712</b>	<b>\$ 4,276,055</b>	<b>\$ 4,669,506</b>	<b>109.20%</b>

\*Beginning fund balance was restated in FY 2018 to account for moving from an enterprise fund to a special revenue fund; the difference is related to the NBV of assets and compensated balances \$1,789,499. FY 2017 is represented as an Enterprise Fund.

Jefferson County School District, No. R-1  
Campus Activity  
Comparative Schedule of Revenues, Expenses and Changes in Net Position  
For the quarter ended December 31, 2019

	<b>June 30, 2018</b>	<b>2018/2019</b>	<b>December 31,</b>	<b>2018/2019</b>	<b>June 30, 2019</b>	<b>2019/2020</b>	<b>December 31,</b>	<b>2019/2020</b>
	<b>Actuals</b>	<b>Revised Budget</b>	<b>2018 Actuals</b>	<b>Y-T-D % of Budget</b>	<b>Actuals</b>	<b>Revised Budget</b>	<b>2019 Actuals</b>	<b>Y-T-D % of Budget</b>
<b>Revenue:</b>								
Interest	\$ 4,750	\$ -	\$ 772	0.00%	\$ 16,241	\$ 4,893	\$ -	0.00%
Student activities	6,386,810	6,646,709	3,045,039	45.81%	6,142,096	5,937,533	2,925,195	49.27%
Fundraising	3,073,948	2,990,552	1,363,906	45.61%	2,897,874	2,817,854	1,187,382	42.14%
Fees and dues	8,185,636	8,535,838	6,167,621	72.26%	8,596,091	8,747,572	5,983,700	68.40%
Donations	4,062,892	3,978,195	1,913,803	48.11%	4,325,226	4,134,558	2,022,558	48.92%
Other	4,790,552	6,065,220	1,317,122	21.72%	4,634,455	4,664,184	464,399	9.96%
Total revenues	<u>26,504,588</u>	<u>28,216,514</u>	<u>13,808,263</u>	<u>48.94%</u>	<u>26,611,983</u>	<u>26,306,594</u>	<u>12,583,234</u>	<u>47.83%</u>
<b>Expenditures:</b>								
Athletics and activities	27,892,014	28,121,712	12,511,201	44.49%	27,040,847	27,428,382	12,122,899	44.20%
Total expenditures	<u>27,892,014</u>	<u>28,121,712</u>	<u>12,511,201</u>	<u>44.49%</u>	<u>27,040,847</u>	<u>27,428,382</u>	<u>12,122,899</u>	<u>44.20%</u>
Excess of revenue over (under) expenditures	(1,387,426)	94,802	1,297,062	1368.18%	(428,864)	(1,121,788)	460,335	(41.04)%
Transfer from other funds	1,137,274	1,100,000	557,399	50.67%	1,099,242	1,100,000	464,965	42.27%
Excess of revenues and other financing sources and uses over (under) expenditures	(250,152)	1,194,802	1,854,461	155%	670,378	(21,788)	925,300	(4246.83)%
Fund balance – beginning*	<u>11,650,485</u>	<u>11,400,333</u>	<u>11,450,333</u>	<u>100.44%</u>	<u>11,450,333</u>	<u>12,120,711</u>	<u>12,120,711</u>	<u>100.00%</u>
Fund balance – ending	<u>\$ 11,400,333</u>	<u>\$ 12,595,135</u>	<u>\$ 13,304,794</u>	<u>105.63%</u>	<u>\$ 12,120,711</u>	<u>\$ 12,098,923</u>	<u>\$ 13,046,011</u>	<u>107.83%</u>

\*Increase in fund balance from Free Horizon Montessori (FHM) transition.



Jefferson County School District, No. R-1  
Transportation  
Comparative Schedule of Revenues, Expenses and Changes in Net Position  
For the quarter ended December 31, 2019

	<b>June 30, 2018</b>	<b>2018/2019</b>	<b>December 31,</b>	<b>2018/2019</b>	<b>June 30, 2019</b>	<b>2019/2020</b>	<b>December 31,</b>	<b>2019/2020</b>
	<b>Actuals</b>	<b>Revised Budget</b>	<b>2018 Actuals</b>	<b>Y-T-D % of Budget</b>	<b>Actuals</b>	<b>Revised Budget</b>	<b>2019 Actuals</b>	<b>Y-T-D % of Budget</b>
<b>Revenue:</b>								
Service contracts - field trips & fees	\$ 3,664,894	\$ 3,748,961	\$ 2,291,908	61.13%	\$ 3,670,521	\$ 3,419,185	\$ 2,188,977	64.02%
State Transportation /Other revenue	5,156,098	5,012,876	4,915,464	98.06%	5,149,505	5,054,487	5,598,683	110.77%
Total revenues	<u>8,820,992</u>	<u>8,761,837</u>	<u>7,207,372</u>	<u>82.26%</u>	<u>8,820,026</u>	<u>8,473,672</u>	<u>7,787,660</u>	<u>91.90%</u>
<b>Expenditures:</b>								
Salaries and benefits	18,982,871	19,916,739	9,917,444	49.79%	19,962,152	20,949,283	10,291,516	49.13%
Purchased services	1,043,915	787,211	367,606	46.70%	1,680,386	871,211	844,882	96.98%
Materials and supplies	2,941,674	3,847,870	1,575,584	40.95%	3,100,852	3,396,790	1,584,736	46.65%
Capital and equipment	2,861,062	2,355,000	213,238	9.05%	2,075,252	2,355,000	1,060,317	45.02%
Total expenditures	<u>25,829,522</u>	<u>26,906,820</u>	<u>12,073,872</u>	<u>44.87%</u>	<u>26,818,642</u>	<u>27,572,284</u>	<u>13,781,451</u>	<u>49.98%</u>
Excess of revenue over (under) expenditures	(17,008,530)	(18,144,983)	(4,866,500)	26.82%	(17,998,616)	(19,098,612)	(5,993,791)	31.38%
Transfer from other funds	17,077,193	18,144,983	9,072,492	50.00%	18,020,869	19,098,612	9,618,764	50.36%
Excess of revenues and other financing sources and uses over (under) expenditures	68,663	-	4,205,992	0.00%	22,253	-	3,624,973	0.00%
Fund balance – beginning	567,598	636,261	636,261	100.00%	636,261	658,514	658,514	100.00%
Fund balance – ending	<u>\$ 636,261</u>	<u>\$ 636,261</u>	<u>\$ 4,842,253</u>	<u>0.00%</u>	<u>\$ 658,514</u>	<u>\$ 658,514</u>	<u>\$ 4,283,487</u>	<u>650.48%</u>

## **Enterprise Funds:**

### **Child Care Fund**

The Child Care Fund has a net income for the year of \$1,517,224 compared to same quarter last year's net income of \$169,347.

The Child Care Fund consists of the following programs:

**Preschool Program** – This program accounts for the preschool programs. The revenue sources are from the Colorado Preschool Program (CPP) funding and tuition charges. The preschool program ended the quarter with a net income of \$1,197,682. This year, preschool added three new sites (Dutch Creek, Hutchinson, Colorow) that equates to a total of five additional classrooms. CPP funding is higher than the previous year due to increases in per pupil funding by the state and offset slightly by overall lower enrollment. Expenditures increased over prior year due to additional teachers for the new classrooms and salary increases. A transfer from general fund was provided to cover 5A salary increases, gaining licenses for staff, and expanding the program. A total of six additional sites are expected for next school year.

**Centrally Managed School Age Child Care (SAE)** – These programs provide before and after care for elementary students. The sites are managed by the central department for SAE. SAE ended the quarter with a net income of \$301,586. Current year-to-date changes include a tuition increase of 6 percent that occurred at the beginning of the school year, a new online enrollment, scheduling, payment system and the addition of one new program for a total of 25 schools. The new online system has changed the timing for tuition collection and shows a larger increase in revenue collection due to earlier receipt compared to the same quarter last year, the prepaid tuition fee's will be right sized at year end.

**Free Horizon Montessori Before/After School Program** –This program provides before and after care for elementary students at the Free Horizon Montessori (FHM) School location. The site is managed/operated at the Free Horizon School by Free Horizon staff. FHM before/after school program ended the quarter with a net income of \$17,956 and fund balance of \$76,786.

### **Property Management Fund**

The Property Management Fund ended the quarter with a net loss of \$319,183. Revenues and expenditures are down compared to same quarter last year and the planned benchmark. This decline is driven by four high schools, two schools each lost a large church rental, one school lost outside sports rentals and one school had an outside drum corp rental last year. Overall total hours scheduled (billable and non billable) continue to remain up over prior year with a small decline in billable hours mostly due to the loss of billable hours at these four high schools. Transfers through the quarter include \$400,000 to schools, \$200,000 to General Fund and \$125,000 to Capital Reserve. Expenditures are at 47% of plan but expenditures and transfers combined ended the quarter at 55% of plan. The fund is expected to operate within budget for the year and will continue to be monitored.

Jefferson County School District, No. R-1  
Child Care  
Comparative Schedule of Revenues, Expenses and Changes in Net Position  
For the quarter ended December 31, 2019

	<b>June 30, 2018</b>	<b>2018/2019</b>	<b>December 31,</b>	<b>2018/2019</b>	<b>June 30, 2019</b>	<b>2019/2020</b>	<b>December 31, 2019</b>	<b>2019/2020</b>
	<b>Actuals</b>	<b>Revised Budget</b>	<b>2018 Actuals</b>	<b>Y-T-D % of Budget</b>	<b>Actuals</b>	<b>Revised Budget</b>	<b>Actuals</b>	<b>Y-T-D % of Budget</b>
<b>Revenue:</b>								
Service contracts	\$ 1,144,057	\$ 1,182,490	\$ 569,986	48.20%	\$ 1,174,610	\$ 1,133,866	526,817	46.46%
Tuition	7,166,250	7,677,560	3,864,822	50.34%	7,840,321	8,711,876	4,452,303	51.11%
<b>Total revenues</b>	<b>\$8,310,307</b>	<b>8,860,050</b>	<b>4,434,808</b>	<b>50.05%</b>	<b>9,014,931</b>	<b>9,845,742</b>	<b>4,979,120</b>	<b>50.57%</b>
<b>Expenses:</b>								
Salaries and employee benefits	10,825,046	12,381,125	5,791,766	46.78%	12,292,581	16,060,263	7,097,477	44.19%
Administrative services	2,072,596	2,135,117	908,329	42.54%	1,960,836	2,306,195	708,903	30.74%
Utilities	22,622	20,990	1,908	9.09%	1,908	2,820	0	0.00%
Supplies	558,812	550,840	234,760	42.62%	611,231	1,505,151	265,935	17.67%
Repairs and maintenance	6,097	22,930	-	0.00%	3,935	10,000	3,606	36.06%
Rent	825,971	853,175	443,018	51.93%	881,499	911,170	483,789	53.10%
Depreciation	18,645	18,600	9,322	50.12%	18,645	18,650	8,870	47.56%
Other	92	5,000	-	0.00%	10	-	0	0.00%
<b>Total expenses</b>	<b>14,329,881</b>	<b>15,987,777</b>	<b>7,389,103</b>	<b>46.22%</b>	<b>15,770,645</b>	<b>20,814,249</b>	<b>8,568,580</b>	<b>41.17%</b>
<b>Income (loss) from operations</b>	<b>(6,019,574)</b>	<b>(7,127,727)</b>	<b>(2,954,295)</b>	<b>41.45%</b>	<b>(6,755,714)</b>	<b>(10,968,507)</b>	<b>(3,589,460)</b>	<b>32.73%</b>
<b>Non-operating revenues (expenses):</b>								
Colorado Preschool Program Revenues	6,066,190	6,340,599	3,123,642	49.26%	6,245,151	6,661,790	3,025,774	45.42%
Operating transfer from general fund	-	349,320	-	0.00%	349,320	4,161,820	2,080,910	50.00%
Interest revenues	76,922	-	-	0.00%	174,036	-	-	0.00%
<b>Total non-operating revenue (expenses)</b>	<b>6,143,112</b>	<b>6,689,919</b>	<b>3,123,642</b>	<b>0.00%</b>	<b>6,768,507</b>	<b>10,823,610</b>	<b>5,106,684</b>	<b>47.18%</b>
<b>Net income (loss)</b>	<b>123,538</b>	<b>(437,808)</b>	<b>169,347</b>	<b>(38.68)%</b>	<b>12,793</b>	<b>(144,897)</b>	<b>1,517,224</b>	<b>(1047.11)%</b>
<b>Net position – beginning</b>	<b>5,121,257</b>	<b>5,244,795</b>	<b>5,244,795</b>	<b>100.00%</b>	<b>5,244,795</b>	<b>5,257,588</b>	<b>5,257,588</b>	<b>100.00%</b>
<b>Net position – ending</b>	<b>\$ 5,244,795</b>	<b>\$ 4,806,987</b>	<b>\$ 5,414,142</b>	<b>112.63%</b>	<b>\$ 5,257,588</b>	<b>\$ 5,112,691</b>	<b>6,774,812</b>	<b>132.51%</b>

