



Quarterly Financial Report

For The Quarter Ended March 31, 2014

Submitted to the Board of Education

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by

Lorie B. Gillis,

Chief Financial Officer

Kathleen Askelson

Executive Director, Finance

Jeffco Public Schools

Quarterly Financial Report
For The Quarter Ended March 31, 2014

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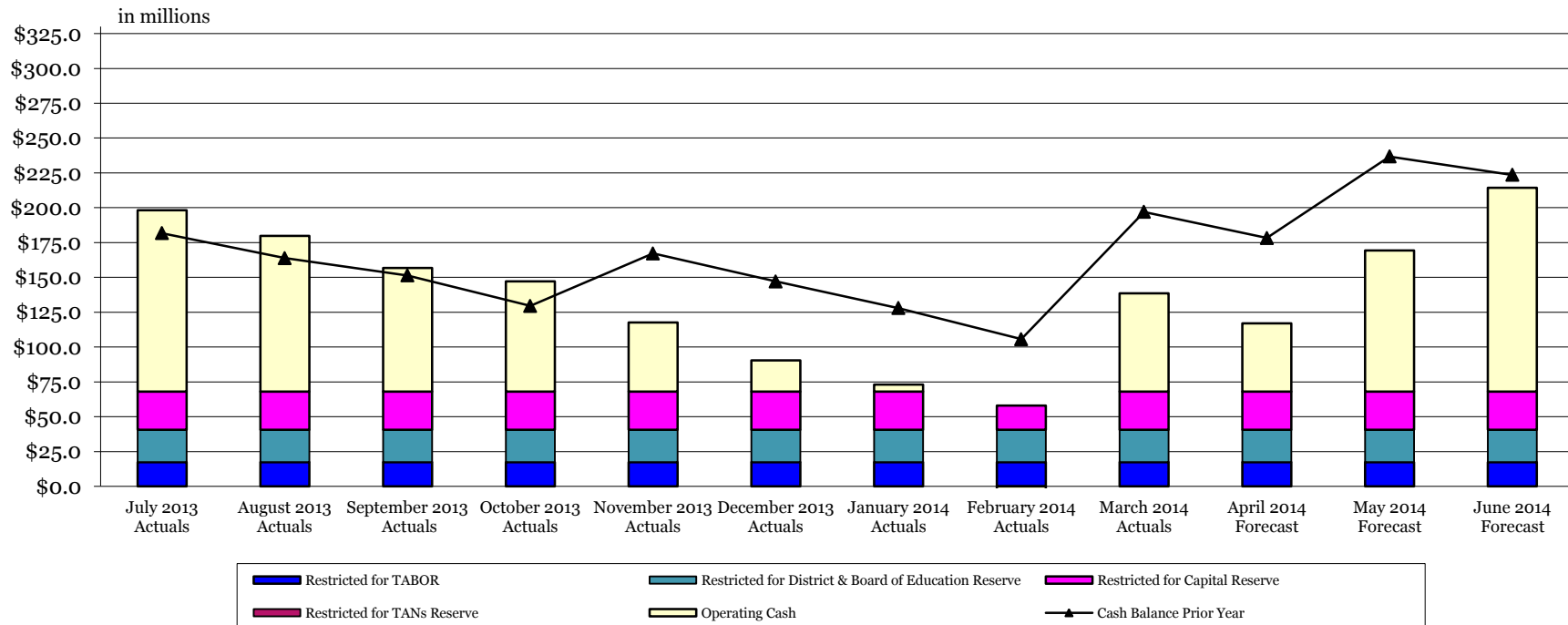
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Charter School Comparative Schedule of Revenues, Expenditures and Changes in Fund Balance By School

Cash Management

The total available operating cash balance on March 31, 2014, was \$138 million compared to \$197 million on March 31, 2013. This includes Operating and Reserve Funds. The 2013/2014 trend shows a steady and predictable decline as available reserves have been used. The variability in the 2012/2013 trend (higher cash balances) is due to the fact that in 2012/2013 the district issued \$63 million of Tax Anticipation Notes (TANs). These funds were received in November and spent down over the next four months until property tax revenue was received. The district did not issue TANs for 2013/2014 which explains the variance indicated below beginning in November.