Jefferson County School District, No. R-1  
Property Management  
Comparative Schedule of Revenues, Expenses and Changes in Net Position  
For the quarter ended December 31, 2019

	<b>June 30, 2018</b>	<b>2018/2019</b>	<b>December 31,</b>	<b>2018/2019</b>	<b>June 30, 2019</b>	<b>2019/2020</b>	<b>December 31,</b>	<b>2019/2020</b>
	<b>Actuals</b>	<b>Revised Budget</b>	<b>2018 Actuals</b>	<b>Y-T-D % of Budget</b>	<b>Actuals</b>	<b>Revised Budget</b>	<b>2019 Actuals</b>	<b>Y-T-D % of Budget</b>
<b>Revenue:</b>								
Building rental	\$ 2,887,289	\$ 2,775,000	\$ 1,398,632	50.40%	\$ 2,902,390	\$ 2,862,476	\$ 1,297,903	45.34%
Total revenues	2,887,289	2,775,000	1,398,632	50.40%	2,902,390	2,862,476	1,297,903	45.34%
<b>Expenses:</b>								
Salaries and employee benefits	1,082,757	1,116,403	568,570	50.93%	1,129,621	1,138,685	572,947	50.32%
Administrative services	140,411	166,829	69,589	41.71%	113,034	164,079	66,218	40.36%
Utilities	200,929	215,000	91,226	42.43%	182,452	215,000	91,285	42.46%
Supplies	199,316	247,000	108,671	44.00%	212,060	197,000	79,291	40.25%
Other	25,301	20,000	33,373	166.87%	40,303	35,000	9,690	27.69%
Depreciation expense	156,877	157,000	80,275	51.13%	159,999	163,000	72,655	44.57%
Total expenses	1,805,591	1,922,232	951,704	49.51%	1,837,469	1,912,764	892,086	46.64%
Income (loss) from operations	1,081,698	852,768	446,928	52.41%	1,064,921	949,712	405,817	42.73%
<b>Non-operating revenues (expenses):</b>								
Interest revenues	54,500	-	-	0.00%	121,667	-	-	0.00%
Gain (loss) on sale of capital assets			-	0.00%	(6,189)		-	-
Operating Transfer out	(1,350,000)	(1,050,000)	(725,000)	69.05%	(1,050,000)	(1,050,000)	(725,000)	69.05%
Total non-operating revenue (expenses)	(1,295,500)	(1,050,000)	(725,000)	69.05%	(934,522)	(1,050,000)	(725,000)	69.05%
Net income (loss)	(213,802)	(197,232)	(278,072)	140.99%	130,399	(100,288)	(319,183)	318.27%
Net position – beginning	5,968,531	5,754,729	5,754,729	100.00%	5,754,729	5,885,128	5,885,128	100.00%
Net position – ending	\$ 5,754,729	\$ 5,557,497	\$ 5,476,657	98.55%	\$ 5,885,128	\$ 5,784,840	\$ 5,565,945	96.22%

## **Internal Service Funds:**

### **Central Services Fund**



Central Services has a net loss of \$343,026 for the year. Revenue is down compared to prior year due to less copier program charges from the implementation of the Paper Cut Print Management system. The system fully rolled out district wide in Q4 with a greater reduction in revenue and less printed copies than anticipated creating a spend greater than planned. To date, expenses are up over prior year same quarter driven mostly by a one-time purchase of copiers for \$292K, the new Paper Cut annual service agreement that hit in Q2, as well as increased printing services for posters, banners, folders, programs. Revenue is operating at 46 percent of plan from less copier program revenue while expenditures are over the budgeted benchmark at 53 percent driven mostly by the large one-time expenditures listed above. This fund will remain yellow flagged and will continue to be monitored for either operating within appropriated budget, a potential supplemental appropriation or resolution to spend down fund balance.

### **Employee Benefits Fund**

The Employee Benefits Fund for vision and dental ended the quarter with a net loss of \$546,358 compared to the prior year net loss of \$647,402. Revenues remain higher for both vision and dental premiums due to increased participation and a slight increase in premium for added services. Overall expenses are higher than prior year and budget due to an increase in claim losses driven by higher participation and service offerings. The net loss is tracking at 32 percent of budget which is lower than the anticipated benchmark. The fund is operating per plan and has adequate fund balance.

### **Insurance Reserve Fund**

The Insurance Reserve Fund has a net loss of \$822,269 for the year. Total revenues are down due to large insurance recoveries received in the prior year for the May 2017 hail storm. Expenses in the fund have also decreased over the prior year related to the May 2017 hail storm but are offset by the increase in premiums for district insurances. The timing of the claims and the financial impact are not always in the same period.

### **Technology Fund**

The Technology Fund completed the quarter with net income of \$1,532,960 compared to a net income of \$446,018 last year. Overall revenue are higher than the planned benchmark and prior year due to receiving ERATE funds for the Geomax broadband connection which is an infrastructure rebate. Expenses for the year are less than the same time last year due to less contracted services and maintenance that were in effect for large projects last year (fiber optic network). The fund is operating per plan and at 43% budget.

Jefferson County School District, No. R-1  
Central Services  
Comparative Schedule of Revenues, Expenses and Changes in Net Position  
For the quarter ended December 31, 2019

	<b>June 30, 2018</b>	<b>2018/2019</b>	<b>December 31,</b>	<b>2018/2019</b>	<b>June 30, 2019</b>	<b>2019/2020</b>	<b>December 31,</b>	<b>2019/2020</b>
	<b>Actuals</b>	<b>Revised Budget</b>	<b>2018 Actuals</b>	<b>Y-T-D % of Budget</b>	<b>Actuals</b>	<b>Revised Budget</b>	<b>2019 Actuals</b>	<b>Y-T-D % of Budget</b>
Revenue:								
Services	\$ 3,489,324	\$ 3,490,000	\$ 1,780,123	51.01%	\$ 3,325,411	\$ 3,590,000	\$ 1,633,456	45.50%
Total revenues	3,489,324	3,490,000	1,780,123	51.01%	3,325,411	3,590,000	1,633,456	45.50%
Expenses:								
Salaries and employee benefits	932,256	1,097,915	492,543	44.86%	1,035,448	1,134,318	570,322	50.28%
Utilities	6,766	2,000	743	37.15%	1,532	2,000	424	21.20%
Supplies	1,290,092	1,365,500	675,692	49.48%	1,459,796	1,465,500	856,169	58.42%
Repairs and maintenance	381,987	369,000	197,644	53.56%	423,086	369,000	205,660	55.73%
Depreciation	292,686	300,000	128,983	42.99%	257,967	371,718	175,198	47.13%
Other	19	100	-	0.00%	10	100	-	0.00%
Administration	362,847	320,500	149,389	46.61%	279,296	360,171	167,346	46.46%
Total expenses	3,266,653	3,455,015	1,644,994	47.61%	3,457,135	3,702,807	1,975,119	53.34%
Income (loss) from operations	222,671	34,985	135,129	386.25%	(131,724)	(112,807)	(341,663)	302.87%
Non-operating revenues (expenses):								
Interest revenue	17,335	-	-	0.00%	36,565	-	-	0.00%
Loss on sale of capital assets	(1,926)	-	-	0.00%	-	(5,000)	(1,363)	27.26%
Total non-operating revenue (expenses)	15,409	-	-	0.00%	36,565	(5,000)	(1,363)	27.26%
Net income (loss)	238,080	34,985	135,129	386.25%	(95,159)	(117,807)	(343,026)	291.18%
Net position – beginning	2,357,903	2,595,983	2,595,983	100.00%	2,595,983	2,500,824	2,500,824	100.00%
Net position – ending	\$ 2,595,983	\$ 2,630,968	\$ 2,731,112	103.81%	\$ 2,500,824	\$ 2,383,017	\$ 2,157,798	90.55%

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Jefferson County School District, No. R-1  
Employee Benefits  
Comparative Schedule of Revenues, Expenses and Changes in Net Position  
For the quarter ended December 31, 2019

	<b>June 30, 2018</b>	<b>2018/2019</b>	<b>December 31, 2018</b>	<b>2018/2019</b>	<b>June 30, 2019</b>	<b>2019/2020</b>	<b>December 31, 2019</b>	<b>2019/2020</b>
	<b>Actuals</b>	<b>Revised Budget</b>	<b>Actuals</b>	<b>Y-T-D % of Budget</b>	<b>Actuals</b>	<b>Revised Budget</b>	<b>Actuals</b>	<b>Y-T-D % of Budget</b>
<b>Revenue:</b>								
Insurance premiums	\$ 5,550,861	\$ 5,600,000	\$ 2,780,437	49.65%	\$ 5,677,616	\$ 6,260,000	\$ 3,124,095	49.91%
Total revenues	5,550,861	5,600,000	2,780,437	49.65%	5,677,616	6,260,000	3,124,095	49.91%
<b>Expenses:</b>								
Salaries and employee benefits	72,550	87,262	40,572	46.49%	81,458	96,282	42,291	43.92%
Claim losses	6,157,169	6,060,000	3,085,986	50.92%	5,799,686	7,081,630	3,342,631	47.20%
Premiums paid	43,827	50,000	20,198	40.40%	38,948	40,000	19,305	48.26%
Administration	525,970	916,750	281,083	30.66%	573,008	734,250	266,226	36.26%
Total expenses	6,799,516	7,114,012	3,427,839	48.18%	6,493,100	7,952,162	3,670,453	46.16%
Income (loss) from operations	(1,248,655)	(1,514,012)	(647,402)	42.76%	(815,484)	(1,692,162)	(546,358)	32.29%
<b>Non-operating revenues:</b>								
Interest revenue	169,142	-	-	0.00%	378,096	-	-	0.00%
Total non-operating revenue (expenses)	169,142	-	-	0.00%	378,096	-	-	0.00%
Net income (loss)	(1,079,513)	(1,514,012)	(647,402)	42.76%	(437,388)	(1,692,162)	(546,358)	32.29%
Net position – beginning	12,740,989	11,661,476	11,661,476	100.00%	11,661,476	11,224,088	11,224,088	100.00%
Net position – ending	\$ 11,661,476	\$ 10,147,464	\$ 11,014,074	108.54%	\$ 11,224,088	\$ 9,531,926	\$ 10,677,730	112.02%