Jeffco Public Schools
Ending Cash Balances: July 2013 through June 2014
As of March 31, 2014



Jefferson County School District, No. R-1
Schedule of Investments
As of March 31, 2014

Financial Institution	Purchase Date	Maturity Date	Yield	Balance as of March 31, 2014	Percent of Portfolio
US Bank - Cash Concentration ¹			0.50%	\$ 37,749,254.33	27.25%
CSAFE			0.09%	71,239,527.28	51.42%
Cutwater Investment - FDA Proceeds ²	Avg. maturity 813 days		0.80%	29,550,514.07	21.33%
<u>Invested/Total Pooled Cash³</u>				<u>\$ 138,539,295.68</u>	100.00%
Weighted Average of yield and maturity on March 31, 2014			0.35%		
<u>Weighted Average as of March 31, 2013</u>			<u>0.42%</u>		
Change			-0.07%		
Checking - USBank Construction ¹			0.50%	205,788.17	
Cutwater Investment of Bond Proceeds	Avg. maturity 387 days		0.36%	50,261,616.99	
<u>CSAFE - 2012 Bond Construction Proceeds</u>			0.90%	<u>52,932,891.38</u>	
Total 2012 Construction Proceeds				<u>\$ 103,400,296.54</u>	
<u>Wells Fargo Bond Redemption Fund</u>				<u>35,412,012.69</u>	
Funds Held in Trust				<u>\$ 138,812,309.23</u>	

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

²The Cutwater Investment is presented at fair value. The yield is a fair representation of the weighted average yield with the assumption that investments are held to maturity.

³Pooled 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 March 31, 2014

	2013/2014	2012/2013	Variance
	YTD Actual	YTD Actual	Increase
			(Decrease)
Total Cash Flow for All Funds (excluding Debt Service)			
Operating Cash Balance	\$ 223,612,753	\$ 208,141,178	\$ 15,471,576
Receipts			
Property Tax	76,537,757	76,671,606	(133,849)
Property Tax - 1999 Mill Levy Override	14,623,382	14,404,702	218,680
Property Tax - 2004 Mill Levy Override	15,729,204	16,051,350	(322,146)
Property Tax - 2012 Mill Levy Override	15,932,700	15,015,406	917,295
Specific Ownership Tax	20,443,114	18,484,532	1,958,582
State Equalization ¹	237,196,533	232,071,681	5,124,852
Other State Revenues	21,667,182	20,999,519	667,663
TAN Proceeds ²	-	63,083,467	(63,083,467)
Food Service Receipts	17,777,383	16,142,105	1,635,277
School Based Fees (including Child Care)	35,628,401	35,970,721	(342,320)
Grant Receipts ³	38,441,284	33,116,252	5,325,033
Investment Earnings	485,090	497,390	(12,300)
Other Receipts	8,115,064	9,768,964	(1,653,900)
Grand Total Receipts	<u>502,577,096</u>	<u>552,277,695</u>	<u>(49,700,599)</u>
Disbursements			
Payroll - Employee ⁴	370,029,851	393,836,831	(23,806,980)
Payroll Related - Benefits ⁴	95,774,101	63,895,458	31,878,643
Capital Reserve Projects	27,992,378	18,636,274	9,356,104
Non-Compensatory Operating Expenses	93,854,224	87,044,555	6,809,669
TAN Repayment	-	-	-
Grand Total Disbursements	<u>587,650,554</u>	<u>563,413,118</u>	<u>24,237,436</u>
Net increase (decrease) in cash	(85,073,458)	(11,135,423)	(73,938,035)
Total Cash on hand	\$ 138,539,296	\$ 197,005,755	\$ (58,466,459)
TABOR Reserve (3%)	(17,451,600)	(18,500,000)	1,048,400
District & Board of Education Reserve (4%)	(23,268,800)	(22,289,700)	(979,100)
Total Operating Cash	<u>\$ 97,818,896</u>	<u>\$ 156,216,055</u>	<u>\$ (58,397,159)</u>

¹ Increase in state equalization per pupil revenue.

² Tax anticipation notes were not issued for the current year cash flow.

³ Additional grants for FY 2014 include Read Act, Gates Foundation and BEST grant for Rocky Mtn Deaf School.

⁴ Employee benefit allocation reclassified from payroll employee line to benefits line in FY 2014. Overall increase is from PERA mandated increase in employer contributions.

Jefferson County School District
 General Fund Revenues
 As of March 31, 2014

	2013/2014 Y-T-D Revenue	2012/2013 Y-T-D Revenue	Variance Increase/(Decrease)	Percentage Increase/(Decrease)
Taxes ¹	\$ 140,592,889	\$ 139,627,636	\$ 965,253	1%
State of Colorado ²	224,920,106	221,733,121	3,186,985	1%
Interest	7	11	(4)	(36)%
Tuition, Fees & Other ³	11,457,776	12,029,371	(571,595)	(5)%
Total Revenues	\$ 376,970,778	\$ 373,390,139	\$ 3,580,639	1%

¹ Specific Ownership tax is up over the previous year by \$1,979,000 and property tax collections are down \$1,021,000.