Jefferson County School District, No. R-1  
Insurance Reserve  
Comparative Schedule of Revenues, Expenses and Changes in Net Position  
For the quarter ended December 31, 2019

	<b>June 30, 2018</b>	<b>2018/2019</b>	<b>December 31,</b>	<b>2018/2019</b>	<b>June 30, 2019</b>	<b>2019/2020</b>	<b>December 31,</b>	<b>2019/2020</b>
	<b>Actuals</b>	<b>Revised Budget</b>	<b>2018 Actuals</b>	<b>Y-T-D % of Budget</b>	<b>Actuals</b>	<b>Revised Budget</b>	<b>2019 Actuals</b>	<b>Y-T-D % of Budget</b>
<b>Revenue:</b>								
Insurance premiums	\$ 6,527,510	\$ 7,836,498	\$ 4,310,354	55.00%	\$ 7,251,152	\$ 703,000	\$ 369,790	52.60%
Total revenues	6,527,510	7,836,498	4,310,354	55.00%	7,251,152	703,000	369,790	52.60%
<b>Expenses:</b>								
Salaries and employee benefits	575,233	612,852	311,413	50.81%	627,922	665,987	325,843	48.93%
Claim losses	9,930,696	11,495,000	5,118,812	44.53%	8,966,512	6,220,000	2,235,609	35.94%
Premiums	1,984,367	2,467,283	1,233,341	49.99%	2,495,970	3,387,000	1,696,816	50.10%
Administration	583,719	702,100	329,072	46.87%	596,186	856,600	379,001	44.24%
Total expenses	13,074,015	15,277,235	6,992,638	45.77%	12,686,590	11,129,587	4,637,269	41.67%
Income (loss) from operations	(6,546,505)	(7,440,737)	(2,682,284)	36.05%	(5,435,438)	(10,426,587)	(4,267,479)	40.93%
<b>Non-operating revenues (expenses):</b>								
Interest revenue	152,036	-	-	0.00%	256,648	-	-	0.00%
Total non-operating revenue (expenses)	152,036	-	-	0.00%	256,648	-	-	0.00%
Operating transfer from general fund	5,165,929	5,191,312	2,595,656	50.00%	5,191,312	6,882,947	3,445,210	50.05%
Net income (loss)	(1,228,540)	(2,249,425)	(86,628)	3.85%	12,522	(3,543,640)	(822,269)	23.20%
Net position – beginning	7,608,352	6,379,812	6,379,812	100.00%	6,379,812	6,392,334	6,392,334	100.00%
Net position – ending	\$ 6,379,812	\$ 4,130,387	\$ 6,293,184	152.36%	\$ 6,392,334	\$ 2,848,694	\$ 5,570,065	195.53%



Jefferson County School District, No. R-1  
Technology  
Comparative Schedule of Revenues, Expenses and Changes in Net Position  
For the quarter ended December 31, 2019

	<b>June 30, 2018</b>	<b>2018/2019 Revised</b>	<b>December 31,</b>	<b>2018/2019</b>	<b>June 30, 2019</b>	<b>2019/2020</b>	<b>December 31,</b>	<b>2019/2020</b>
	<b>Actuals</b>	<b>Budget</b>	<b>2018 Actuals</b>	<b>Y-T-D %</b>	<b>Actuals</b>	<b>Revised Budget</b>	<b>2019 Actuals</b>	<b>Y-T-D %</b>
				<b>of Budget</b>				<b>of Budget</b>
Revenue:								
Services	\$ 16,521,491	\$ 18,516,231	\$ 9,205,545	49.72%	\$ 18,542,269	\$ 19,828,831	\$ 10,475,350	52.83%
Total revenues	<u>16,521,491</u>	<u>18,516,231</u>	<u>9,205,545</u>	<u>49.72%</u>	<u>18,542,269</u>	<u>19,828,831</u>	<u>10,475,350</u>	<u>52.83%</u>
Expenses:								
Salaries and employee benefits	13,846,802	15,989,827	7,503,802	46.93%	15,683,895	17,302,427	8,389,787	48.49%
Utilities and telephone	68,663	40,000	14,374	35.94%	24,703	43,800	9,245	21.11%
Supplies	1,142,570	1,225,050	472,436	38.56%	775,007	1,228,650	405,520	33.01%
Repairs and maintenance	5,311,976	6,544,600	2,743,008	41.91%	5,597,991	7,994,897	2,501,619	31.29%
Depreciation	4,894,926	2,293,474	1,072,457	46.76%	2,144,602	1,186,252	596,153	50.26%
Other	26,491	-	17,901	0.00%	29,572	-	59,505	0.00%
Administration	3,090,154	3,399,033	1,636,437	48.14%	3,592,466	3,652,303	1,481,449	40.56%
Total expenses	<u>28,381,582</u>	<u>29,491,984</u>	<u>13,460,415</u>	<u>45.64%</u>	<u>27,848,236</u>	<u>31,408,329</u>	<u>13,443,278</u>	<u>42.80%</u>
Income (loss) from operations	(11,860,091)	(10,975,753)	(4,254,870)	38.77%	(9,305,967)	(11,579,498)	(2,967,928)	25.63%
Non-operating revenues (expenses):								
Interest revenue	76,784	-	-	0.00%	197,556	-	-	0.00%
Transfers in	9,001,776	9,401,776	4,700,888	50.00%	9,401,776	9,001,776	4,500,888	50.00%
Loss on sale of capital assets	(205,182)	-	-	0.00%	(312)	-	-	0.00%
Total non-operating revenue (expenses)	<u>8,873,378</u>	<u>9,401,776</u>	<u>4,700,888</u>	<u>50.00%</u>	<u>9,599,020</u>	<u>9,001,776</u>	<u>4,500,888</u>	<u>50.00%</u>
Net income (loss)	(2,986,713)	(1,573,977)	446,018	(28.34)%	293,053	(2,577,722)	1,532,960	(59.47)%
Net position – beginning	<u>14,541,488</u>	<u>11,554,775</u>	<u>11,554,775</u>	<u>100.00%</u>	<u>11,554,775</u>	<u>11,847,828</u>	<u>11,847,828</u>	<u>100.00%</u>
Net position – ending	<u>\$ 11,554,775</u>	<u>\$ 9,980,798</u>	<u>\$ 12,000,793</u>	<u>120.24%</u>	<u>\$ 11,847,828</u>	<u>\$ 9,270,106</u>	<u>\$ 13,380,788</u>	<u>144.34%</u>

**Charter Schools**

The district has 16 charter schools.

All charter schools have positive cash flow for the quarter.

New America School utilized their portion of 5B bond proceeds toward the purchase of their building.

Jefferson Academy issued an additional \$6 million in revenue bonds for a total of \$7 million to be used in conjunction with bond proceeds that started last year for a multi year campus expansion which includes a new auditorium, expanded classrooms, and parking lot.

Rocky Mountain Deaf School (RMDS) daily tuition rate has been pushed to February for approval by the State Board of Education. RMDS does not bill other districts until after the rate is approved.

Nine of the charter schools have received cash from Capital Lease Agreements that is included in their fund balance but not reflected in the table below. This "restricted cash" is reserved for capital projects and repayment of debt and is placed in trustee accounts. The schools and remaining restricted cash amounts are as follows:

Addenbrooke Classical Academy	\$852,320
Collegiate Academy of Colorado	\$884,439
Excel Charter School	\$503,532
Jefferson Academy Secondary	\$3,383,744
Lincoln Academy Charter School	\$875,054
Montessori Peaks	\$978,594
Mountain Phoenix Community School	\$1,183,408
Rocky Mountain Academy Evergreen	\$540,647
Two Roads Charter School	\$324,060
<b>Total</b>	<b>\$9,525,798</b>

<b>Charter Schools</b>	<b>Operating Cash</b>	<b>TABOR Reserve Cash</b>	<b>Total Cash</b>
Addenbrooke Classical Academy	\$1,924,401	\$240,411	\$2,164,812
Collegiate Academy	\$1,128,349	\$123,704	\$1,252,053
Compass Montessori – Wheat Ridge	\$1,025,441	\$90,446	\$1,115,887
Compass Montessori – Golden	\$1,464,515	\$125,353	\$1,589,868
Doral Academy of Colorado	\$462,705	\$54,323	\$517,028
Excel Academy	\$3,231,328	\$148,398	\$3,379,726
Great Work Montessori School	\$385,844	\$50,969	\$436,813
Jefferson Academy	\$4,548,407	\$499,188	\$5,047,595
Lincoln Academy	\$2,406,194	\$204,283	\$2,610,477
Montessori Peaks	\$1,443,582	\$136,148	\$1,579,730
Mountain Phoenix	\$1,006,205	\$180,418	\$1,186,623
New America	\$297,569	\$63,168	\$360,737
Rocky Mountain Academy of Evergreen	\$932,365	\$85,851	\$1,018,216
Rocky Mountain Deaf School	\$81,485	\$82,315	\$163,800
Two Roads	\$975,057	\$127,277	\$1,102,334
Woodrow Wilson Academy	\$3,586,697	\$211,389	\$3,798,086

Jefferson County School District, No. R-1  
Charter Schools (Excluding GVCA)  
Comparative Schedule of Revenues, Expenditures and Changes in Fund Balance  
For the quarter ended December 31, 2019

	<b>June 30, 2018</b>	<b>2018/2019</b>	<b>December 31,</b>	<b>2018/2019</b>	<b>June 30, 2019</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>December 31,</b>	<b>2019/2020</b>
	<b>Actuals</b>	<b>Revised Budget</b>	<b>2018 Actuals</b>	<b>Y-T-D % of Budget</b>	<b>Actuals</b>	<b>Y-T-D % of Budget</b>	<b>Revised Budget*</b>	<b>2019 Actuals</b>	<b>Y-T-D % of Budget</b>
<b>Revenue:</b>									
Intergovernmental revenue	\$ 70,417,472	\$ 96,864,699	\$ 40,959,623	42.29%	\$ 83,245,012	85.94%	\$ 88,613,901	\$ 44,600,813	50.33%
Other revenue	11,757,157	4,506,227	1,905,476	42.29%	12,518,096	277.80%	3,075,566	1,547,982	50.33%
Total revenues	<u>82,174,629</u>	<u>101,370,926</u>	<u>42,865,099</u>	<u>42.29%</u>	<u>95,763,108</u>	<u>94.47%</u>	<u>91,689,467</u>	<u>46,148,795</u>	<u>50.33%</u>
<b>Expenditures:</b>									
Other instructional programs	83,452,074	107,029,303	42,835,769	40.02%	101,919,410	95.23%	94,283,998	47,645,702	50.53%
Total expenditures	<u>83,452,074</u>	<u>107,029,303</u>	<u>42,835,769</u>	<u>40.02%</u>	<u>101,919,410</u>	<u>95.23%</u>	<u>94,283,998</u>	<u>47,645,702</u>	<u>50.53%</u>
Excess of revenues over (under) expenditures	(1,277,445)	(5,658,377)	29,330	(0.52)%	(6,156,302)	108.80%	(2,594,531)	(1,496,907)	57.69%
<b>Other financing sources (uses)</b>									
Capital Lease/Revenue Bond Issuance	-	-	-	0.00%	1,000,000	0.00%	-	6,000,000	0.00%
Bond Proceeds - Advance Refunding/Capital Projects	-	-	-	0.00%	19,780,294	0.00%	-	-	0.00%
Capital Lease Refunding/ Debt Repayment	-	-	-	0.00%	(15,854,129)	0.00%	-	-	0.00%
Total other financing sources (uses)	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>	<u>4,926,165</u>	<u>0.00%</u>	<u>-</u>	<u>6,000,000</u>	<u>0.00%</u>
Excess of revenues and other financing sources and uses over (under) expenditures	(1,277,445)	(5,658,377)	29,330	(0.52)%	(1,230,137)	-	(2,594,531)	4,503,093	(173.56)%
Fund balance – beginning**	<u>33,297,611</u>	<u>30,377,443</u>	<u>30,377,443</u>	<u>100.00%</u>	<u>30,377,443</u>	<u>100.00%</u>	<u>29,147,306</u>	<u>29,147,306</u>	<u>100.00%</u>
Fund balance – ending	<u>\$ 32,020,166</u>	<u>\$ 24,719,066</u>	<u>\$ 30,406,773</u>	<u>123.01%</u>	<u>\$ 29,147,306</u>	<u>117.91%</u>	<u>\$ 26,552,775</u>	<u>\$ 33,650,399</u>	<u>126.73%</u>

Note: Charter budgets are appropriated at the school and updates are provided to the district. This may not be the current appropriation depending on supplemental budget adjustment timing at the schools.