² Increases in state funding of \$2,928,000.

³ 2012/2013 year revenue contains a class action settlement check from JP Morgan for \$700,000

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Total year-to-date expenditures for fiscal year 2014 are \$424,348,681. Expenditures are higher than prior year-to-date expenditures of \$419,232,643. A breakout by expenditure objects is reflected below:

General Fund Expenditures by Type
For the quarter ended March 31, 2014

Account Description	Y-T-D Expenditures 2013/2014	Y-T-D Expenditures 2012/2013	Variance Increase (Decrease)	Percent Increase (Decrease)	Comments
Salaries	\$ 293,824,007	\$ 291,638,754	\$ 2,185,253	1%	Increase/Decrease: Effective with the September 2013 payroll, a 3% increase was applied to wages due to the reinstatement of furlough/non-work days. This increase in compensation is being partially offset with the savings from staff turnover.
Benefits	78,164,408	76,104,827	\$ 2,059,581	3%	Increase/Decrease: PERA contributions have increased due to the legislatively mandated increase in employer contribution rate. The PERA rate effective January 1, 2013, is 16.55%.
Purchased Services	40,039,540	39,157,672	\$ 881,869	2%	Increase/Decrease Const. Maint./Repair Bldg \$98,000 Technology Services \$(73,000) Utilities \$(170,000) Software Purchase/Lease \$161,000 Consultants/Contract Services \$928,000 Out of district/Spec Ed. \$616,000 Voice Communication Line \$(136,000) Election Expense \$(310,000) Contract Maint/Equip Repair \$(38,000) Athletic Trainer \$(196,000) Timing of Invoices
Materials and Supplies	12,259,839	11,905,936	\$ 353,903	3%	Increase/Decrease Textbooks \$(104,000) Copier Usage \$61,000 Instructional Materials/Equip. \$(87,000) Athletic Supplies \$(59,000) Testing Materials \$114,000 Office Materials/Equip. \$73,000 Maint. Materials/Supplies \$351,000
Capital Outlay	360,886	425,454	\$ (64,568)	(15)%	Increase/Decrease: Vehicles \$(21,000) Plant/Shop Equipment \$48,000 Building Improvements \$(102,000) Office Equipment \$17,000
Total Expenditures	\$ 424,648,681	\$ 419,232,643	\$ 5,416,038	1%	

Transfers:

The following table summarizes the transfers from the General Fund:

Summary of Transfers From the General Fund		
	<u>2013/2014</u> <u>Year to date</u>	<u>2012/2013</u> <u>Year to date</u>
Mandatory and Other Transfers		
Mandatory transfer of Colorado Preschool funding	4,051,755	3,041,927
Transfer to Capital Reserve	16,167,000	16,217,000
Transfer to Insurance Reserve	5,038,200	4,953,450
Mandatory transfer to Transportation	<u>10,842,975</u>	<u>10,534,726</u>
Total mandatory and required transfers	<u>36,099,930</u>	<u>34,747,103</u>
Additional Transfers		
Transfer to Technology for infrastructure	3,508,725	4,837,500
Transfer to Campus Activity to cover waived fees	<u>439,082</u>	<u>343,544</u>
Total additional transfers	<u>3,947,807</u>	<u>5,181,044</u>
Total transfers	<u><u>\$ 40,047,737</u></u>	<u><u>\$ 39,928,147</u></u>