\*2018/2019 budget and actual results do not include Free Horizon Montessori or Golden View Classical Academy.

\*\* Beginning Fund balance restated to remove Free Horizon Fund Balance for FY 2018/2019.

# Appendix A



**Jefferson County Public Schools  
FTE Staffing Analysis  
December 31, 2019**

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). With the conversion, the FTE count is just under 9,600. The remaining approximately 4,000 employees cannot be converted to a FTE because they hold positions such as substitute bus driver, substitute teacher, substitute custodian, substitute secretary, athletic coach, and/or game worker, all of which have varying rates and no set schedules.

The following report shows the number of budgeted employees and the number of actual employees that were actively working during the month ending December 31, 2019. At this time the district is over budget in the General Fund by 212.86 FTEs. Combined, the Other Funds are under budget by 89.6 FTEs.

**2019/2020 Budgeted vs. Actual FTE Variance Notes**

**General Fund:**

- \* Administrative net staffing is under budget by 3.35 FTE across various departments. The budget team is working with the departments to adjust their FTE budgets appropriately.
- \* Licensed staff is under by a net of 54.64 FTEs. The district is under budget in licensed FTEs at schools and central departments. The major variances are:
  - \* Elementary schools are under budget by 21.95 FTEs primarily due to Teacher vacancies.
  - \* Middle schools are 4.0 FTEs under budget mostly due to Teacher vacancies.
  - \* High schools are under budget by 8.75 FTEs primarily due to vacancies for Teachers.
  - \* Option schools are over budget by 2.27 FTEs primarily in hourly support.
  - \* Central Instructional departments are under budget by 22.21 FTEs primarily due to vacancies in Psychologist (SEL) and Resource Teacher vacancies.
- \* Support staff is over budget by 270.86 FTEs. The major variances are:
  - \* Paraprofessionals, clinic aides and classified hourly staff are over budget by 170.31 FTEs.
  - \* Custodians are under budget by 3.5 FTEs due to vacancies.
  - \* Trades Techs are under budget by 10.0 FTEs due to vacancies in Facilities Maintenance and Landscaping Services.
  - \* Campus Supervisors are under budget by 9.5 FTE
  - \* The remaining support staff overage, 123.55 FTEs, is primarily due to continued demand for Para-Educators in specialized student care.

**Other Funds:**

Overall, the district is under budget by 89.6 FTE in the other funds. The variance in each fund is:

- \* Capital Project Fund is over budget by 6.05 FTE due to addition of Admin Coordinator, Manager, and support staff to support the Bond projects.
- \* Grants Fund is under budget by 46.65 FTE due mostly to para-educators being moved from the IDEA Grant to General Fund.
- \* Campus Activity Fund is over budget by 5.34 FTE due to school and department decisions for licensed and support positions.
- \* Transportation Fund is under budget by 27.79 FTE due to support staff vacancies.
- \* Food Service Fund is under budget by 17.69 FTE due to support position vacancies.
- \* Child Care Fund is under budget by 10.26 FTE due to fluctuations in support and licensed positions at the preschool and SAE sites.
- \* Property Management Fund is over budget by 1.0 FTE in support due to additional Custodian at the Ed. Center.
- \* Technology Fund is under budget by 0.6 FTEs.
- \* Central Services Fund is over budget by 1.0 FTE due to hiring of a back-up Technician.

**2018/2019 and 2019/2020 Two-Year Actual Comparison Notes**

**General Fund:**

- \* **Administrative** FTEs increased by a net of 13.34 FTEs from the prior year. The increase is primarily due site based decisions in Assistant Principals and increase in FTE due to approved increases by the BOE.
- \* **Licensed** FTEs increased by a total of 4.9 from the prior year. This increase is primarily due to counselor positions approved by BOE and funded from 5A dollars.
- \* **Support** FTEs increased by a net of 82.63 from the prior year primarily due to para-educators being moved from IDEA Grant to the General Fund. In addition to approved BOE increases to campus supervisors.

**Jefferson County Public Schools  
FTE Staffing Analysis  
December 31, 2019**

General Fund	2018/2019			2019/2020			Budget Variance - Increase (Decrease) from Prior Year	Actual Variance - Increase (Decrease) from Prior Year	
	Revised Budget	12/31/18 Actuals	Variance	Revised Budget	12/31/19 Actuals	Variance			
<b>Administration:</b>									
511100	Superintendent	1.00	1.00	-	1.00	1.00	-	0.00	0.00
511400	Chief Officer	10.00	10.00	-	10.00	10.00	-	0.00	0.00
511700	Executive Director	8.50	9.50	1.00	10.50	10.50	-	2.00	1.00
512100	Principal	139.00	139.00	-	139.00	139.00	-	0.00	0.00
512400	Director	40.00	40.00	-	42.00	40.00	(2.00)	2.00	0.00
512420	Assistant Director	14.00	16.75	2.75	17.00	15.75	(1.25)	3.00	(1.00)
512500	Supervisor	3.00	3.00	-	3.00	2.00	(1.00)	0.00	(1.00)
513100	Assistant Principal	160.70	162.70	2.00	168.05	167.45	(0.60)	7.35	4.75
513500	Manager	34.50	34.00	(0.50)	34.50	37.00	2.50	0.00	3.00
513700	Technical Specialist	40.00	36.80	(3.20)	40.00	38.00	(2.00)	0.00	1.20
521000	Dean	0.00	0.00	-	0.00	0.00	-	0.00	0.00
522100	Counselor	0.00	1.00	1.00	0.00	2.00	2.00	0.00	1.00
524300	Coordinator - Administrative	19.00	20.67	1.67	23.00	22.00	(1.00)	4.00	1.33
525100	Resource Specialist	1.00	0.50	(0.50)	1.00	1.00	-	0.00	0.50
526500	Administrator	7.30	9.00	1.70	11.00	11.00	-	3.70	2.00
551100	Administrative Assistant	11.85	11.44	(0.41)	12.00	12.00	-	0.15	0.56
591300	Investigator	2.00	2.00	-	2.00	2.00	-	0.00	0.00
<b>Total Administration</b>		<b>491.85</b>	<b>497.36</b>	<b>5.51</b>	<b>514.05</b>	<b>510.70</b>	<b>(3.35)</b>	<b>22.20</b>	<b>13.34</b>
<b>Licensed:</b>									
521100	Teacher	4198.93	4146.89	(52.04)	4133.32	4100.56	(32.76)	(65.61)	(46.33)
522100	Counselor	199.71	188.51	(11.20)	241.90	239.54	(2.36)	42.19	51.03
522200	Teacher Librarian	112.19	111.79	(0.40)	108.41	107.36	(1.05)	(3.78)	(4.43)
524100	Coordinator - Licensed	14.00	13.00	(1.00)	16.00	13.00	(3.00)	2.00	0.00
521000	Dean	36.20	32.20	(4.00)	32.00	32.00	-	(4.20)	(0.20)
525100	Resource Specialist	0.00	0.00	-	0.00	0.00	-	0.00	0.00
526100	Resource Teachers	69.91	69.75	(0.16)	83.31	71.50	(11.81)	13.40	1.75
526200	Instructional Coach	139.87	138.47	(1.40)	138.37	135.97	(2.40)	(1.50)	(2.50)
526400	Peer Evaluator	0.00	0.00	-	0.00	0.00	-	0.00	0.00
529100	Physical Therapist	11.50	11.85	0.35	12.10	11.85	(0.25)	0.60	0.00
529200	Occupational Therapist	29.80	29.80	-	29.30	31.30	2.00	(0.50)	1.50
529400	Nurse	40.00	38.50	(1.50)	49.40	47.17	(2.23)	9.40	8.67
529500	Psychologist	66.16	51.92	(14.24)	56.40	49.60	(6.80)	(9.76)	(2.32)
529600	Social Worker	99.35	100.25	0.90	93.15	94.20	1.05	(6.20)	(6.05)
529700	Audiologist	4.50	5.00	0.50	5.00	5.00	-	0.50	0.00
529800	Speech Therapist	121.40	121.50	0.10	121.40	126.60	5.20	0.00	5.10
599110	Certificated - Hourly	0.00	13.69	13.69	12.60	12.38	(0.23)	12.60	(1.31)
<b>Total Licensed</b>		<b>5,143.52</b>	<b>5,073.12</b>	<b>(70.40)</b>	<b>5,132.66</b>	<b>5,078.02</b>	<b>(54.64)</b>	<b>(10.86)</b>	<b>4.90</b>



**Jefferson County Public Schools  
FTE Staffing Analysis  
December 31, 2019**

General Fund	2018/2019			2019/2020			Budget Variance - Increase (Decrease) from Prior Year	Actual Variance - Increase (Decrease) from Prior Year	
	Revised Budget	12/31/18 Actuals	Variance	Revised Budget	12/31/19 Actuals	Variance			
<b>Support:</b>									
524200	Coordinator - Classified	3.31	3.31	0.00	5.50	4.31	(1.19)	2.19	1.00
513710	Accountant I	1.00	1.00	-	1.00	1.00	-	0.00	0.00
531000	Specialist - Classified	23.38	21.43	(1.96)	25.00	22.50	(2.50)	1.62	1.08
533500	Buyer	2.00	2.00	-	2.00	2.00	-	0.00	0.00
541000	Technicians Classified	93.20	86.30	(6.90)	88.84	87.05	(1.79)	(4.36)	0.75
551400	Group Leader	15.00	14.00	(1.00)	14.00	16.00	2.00	(1.00)	2.00
552100	School Secretary	355.26	352.44	(2.82)	344.36	339.94	(4.42)	(10.90)	(12.49)
553100	Secretary	19.25	19.25	-	19.50	17.00	(2.50)	0.25	(2.25)
555100	Clerk	1.00	1.00	-	1.00	1.00	-	0.00	0.00
555200	Buyer Assistant	2.00	2.00	-	2.00	2.00	-	0.00	0.00
557100	Paraprofessional*	519.73	625.18	105.45	511.40	642.36	130.96	(8.33)	17.18
557200	Special Interpreter/Tutor*	73.88	65.34	(8.54)	87.79	68.40	(19.39)	13.91	3.06
557500	Para-Educator*	43.82	355.46	311.64	233.57	385.95	152.38	189.75	30.49
557600	Clinic Aides*	103.43	119.75	16.32	107.45	122.92	15.47	4.02	3.16
561000	Trades Technician	148.00	140.00	(8.00)	148.00	138.00	(10.00)	0.00	(2.00)
591500	Security Officer	18.00	16.00	(2.00)	23.00	21.00	(2.00)	5.00	5.00
591600	Alarm Monitor	11.00	11.00	-	12.00	12.00	-	1.00	1.00
591100	Custodian	472.00	457.50	(14.50)	473.50	470.00	(3.50)	1.50	12.50
591400	Campus Supervisor	75.00	71.25	(3.75)	87.00	77.50	(9.50)	12.00	6.25
592150	Food Service Manager*	2.71	2.00	(0.71)	2.92	2.00	(0.92)	0.21	0.00
592250	Food Service Hourly Worker	2.85	2.33	(0.52)	2.66	2.13	(0.54)	(0.19)	(0.20)
599110	Certificated - Hourly	11.14	6.00	(5.14)	0.00	4.40	4.40	(11.14)	(1.60)
599100	Classified - Hourly*	62.56	68.86	6.30	62.68	86.57	23.89	0.12	17.71
<b>Total Support</b>		<b>2,059.52</b>	<b>2,443.39</b>	<b>383.87</b>	<b>2,255.17</b>	<b>2,526.03</b>	<b>270.86</b>	<b>195.65</b>	<b>82.63</b>
<b>Total General Fund</b>		<b>7,694.89</b>	<b>8,013.87</b>	<b>318.98</b>	<b>7,901.88</b>	<b>8,114.74</b>	<b>212.86</b>	<b>206.99</b>	<b>100.87</b>

**Jefferson County Public Schools  
FTE Staffing Analysis  
December 31, 2019**

Other Funds	2018/19			2019/20			Budget Variance - Increase (Decrease) from Prior Year	Actual Variance - Increase (Decrease) from Prior Year
	Revised Budget	12/31/18 Actuals	Variance	Revised Budget	12/31/19 Actuals	Variance		
Capital Project Funds (CP010)								
Administration	19.50	19.55	0.05	19.50	24.55	5.05	-	5.00
Licensed	-	-	-	-	-	-	-	-
Support	3.00	2.00	(1.00)	3.00	4.00	1.00	-	2.00
<b>Total Capital Project Funds</b>	<b>22.50</b>	<b>21.55</b>	<b>(0.95)</b>	<b>22.50</b>	<b>28.55</b>	<b>6.05</b>	<b>-</b>	<b>7.00</b>
Grant Fund (SR010)								
Administration	26.00	36.28	10.28	38.00	41.95	3.95	12.00	5.67
Licensed	203.00	267.51	64.51	300.00	299.42	(0.58)	97.00	31.91
Support	445.00	164.17	(280.83)	185.00	134.98	(50.02)	(260.00)	(29.19)
<b>Total Grant Fund</b>	<b>674.00</b>	<b>467.96</b>	<b>(206.04)</b>	<b>523.00</b>	<b>476.35</b>	<b>(46.65)</b>	<b>(151.00)</b>	<b>8.39</b>
Campus Activity Fund (SR030)								
Administration	-	-	-	-	-	-	-	-
Licensed	-	3.38	3.38	-	3.35	3.35	-	(0.02)
Support	25.00	30.84	5.84	25.00	26.99	1.99	-	(3.85)
<b>Total Campus Activity Fund</b>	<b>25.00</b>	<b>34.21</b>	<b>9.21</b>	<b>25.00</b>	<b>30.34</b>	<b>5.34</b>	<b>-</b>	<b>(3.87)</b>
Transportation Fund (SR025)								
Administration	6.00	6.00	-	6.00	6.00	-	-	-
Licensed	-	-	-	-	-	-	-	-
Support	364.18	342.64	(21.54)	364.18	336.39	(27.79)	-	(6.25)
<b>Total Transportation Fund</b>	<b>370.18</b>	<b>348.64</b>	<b>(21.54)</b>	<b>370.18</b>	<b>342.39</b>	<b>(27.79)</b>	<b>-</b>	<b>(6.25)</b>
Food Service Fund (SR021)								
Administration	14.00	16.00	2.00	15.00	17.00	2.00	1.00	1.00
Licensed	-	-	-	-	-	-	-	-
Support	285.11	294.41	9.30	316.50	296.81	(19.69)	31.39	2.41
<b>Total Food Service Fund</b>	<b>299.11</b>	<b>310.41</b>	<b>11.30</b>	<b>331.50</b>	<b>313.81</b>	<b>(17.69)</b>	<b>32.39</b>	<b>3.41</b>
Child Care Fund (EN040)								
Administration	-	6.00	6.00	6.00	5.00	(1.00)	6.00	(1.00)
Licensed	-	9.75	9.75	36.00	50.38	14.38	36.00	40.63
Support	282.92	267.36	(15.56)	289.00	265.37	(23.63)	6.08	(1.99)
<b>Total Child Care Fund</b>	<b>282.92</b>	<b>283.11</b>	<b>0.19</b>	<b>331.00</b>	<b>320.74</b>	<b>(10.26)</b>	<b>48.08</b>	<b>37.64</b>
Property Management Fund (EN010)								
Administration	0.50	0.50	-	0.50	0.50	-	-	-
Licensed	-	-	-	-	-	-	-	-
Support	2.00	3.00	1.00	2.00	3.00	1.00	-	-
<b>Total Property Management Fund</b>	<b>2.50</b>	<b>3.50</b>	<b>1.00</b>	<b>2.50</b>	<b>3.50</b>	<b>1.00</b>	<b>-</b>	<b>-</b>
Employee Benefits Fund (IS020)								
Administration	1.00	-	(1.00)	-	-	-	(1.00)	-
Licensed	-	-	-	-	-	-	-	-
Support	1.00	1.00	-	1.00	1.00	-	-	-
<b>Total Employee Benefits Fund</b>	<b>2.00</b>	<b>1.00</b>	<b>(1.00)</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>	<b>(1.00)</b>	<b>-</b>

**Jefferson County Public Schools  
FTE Staffing Analysis  
December 31, 2019**

Other Funds	2018/19			2019/20			Budget Variance - Increase (Decrease) from Prior Year	Actual Variance - Increase (Decrease) from Prior Year
	Revised Budget	12/31/18 Actuals	Variance	Revised Budget	12/31/19 Actuals	Variance		
Insurance Reserve Fund (IS030)								
Administration	3.00	3.00	-	3.00	3.00	-	-	-
Licensed	-	-	-	-	-	-	-	-
Support	3.00	3.00	-	3.00	3.00	-	-	-
<b>Total Insurance Reserve Fund</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>	<b>-</b>	<b>-</b>
Technology Fund (IS080)								
Administration	106.35	110.55	4.20	106.35	115.50	9.15	-	4.95
Licensed	-	-	-	-	-	-	-	-
Support	49.96	36.90	(13.06)	48.30	38.55	(9.75)	(1.66)	1.65
<b>Total Technology Fund</b>	<b>156.31</b>	<b>147.45</b>	<b>(8.86)</b>	<b>154.65</b>	<b>154.05</b>	<b>(0.60)</b>	<b>(1.66)</b>	<b>6.60</b>
Central Services Fund (IS050)								
Administration	2.50	2.50	-	2.50	2.50	-	-	-
Licensed	-	-	-	-	-	-	-	-
Support	10.00	9.00	(1.00)	10.00	11.00	1.00	-	2.00
<b>Total Central Services Fund</b>	<b>12.50</b>	<b>11.50</b>	<b>(1.00)</b>	<b>12.50</b>	<b>13.50</b>	<b>1.00</b>	<b>-</b>	<b>2.00</b>
<b>Other Funds</b>								
Administration	178.85	200.38	21.53	196.85	216.00	19.15	18.00	15.62
Licensed	203.00	280.64	77.64	336.00	353.14	17.14	133.00	72.51
Support	1,471.17	1,154.31	(316.86)	1,246.98	1,121.09	(125.89)	(224.19)	(33.22)
<b>Total FTEs Other Funds</b>	<b>1,853.02</b>	<b>1,635.32</b>	<b>(217.70)</b>	<b>1,779.83</b>	<b>1,690.23</b>	<b>(89.60)</b>	<b>(73.19)</b>	<b>54.91</b>
<b>ALL Funds</b>								
Administration	670.70	697.74	27.04	710.90	726.70	15.80	40.20	28.96
Licensed	5,346.52	5,353.75	7.23	5,468.66	5,431.16	(37.50)	122.14	77.41
Support	3,530.69	3,597.70	67.01	3,502.15	3,647.12	144.97	(28.54)	49.41
<b>Total FTEs ALL Funds</b>	<b>9,547.91</b>	<b>9,649.20</b>	<b>101.29</b>	<b>9,681.71</b>	<b>9,804.98</b>	<b>123.27</b>	<b>133.80</b>	<b>155.78</b>

**Notes:**

Schools are allowed to use non-salary discretionary funds to supplement hours for support staff such as paraprofessionals, clinic aides, and other hourly staff. They may or may not transfer non-salary budget amounts and associated FTE to cover the added hours because they are not required to manage to each account. They are only required to manage to the bottom line.



# Appendix B



Jefferson County School District  
Quarterly Financial Report for the Quarter Ended December 31, 2019

**Flag Program Criteria — 2019/2020**

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

**Observed:** Programs and functions designated with a red flag are observed closely because an identified risk to the District's financial performance has been identified.

**Monitored:** Programs and functions designated with a yellow flag are monitored to inform District leadership that a variance from planned activity has been identified.

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

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

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

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

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

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

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

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





# Appendix C





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## Performance Indicators December 31, 2019

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The attached information is provided as an appendix to the Quarterly Financial Report to provide performance indicators in support of sound management.

- **Food Services:** C-2  
Refer to pages 17 and 20. The attached table compares meals served for the current school year compared to the prior school year.
- **Risk Management:** C-3  
Refer to pages 26 and 29. The table compares the number of claims by category for this year compared to last year.
- **5A Mill Levy Override:** C-4 to C-8  
See narrative and refer to Appendix B of the 2019/2020 Adopted Budget.

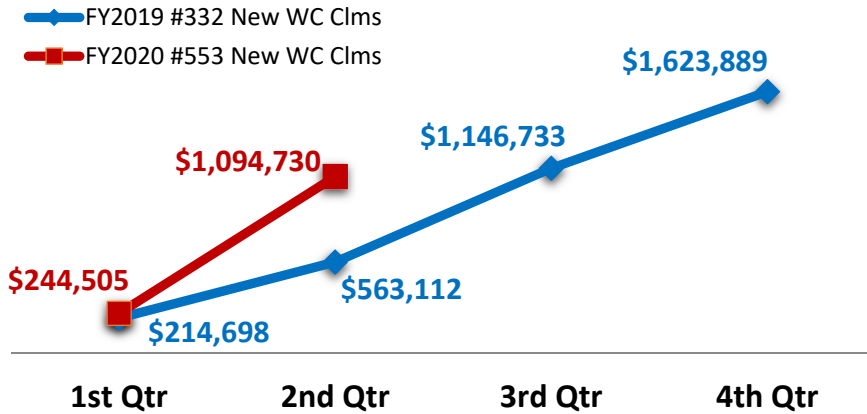
**Food and Nutrition Services  
Average Daily Meal Comparison  
2nd Quarter For FY 2019/2020**

<b>Month/Year</b>	<b>Average Number of Serving Days</b>	<b>Total Meals Served</b>	<b>Average Meals/Day</b>	<b>A la Carte Sales</b>	<b>Average A la Carte Sales/Day</b>
August-18	11	292,170	26,561	\$ 273,162	\$ 24,833
September-18	18	551,054	30,614	\$ 569,934	\$ 31,663
October-18	22	685,894	31,177	\$ 717,913	\$ 32,632
November-18	16	514,175	32,136	\$ 539,711	\$ 33,732
December-18	15	456,540	30,436	\$ 465,620	\$ 31,041
<b>YTD 2018/2019</b>	<b>82</b>	<b>2,499,833</b>	<b>30,486</b>	<b>\$ 2,566,340</b>	<b>\$ 31,297</b>
August-19	12	333,308	27,776	\$ 342,593	\$ 28,549
September-19	19	581,491	30,605	\$ 631,441	\$ 33,234
October-19	21	644,106	30,672	\$ 708,197	\$ 33,724
November-19	16	510,860	31,929	\$ 549,010	\$ 34,313
December-19	15	463,889	30,926	\$ 467,804	\$ 31,187
<b>YTD 2019/2020</b>	<b>83</b>	<b>2,533,654</b>	<b>30,526</b>	<b>2,699,045</b>	<b>\$ 32,519</b>
<b>Difference</b>	<b>1</b>	<b>33,821</b>	<b>40</b>	<b>\$ 132,705</b>	<b>\$ 1,222</b>

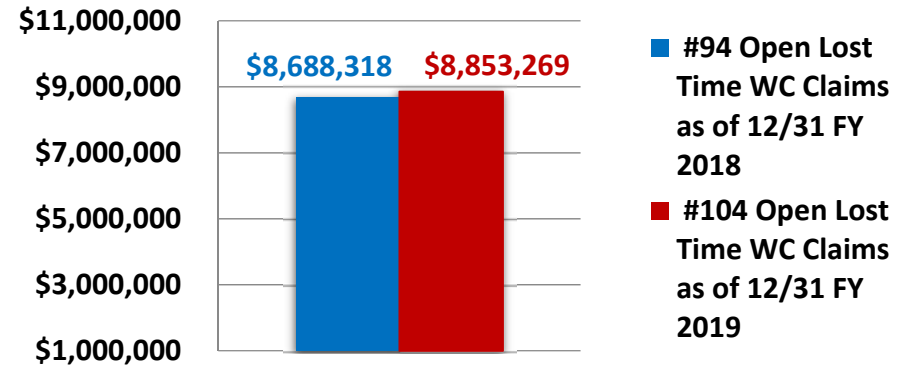
# RISK MANAGEMENT FY 2020 SECOND QUARTERLY REPORT

## WORKERS' COMPENSATION FY2019/2020 PROGRAM COMPARISON

### NEW WC CLAIMS as of 12/31 FY 2019/2020



### OPEN LOST TIME WC CLAIMS as of 12/31 FY 2019/2020



#### FY 2019

ALL OPEN WC CLAIMS as of 12/31 FY 2018 #172  
 \$8,837,056 Incurred Open WC Claims Value  
 Average Claim Cost New Med Only/New Lost Time \$885/\$7,496  
 6.57 WC Claims/Incidents/100 Employees (cumulative)  
 2,113 FY 2019 Lost Work Days

#### FY 2020

ALL OPEN WC CLAIMS as of 12/31 FY 2019 #211  
 \$9,259,529 Incurred Open WC Claims Value  
 Average Claim Cost New Med Only/New Lost Time \$1,708/\$15,090  
 8.41 WC Claims/Incidents/100 Employees (cumulative)  
 2,251 FY 2020 Lost Work Days

**Workers' Comp Program Activity/Status as of 12/31/2019:** The district experienced a significant increase in new WC claim reports, in terms of count, and severity compared to the same period of FY 2019. This was due to three early winter snow storms which contributed to a very large increase of slip trip and fall cases. The three storms have put the district in a position at the beginning of winter where we would normally end up by the end of winter. Lessons from these events are being evaluated currently, and they will focus on employee personal safety ownership, behavioral safety and messaging around readiness for severe winter weather at nearly any time.

**Property Program Activity/Status as of 12/31/2019:** The district experienced 12 property loss incidents during the 2nd quarter of FY 2019/2020 with incurred costs of \$28,818. For the same period in 2018/2019 the district experienced 11 incidents at incurred costs of approximately \$2,030.

**Automobile Program Activity/Status as of 12/31/2019:** During the 2nd quarter of FY 2019/2020, 88 automobile incidents occurred with estimated incurred costs of \$141,836. 56 automobile incidents occurred during the 2nd quarter of FY 2018/2019 with incurred costs of \$76,471. Winter weather driving incidents increased in this area as well.

**Liability Program Activity/Status as of 12/31/2019:** The District experienced 6 liability incidents during the 2nd quarter of FY 2019/2020 with current estimated incurred costs of \$10,656. During the same period of FY 2018/2019 the District experienced 5 liability incidents with incurred costs of approximately \$3,258.

## 5A Mill Levy Override Funding Summary

In November 2018, voters approved the 5A ballot issue for a \$33M mill levy override that provides funds for the school district's general fund. The amount reflects the voter-approved \$33M less the \$3M estimated pass through that goes to district charter schools. The 5A funding allowed Jeffco to be more competitive with surrounding districts in our compensation levels and the services we offer our students. With these resources, the district was able, and will continue, to make significant investments in school safety and security including increased mental health supports, expanding career and technical education and STEM options, improving classroom materials and technology, and expanding early childhood education.

The chart below shows how the funds were allocated and budgeted for fiscal years 2019 and 2020 as well as the total of ongoing and one time expenditures by category, amount of 5A reserves, and the total available for programming.

	5A Revenue Allocation	FY 2019 Budget/Actuals	EOY 2019 remaining to be programmed	FY 2020 Budget	EOY 2020 remaining to be programmed
<b>ONGOING EXPENDITURES</b>					
Total of 5A Ongoing Budget Lines	\$ 15,000,000	\$ 15,000,000	\$ -	\$ -	\$ -
Career/Tech Ed	3,000,000	149,200	2,850,800	977,133	1,873,667
1:1 Devices	3,000,000	2,100,000	900,000	900,000	-
Safety & Mental Health	6,000,000	-	6,000,000	6,000,000	-
Early Childhood	3,000,000	299,320	2,700,680	2,700,680	-
<b>Total 5A Ongoing Budget Lines</b>	<b>\$ 30,000,000</b>	<b>\$ 17,548,520</b>	<b>\$ 12,451,480</b>	<b>\$ 10,577,813</b>	<b>\$ 1,873,667</b>
<b>ONE TIME USE OF UNPROGRAMMED FUNDS</b>					
Compensation		-		-	
Career/Tech Ed		\$ 235,750		\$ 1,255,150	
1:1 Devices		-		900,000	
Safety & Mental Health		582,967		1,250,000	
Early Childhood		50,000		900,000	
<b>Total One Time Use of 5A Funds</b>		<b>\$ 868,717</b>		<b>\$ 4,305,150</b>	
<b>Total Combined 5A Ongoing and One Time Expenditure Budget by Fiscal Year</b>		<b>\$ 18,417,237</b>		<b>\$ 14,882,963</b>	
<b>BALANCE TO RESERVES, AVAILABLE FOR PROGRAMMING</b>					
Compensation		\$ -		\$ -	
Career/Tech Ed		2,615,050		3,233,567	
1:1 Devices		900,000		-	
Safety & Mental Health		5,417,033		4,167,033	
Early Childhood		2,650,680		1,750,680	
<b>Total 5A Reserves Available for Programming</b>		<b>\$ 11,582,763</b>		<b>\$ 9,151,280</b>	
<b>INFLATION</b>					
Add description				2.70%	
Offset for annual compensation costs				\$ 810,000	

5A Mill Levy Override - Budgeted Expenditures by Year

	A	B	D	E	F	H	I
1				FY19		FY20	
2	Group	Line Description	FTE	On-going	One time	On-going	One time
3	<b>COMPENSATION (50%)</b>						
4	HR/District-Wide	Compensation increase	0.0	\$ 15,000,000			
5	<b>Total Compensation</b>		0.0	\$ 15,000,000	\$ -	\$ -	\$ -
6							
7	<b>CAREER TECH-ED/STEM</b>						
8	Software	5 year Adobe Creative Cloud purchase 5 year Solid Works purchase		\$ 110,000		\$ -	
9	Jeffco Career Links Project	Resources and Materials, Career Expo, events and summit				\$ 88,460	\$ 5,150
10	Career Links School Supports FTE	Ensuring student success through work-based learning opportunities.	6.0			\$ 547,186	
11	Staff Development /Buck Institute (Teacher Capacity)	7 sessions with 35 attendees \$14,000 per session			\$ 100,000		\$ 100,000
12	College Credit for Pathways (Students)	Concurrent enrollment opportunities and to support students attaining an AAS degree through the Warren Tech model for early college.				\$ 105,600	
13	Pathways to Teaching (Students)	The goal is to increase the number of students who earn certification toward graduation in teaching pathway to 60 students by 2020.				\$ 35,887	
14	Engineering Pathway Equipment	3D printers for 13 Engineering Programs \$20,000 per printer Shipping cost 13 x 500 = \$6,500			\$ 266,500		
15	CTE Middle School Program Pathways	26 middle schools \$35,000 per middle school				\$ 200,000	\$ 710,000
16	Teacher Professional Learning	\$15,000 : 5 teachers engage in 4 week summer externship \$19,000: 20 teachers attend one week summer Institute \$5,200 for 20 teachers to complete job shadowing and sub coverage		\$ 39,200			
17	Program Implementation (GIC and AMPED)	Seven schools funded to implement program- 5 schools receive \$105,000 1 school receives \$50,000 1 school receives \$55,000 Coordinator training \$3,250 School training \$16,000			\$ 649,250		\$ 440,000
18	<b>Total Career Tech-Ed/STEM</b>		6.0	\$ 149,200	\$ 1,015,750	\$ 977,133	\$ 1,255,150
19							
20	<b>CLASSROOM/TECHNOLOGY</b>						
21	Technology	1:1 Devices		\$ 2,100,000	\$ -	\$ 900,000	\$ 900,000
22	<b>Total Classroom/Technology</b>		\$ -	\$ 2,100,000	\$ -	\$ 900,000	\$ 900,000
23							
24	<b>SAFETY AND MENTAL HEALTH SUPPORT</b>						
25	Student Success	Suicide Prevention Training			\$ 112,024		
26	Student Success	Social Emotional Learning Curriculum			\$ 471,822		
27	Student Success	Social Emotional Learning Assessments			\$ 156,996		
28	Student Success	Computers for New Social Emotional Learning Specialist			\$ 22,785		
29	Student Success	Crisis Intervention Training			\$ 30,000		
30	Student Success	Safe to Tell Materials			\$ 25,000		
31	Student Success	Principal Threat Assessment Training			\$ 3,500		
32	Student Success	Columbine Anniversary Support			\$ 30,000		
33	Student Success	Support Materials/Supplies for Elementary			\$ 121,536		
34	Student Success	Social Emotional Learning Specialist	52.0			\$ 4,078,000	

5A Mill Levy Override - Budgeted Expenditures by Year (page 2)

	A	B	D	E	F	H	I
2	Group	Line Description	FTE	On-going	One time	On-going	One time
35	Student Success	GT Social Emotional Learning Counselors	2.0			\$ 208,000	
36	Student Success	Behavioral Team + Training	5.0			\$ 401,000	
37	Student Success	Suicide Prevention and Support				\$ 210,000	
38	Student Success	Employee Assistance Program (EAP)	1.0			\$ 97,500	
39	Student Success	SEL Training and Materials				\$ 150,200	
40	Student Success	School Allocation \$10/Student					\$ 860,000
41	Student Success	Contracted Drug Intervention Services				\$ 60,000	\$ 140,000
42	Student Success	Contracted Services					\$ 250,000
43	Student Success	Registered Nurses	9.0			\$ 690,300	
44	Student Success	Title IX Coordinator	1.0			\$ 105,000	
45	<b>Total Safety and Mental Health Support</b>		<b>\$ 70</b>	<b>\$ -</b>	<b>\$ 973,663</b>	<b>\$ 6,000,000</b>	<b>\$ 1,250,000</b>
46							
47	<b>EXPANSION OF EARLY CHILDHOOD</b>						
48	FTE Need	6.0 FTE for 1/2 the year	6.00	\$ 229,320			
49	Professional Development	Coursework investment			\$ 50,000		\$ 100,000
50	Full Day Preschool	Add two new preschool classrooms Convert 4 half day into full day classrooms		\$ 70,000			
51	Preschool	47 teachers	36.00			\$ 2,700,680	
52	Preschool	6 New Preschool Classrooms					\$ 800,000
53	<b>Total Expansion of Early Childhood</b>		<b>42.00</b>	<b>\$ 299,320</b>	<b>\$ 50,000</b>	<b>\$ 2,700,680</b>	<b>\$ 900,000</b>
54							
55		Cabinet recommendations	<b>118.0</b>	<b>\$ 17,548,520</b>	<b>\$ 2,039,413</b>	<b>\$ 10,577,813</b>	<b>\$ 4,305,150</b>



**5A Final Results FY 2019 - Budget to Actuals**

	A	B	E	F	G
1			<b>FY19</b>		
2			Budget	Actuals	Variance
3	HR/District-Wide	Compensation increase	\$ 15,000,000	\$ 15,000,000	\$ -
4	<b>COMPENSATION (50%)</b>		\$ 15,000,000	\$ 15,000,000	\$ -
5	Software	5 year Adobe Creative Cloud purchase 5 year Solid Works purchase	\$ 110,000	\$ -	\$ 110,000
6	Jeffco Career Links Project	Resources and Materials, Career Expo, events and summit			\$ -
7	Career Links School Supports FTE	Ensuring student success through work-based learning opportunities.			\$ -
8	Staff Development /Buck Institute (Teacher Capacity)	7 sessions with 35 attendees \$14,000 per session	\$ 100,000	\$ 96,700	\$ 3,300
9	College Credit for Pathways (Students)	Concurrent enrollment opportunities and to support students attaining an AAS degree through the Warren Tech model for early college.	\$ -		\$ -
10	Pathways to Teaching (Students)	The goal is to increase the number of students who earn certification toward graduation in teaching pathway to 60 students by 2020.	\$ -		\$ -
11	Engineering Pathway Equipment	3D printers for 13 Engineering Programs \$20,000 per printer Shipping cost 13 x 500 = \$6,500	\$ 266,500	\$ 253,457	\$ 13,043
12	CTE Middle School Program Pathways	26 middle schools \$35,000 per middle school	\$ -		\$ -
13	Teacher Professional Learning	\$15,000 : 5 teachers engage in 4 week summer externship \$19,000: 20 teachers attend one week summer Institute \$5,200 for 20 teachers to complete job shadowing and sub coverage	\$ 39,200	\$ 34,793	\$ 4,407
14	Program Implementation (GIC and AMPED)	Seven schools funded to implement program- 5 schools receive \$105,000 1 school receives \$50,000 1 school receives \$55,000 Coordinator training \$3,250 School training \$16,000	\$ 649,250	\$ -	\$ 649,250
15	<b>CAREER TECH-ED/STEM</b>		\$ 1,164,950	\$ 384,950	\$ 780,000
16	Technology	1:1 Devices	\$ 2,100,000	\$ 2,100,000	\$ -
17	<b>CLASSROOM/TECHNOLOGY</b>		\$ 2,100,000	\$ 2,100,000	\$ -
18	Student Success	Suicide Prevention Training	\$ 112,024	\$ 29,197	\$ 82,827
19	Student Success	Social Emotional Learning Curriculum	\$ 471,822	\$ 482,088	\$ (10,266)
20	Student Success	Social Emotional Learning Assessments	\$ 156,996	\$ 25,476	\$ 131,520
21	Student Success	Computers for New Social Emotional Learning Specialist	\$ 22,785	\$ 25,397	\$ (2,612)
22	Student Success	Crisis Intervention Training	\$ 30,000	\$ 13,049	\$ 16,951

5A Final Results FY 2019 - Budget to Actuals (page 2)

	A	B	E	F	G
2			Budget	Actuals	Variance
23	Student Success	Safe to Tell Materials	\$ 25,000	\$ -	\$ 25,000
24	Student Success	Principal Threat Assessment Training	\$ 3,500	\$ -	\$ 3,500
25	Student Success	Columbine Anniversary Support	\$ 30,000	\$ 24	\$ 29,977
26	Student Success	Support Materials/Supplies for Elementary	\$ 121,536	\$ -	\$ 121,536
27	Student Success	Social Emotional Learning Specialist		\$ -	\$ -
28	Student Success	GT Social Emotional Learning Counselors		\$ -	\$ -
29	Student Success	Behavioral Team + Training		\$ -	\$ -
30	Student Success	Suicide Prevention and Support		\$ 7,737	\$ (7,737)
31	Student Success	Employee Assistance Program (EAP)		\$ -	\$ -
32	Student Success	SEL Training and Materials		\$ -	\$ -
33	Student Success	School Allocation \$10/Student		\$ -	\$ -
34	Student Success	Contracted Drug Intervention Services		\$ -	\$ -
35	Student Success	Contracted Services		\$ -	\$ -
36	Student Success	Registered Nurses		\$ -	\$ -
37	Student Success	Title IX Coordinator		\$ -	\$ -
38	<b>SAFETY AND MENTAL HEALTH SUPPORT</b>		<b>\$ 973,663</b>	<b>\$ 582,967</b>	<b>\$ 390,696</b>
39	FTE Need	6.0 FTE for 1/2 the year	\$ 229,320	\$ 229,320	
40	Professional Development	Coursework investment	\$ 50,000	\$ 50,000	
41	Full Day Preschool	Add two new preschool classrooms Convert 4 half day into full day classrooms	\$ 70,000	\$ 70,000	
42	Preschool	47 teachers		\$ -	
43	Preschool	6 New Preschool Classrooms		\$ -	
44	<b>EXPANSION OF EARLY CHILDHOOD</b>		<b>\$ 349,320</b>	<b>\$ 349,320</b>	<b>\$ -</b>
45					
46	<b>5A REVENUE ALLOCATION TOTAL</b>		<b>\$ 19,587,933</b>	<b>\$ 18,417,237</b>	<b>\$ 1,170,696</b>

# Appendix D



## Appendix D Glossary of General Fund Expense Description

### Description of Expense Line

<b>General Administration</b>		
	<ul style="list-style-type: none"> <li>– Board of Education, Superintendent, School Innovation and Effectiveness, and Communications</li> <li>Salaries, benefits and other expenditures supporting these functions.</li> </ul>	<ul style="list-style-type: none"> <li>Election Expenses</li> <li>Legal Fees</li> <li>Audit Fees</li> </ul>
	<ul style="list-style-type: none"> <li>– Business Services</li> <li>Salaries, benefits and other expenditures supporting these functions.</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources</li> <li>Financial Services</li> <li>Technology Services</li> <li>Principal and interest payments - Certificates of participation</li> <li>Early retirement</li> </ul>
<b>School Administration</b>		
	Salaries, benefits and other expenditures supporting these functions.	<ul style="list-style-type: none"> <li>Principals</li> <li>Assistant Principals</li> <li>Secretaries</li> </ul>
<b>General Instruction</b>		
	Salaries, benefits and other expenditures supporting these functions. Includes instructional supplies, equipment, textbooks and copier usage.	<ul style="list-style-type: none"> <li>Teachers</li> <li>Teacher Librarians</li> <li>Substitute Teachers</li> <li>Resource Teachers</li> <li>Paraprofessionals</li> <li>Athletic Officials</li> <li>Athletic Game Workers</li> <li>Athletic Trainers</li> <li>Athletic Supplies</li> <li>Student Transportation</li> </ul>
<b>Special Education Instruction</b>		
	Salaries, benefits and other expenditures supporting these functions. Includes preschool, hearing, vision and challenge programs. Day treatment programs are also included in this category.	<ul style="list-style-type: none"> <li>Teachers</li> <li>Substitute Teachers</li> <li>Speech Therapists</li> <li>Interpreters</li> <li>Para-educators</li> </ul>
<b>Instructional Support</b>		
	<ul style="list-style-type: none"> <li>– Student Counseling and Health Services</li> <li>Salaries, benefits and other expenditures supporting this function</li> </ul>	<ul style="list-style-type: none"> <li>Instructional Coaches</li> <li>Psychologists</li> <li>Counselors</li> <li>Occupational Therapists</li> <li>Physical Therapists</li> <li>Nurses</li> <li>Social Workers</li> <li>Clinic Aide</li> <li>Homebound</li> <li>Child Find</li> <li>Student Data Services</li> </ul>

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

	<ul style="list-style-type: none"> <li>- Curriculum Development and Training</li> <li>Salaries, benefits and other expenditures supporting this function</li> </ul>	<ul style="list-style-type: none"> <li>Central Athletics</li> <li>Career and Technical Education</li> <li>Division of Instruction</li> <li>Online Education</li> <li>I2a Learning</li> <li>Assessment and Research</li> <li>Instructional Technology</li> <li>Grants Management</li> </ul>
<b>Operations and Maintenance</b>		
	<ul style="list-style-type: none"> <li>- Utilities and Energy Management</li> <li>Salaries, benefits and utility expenditures supporting this function</li> </ul>	<ul style="list-style-type: none"> <li>Natural Gas</li> <li>Propane</li> <li>Electricity</li> <li>Voice Communication Lines</li> <li>Water and Sanitation</li> <li>Storm Water</li> <li>Energy Management</li> </ul>
	<ul style="list-style-type: none"> <li>- Custodial</li> <li>Salaries, benefits and supply expenditures supporting this function</li> </ul>	<ul style="list-style-type: none"> <li>Custodians</li> <li>Trades Technicians</li> <li>Substitute Custodians</li> </ul>
	<ul style="list-style-type: none"> <li>- Facilities</li> <li>Salaries, benefits and supply expenditures supporting this function</li> </ul>	<ul style="list-style-type: none"> <li>Zone facility support</li> <li>Care &amp; Upkeep of Grounds and Equipment</li> <li>Environmental Compliance</li> <li>Funded Work Orders</li> <li>Network and Data Administration</li> </ul>
	<ul style="list-style-type: none"> <li>- School Site Supervision</li> <li>Salaries and benefits supporting this function.</li> </ul>	<ul style="list-style-type: none"> <li>Safety &amp; Security</li> <li>Campus Supervisors</li> </ul>
<b>Transportation</b>	<b>PRIOR YEAR ONLY</b>	
	Salaries, benefits, fuel, maintenance for District bus services.	

# Appendix E





Jefferson County School District, No. R-1  
Charter Schools  
Comparative Schedule of Revenues, Expenditures, and Changes in Fund Balance by School  
For the quarter ended December 31, 2019

	<b>June 30, 2018</b>	<b>2018/2019</b>	<b>December 31,</b>	<b>2018/2019</b>	<b>June 30, 2019</b>	<b>2019/2020</b>	<b>December 31,</b>	<b>2019/2020</b>
	<b>Actuals</b>	<b>Revised Budget</b>	<b>2018 Actuals</b>	<b>TD % of Budget</b>	<b>Actuals</b>	<b>Adopted Budget</b>	<b>2019 Actuals</b>	<b>YTD % of Budget</b>
<b>Addenbrooke Classical Academy</b>								
Revenue	\$ 6,463,874	\$ 7,993,689	\$ 4,000,805	50.05%	\$ 8,330,333	\$ 9,218,453	\$ 4,461,430	48.40%
Expenditures	7,165,839	8,126,014	3,912,500	48.15%	8,314,502	8,763,735	4,193,487	47.85%
Fund balance – beginning	3,186,162	2,484,198	2,484,198	100.00%	2,484,198	2,420,381	2,420,381	100.00%
Fund balance – ending	\$ 2,484,198	\$ 2,351,873	\$ 2,572,503	109.38%	\$ 2,500,028	\$ 2,875,099	\$ 2,688,324	93.50%
<b>Collegiate Academy</b>								
Revenue	\$ 3,471,610	\$ 4,288,883	\$ 2,090,697	48.75%	\$ 4,372,840	\$ 4,605,288	\$ 2,274,473	49.39%
Expenditures	3,621,020	4,148,052	1,783,639	43.00%	3,832,138	4,516,067	1,935,743	42.86%
Fund balance – beginning	1,281,914	1,132,504	1,132,504	100.00%	1,132,504	1,627,656	1,627,656	100.00%
Fund balance – ending	\$ 1,132,504	\$ 1,273,335	\$ 1,439,562	113.05%	\$ 1,673,207	\$ 1,716,877	\$ 1,966,386	114.53%
<b>Compass Montessori - Wheat Ridge</b>								
Revenue	\$ 3,194,649	\$ 2,967,656	\$ 1,714,711	57.78%	\$ 3,424,413	\$ 3,340,199	\$ 1,775,733	53.16%
Expenditures	3,083,482	3,039,981	1,573,577	51.76%	3,313,561	3,837,941	1,561,372	40.68%
Fund balance – beginning	561,633	672,800	672,800	100.00%	672,800	742,110	742,110	100.00%
Fund balance – ending	\$ 672,800	\$ 600,475	\$ 813,934	135.55%	\$ 783,653	\$ 244,368	\$ 956,471	391.41%
<b>Compass Montessori - Golden</b>								
Revenue	\$ 4,163,066	\$ 9,173,194	\$ 2,368,184	25.82%	\$ 8,949,778	\$ 4,582,986	\$ 2,417,885	52.76%
Expenditures	4,034,584	9,979,716	2,027,747	20.32%	9,483,761	5,107,863	2,123,159	41.57%
Fund balance – beginning	1,533,820	1,662,302	1,662,302	100.00%	1,662,302	1,080,085	1,080,085	100.00%
Fund balance – ending	\$ 1,662,302	\$ 855,780	\$ 2,002,738	234.02%	\$ 1,128,319	\$ 555,208	\$ 1,374,811	247.62%
<b>Doral Academy of Colorado</b>								
Revenue	\$ 2,062,579	\$ 2,034,150	\$ 1,075,232	52.86%	\$ 2,213,315	\$ 2,034,344	\$ 1,091,721	53.66%
Expenditures	2,002,394	2,032,584	984,122	48.42%	1,960,816	2,001,025	1,056,707	52.81%
Fund balance – beginning	141,609	201,794	201,794	100.00%	201,794	429,797	429,797	100.00%
Fund balance – ending	\$ 201,794	\$ 203,360	\$ 292,903	144.03%	\$ 454,293	\$ 463,116	\$ 464,811	100.37%
<b>Excel</b>								
Revenue	\$ 5,023,710	\$ 5,793,218	\$ 2,712,959	46.83%	\$ 5,486,165	\$ 5,724,310	\$ 2,950,965	51.55%
Expenditures	4,690,007	5,105,960	2,508,232	49.12%	5,076,677	7,202,222	2,695,593	37.43%
Fund balance – beginning	2,716,059	3,049,761	3,049,761	100.00%	3,049,761	3,398,540	3,398,540	100.00%
Fund balance – ending	\$ 3,049,761	\$ 3,737,019	\$ 3,254,488	87.09%	\$ 3,459,250	\$ 1,920,628	\$ 3,653,912	190.25%
<b>Great Work Montessori</b>								
Revenue	\$ 1,339,664	\$ 1,902,127	\$ 904,583	47.56%	\$ 1,965,072	\$ 2,195,972	\$ 1,132,263	51.56%
Expenditures	1,288,615	1,784,183	833,228	46.70%	1,668,433	2,122,803	1,042,342	49.10%
Fund balance – beginning	-	-	-	0.00%	-	-	-	0.00%
Fund balance – ending	\$ 51,049	\$ 117,945	\$ 71,355	60.50%	\$ 296,640	\$ 73,169	\$ 89,921	122.90%
<b>Jefferson Academy</b>								
Revenue	\$ 16,413,475	\$ 19,455,363	\$ 9,145,536	47.01%	\$ 20,779,929	\$ 19,428,024	\$ 15,971,603	82.21%
Expenditures	16,909,001	24,635,354	11,048,946	44.85%	23,090,302	21,280,984	12,792,654	60.11%
Fund balance – beginning	5,245,810	3,807,743	3,807,743	100.00%	3,807,743	3,385,270	3,385,270	100.00%
Fund balance – ending	\$ 4,750,285	\$ (1,372,248)	\$ 1,904,333	-138.77%	\$ 1,497,370	\$ 1,532,310	\$ 6,564,219	428.39%
<b>Lincoln Academy</b>								
Revenue	\$ 6,884,508	\$ 7,631,977	\$ 3,786,767	49.62%	\$ 7,706,218	\$ 8,064,790	\$ 4,169,915	51.71%
Expenditures	6,642,881	7,927,847	3,429,015	43.25%	7,617,193	8,173,250	3,871,121	47.36%
Fund balance – beginning	2,645,404	2,887,031	2,887,031	100.00%	2,887,031	2,884,585	2,884,585	100.00%
Fund balance – ending	\$ 2,887,031	\$ 2,591,161	\$ 3,244,783	125.23%	\$ 2,976,056	\$ 2,776,125	\$ 3,183,380	114.67%

Jefferson County School District, No. R-1  
Charter Schools  
Comparative Schedule of Revenues, Expenditures, and Changes in Fund Balance by School  
For the quarter ended December 31, 2019

	<b>June 30, 2018</b>	<b>2018/2019</b>	<b>December 31,</b>	<b>2018/2019Y</b>	<b>June 30, 2019</b>	<b>2019/2020</b>	<b>December 31,</b>	<b>2019/2020</b>
	<b>Actuals</b>	<b>Revised Budget</b>	<b>2018 Actuals</b>	<b>TD % of Budget</b>	<b>Actuals</b>	<b>Adopted Budget</b>	<b>2019 Actuals</b>	<b>YTD % of Budget</b>
<b>Montessori Peaks</b>								
Revenue	\$ 4,740,993	\$ 4,698,536	\$ 2,388,491	50.83%	\$ 4,843,910	\$ 5,140,937	\$ 2,463,306	47.92%
Expenditures	4,417,526	4,269,223	2,222,695	52.06%	4,577,694	4,737,884	2,322,495	49.02%
Fund balance – beginning	1,281,914	1,132,504	1,132,504	100.00%	1,132,504	1,627,656	1,627,656	100.00%
Fund balance – ending	\$ 1,605,381	\$ 1,561,817	\$ 1,298,300	83.13%	\$ 1,398,720	\$ 2,030,709	\$ 1,768,466	87.09%
<b>Mountain Phoenix</b>								
Revenue	\$ 5,263,903	\$ 5,893,942	\$ 3,294,521	55.90%	\$ 6,339,624	\$ 6,387,035	\$ 3,390,707	53.09%
Expenditures	5,304,278	5,848,710	3,109,015	53.16%	5,938,799	6,374,515	3,336,076	52.33%
Fund balance – beginning	1,990,891	1,950,516	1,950,516	100.00%	1,950,516	2,281,662	2,281,662	100.00%
Fund balance – ending	\$ 1,950,516	\$ 1,995,748	\$ 2,136,021	107.03%	\$ 2,351,342	\$ 2,294,182	\$ 2,336,293	101.84%
<b>New America</b>								
Revenue	\$ 2,514,038	\$ 2,569,515	\$ 979,959	38.14%	\$ 2,478,322	\$ 2,565,054	\$ 706,087	27.53%
Expenditures	2,379,144	2,569,516	1,082,111	42.11%	2,442,885	2,565,054	1,571,670	61.27%
Fund balance – beginning	986,610	1,121,504	1,121,504	100.00%	1,121,504	1,133,950	1,133,950	100.00%
Fund balance – ending	\$ 1,121,504	\$ 1,121,503	\$ 1,019,353	90.89%	\$ 1,156,942	\$ 1,133,950	\$ 268,367	23.67%
<b>Rocky Mountain Academy of Evergreen</b>								
Revenue	\$ 2,436,557	\$ 5,939,972	\$ 1,476,985	24.87%	\$ 6,278,425	\$ 3,393,665	\$ 1,847,210	54.43%
Expenditures	2,548,493	5,850,667	1,422,516	24.31%	5,955,542	3,078,016	1,725,770	56.07%
Fund balance – beginning	1,108,816	996,880	996,880	100.00%	996,880	1,290,519	1,290,519	100.00%
Fund balance – ending	\$ 996,880	\$ 1,086,185	\$ 1,051,349	96.79%	\$ 1,319,763	\$ 1,606,168	\$ 1,411,959	87.91%
<b>Rocky Mountain Deaf School</b>								
Revenue	\$ 2,762,131	\$ 2,730,948	\$ 1,044,623	38.25%	\$ 2,922,575	\$ 2,817,189	\$ 950,508	33.74%
Expenditures	2,580,051	2,880,401	1,446,492	50.22%	2,811,614	2,817,189	1,458,304	51.76%
Fund balance – beginning	272,351	454,431	454,431	100.00%	454,431	523,771	523,771	100.00%
Fund balance – ending	\$ 454,431	\$ 304,978	\$ 52,562	17.23%	\$ 565,392	\$ 523,771	\$ 15,974	3.05%
<b>Two Roads High School</b>								
Revenue	\$ 4,521,632	\$ 8,016,210	\$ 2,306,881	28.78%	\$ 7,865,830	\$ 4,798,107	\$ 2,682,177	55.90%
Expenditures	4,465,470	7,701,747	2,161,785	28.07%	7,788,608	4,500,886	2,361,962	52.48%
Fund balance – beginning	842,217	898,379	898,379	100.00%	898,379	917,539	917,539	100.00%
Fund balance – ending	\$ 898,379	\$ 1,212,842	\$ 1,043,475	86.04%	\$ 975,601	\$ 1,214,760	\$ 1,237,753	101.89%
<b>Woodrow Wilson Academy</b>								
Revenue	\$ 6,895,515	\$ 10,281,546	\$ 3,574,167	34.76%	\$ 10,481,645	\$ 7,393,114	\$ 3,862,810	52.25%
Expenditures	8,333,583	11,129,348	3,290,148	29.56%	10,824,998	7,204,564	3,597,246	49.93%
Fund balance – beginning	5,245,810	3,807,743	3,807,743	100.00%	3,807,743	3,385,270	3,385,270	100.00%
Fund balance – ending	\$ 3,807,743	\$ 2,959,941	\$ 4,091,761	138.24%	\$ 3,464,390	\$ 3,573,820	\$ 3,650,833	102.15%