General Fund – Expenditures by Activity for the quarter ended March 31, 2014					
Description	Y-T-D Expenditures 2013/2014	Y-T-D Expenditures 2012/2013	Variance Increase (Decrease)	Percent Increase (Decrease)	Comments
General Administration:					
Board of Education, Superintendent, Community Superintendents and Communications	\$ 3,067,048	\$ 2,582,136	484,912	19%	Increase/Decrease: Compensation and Benefits \$800,000 Mileage/Travel \$7,000 Election Expense \$(310,000) Contract Services \$42,000 Library Materials \$4,000 Legal Fees \$(26,000) Audit Fees \$(31,000)
Business Services	17,860,850	17,248,623	612,227	4%	Increase/Decrease: Compensation and Benefits \$482,000 Employee Background Verification/Physicals \$37,000 Unemployment Comp. \$14,000 Technology Services \$(73,000) Office Mat/Equip. \$11,000 Contract Services/Consultants \$125,000 Marketing/Advertising \$19,000
General Administration Total	20,927,898	19,830,759	1,097,139	6%	
School Administration	35,296,432	34,491,851	804,581	2%	Increase/Decrease: Compensation and Benefits \$684,000 Copier Usage \$46,000 Office Materials/Equip. \$34,000 Contract Labor/Services \$26,000 Building Improvements \$44,000 Marketing/Advertising \$19,000 Athletic Equipment \$(19,000) Vehicles \$(21,000)
General Instruction	242,888,225	241,162,963	1,725,262	1%	Increase/Decrease: Compensation and Benefits \$1.8M Student Transportation \$52,000 Textbooks \$(81,000) Tuition Reim.-Other Facilities \$29,000 Employee Train/Conf. \$28,000 Instructional Materials/Equip. \$163,000 Athletic Supplies \$(68,000) Athletic Trainer \$(196,000)-timing of invoices Office Materials/Equip. \$(34,000) Contract Maint/Equip. Repair \$41,000
Special Education Instruction	41,871,494	40,887,170	984,324	2%	Increase/Decrease: Compensation and Benefits \$506,000 Out of District Placement \$536,000 Mileage/Travel \$15,000 Contract Services \$(85,000) Office Mat/Supplies \$(11,000) Curriculum Dev/Staff Training \$(7,000) Testing Materials \$36,000

General Fund – Expenditures by Activity for the quarter ended March 31, 2014					
Description	Y-T-D Expenditures 2013/2014	Y-T-D Expenditures 2012/2013	Variance Increase (Decrease)	Percent Increase (Decrease)	Comments
Instructional Support:					
Student Counseling and Health Services	24,452,252	24,303,028	149,224	1%	Increase/Decrease: Compensation and Benefits \$15,000 Legal \$(15,000) Contract Services \$118,000 Tuition Reimb. Other Facilities \$51,000 Telephone Charges \$(12,000) Employee Train/Conf. \$(5,000)
Curriculum Development and Training	11,731,703	11,264,187	467,516	4%	Increase/Decrease: Compensation and Benefits \$(246,000) Instructional Materials/Equip. \$(235,000) Contract Services/Labor \$737,000 Software Purchase \$164,000 Computer Hardware/Lease \$(29,000) Office Mat./Equip. \$65,000 Testing Materials \$53,000 Contract Maint./Equip. Repair \$(61,000) Employee Train/Conf. \$12,000 Legal Fees \$45,000 Textbooks \$(39,000)
Instructional Support Total	36,183,955	35,567,215	616,740	2%	
Operations and Maintenance:					
Utilities and Energy Management	14,511,204	14,869,320	(358,116)	(2)%	Increase/Decrease: Compensation and Benefits \$(27,000) Natural Gas \$717,000 Electricity \$(463,000) Voice Communication Line \$(136,000) Water \$(447,000)
Custodial	17,904,965	18,065,653	(160,688)	(1)%	Increase/Decrease: Compensation and Benefits \$(146,000) Custodial Supplies \$(21,000) Maint Mat./Supplies \$2,000 Mileage and Travel \$3,000
Facilities	\$ 13,241,587	\$ 12,548,707	\$ 692,880	6%	Increase/Decrease: Compensation and Benefits \$317,000 Const. Maint./Repair Bldg. \$117,000 Maint. Materials/Supplies \$350,000 Building Improvements \$(149,000) Permits/Licenses/Fees \$(26,000) Small Hand Tools \$29,000 Plant/Shop Equip. \$48,000 Athletic Supplies \$9,000
School Site Supervision	1,822,921	1,809,005	13,916	1%	Increase/Decrease: Compensation and Benefits \$14,000
Operations and Maintenance Total	47,480,677	47,292,685	187,992	0%	
Total Expenditures	\$ 424,648,681	\$ 419,232,643	\$ 5,416,038	1%	

Jefferson County School District, No. R-1
Comparative Schedule of Beginning Fund Balance, Revenue, Expenditures, and Ending Fund Balance
For the quarter ended
March 31, 2014
General Fund

	June 30, 2012	2012/2013	March 31, 2013	2012/2013	June 30, 2013	2013/2014	March 31, 2014	2013/2014
	Actuals	Revised	Actuals	Y-T-D % of	Actuals	Revised Budget	Actuals	Y-T-D % of
		Budget		Budget				Budget
Beginning Fund Balance GAAP Basis	54,761,088	36,054,500	36,054,553		36,054,553	49,966,565	49,966,565	100.00%
Revenues								
Property taxes	258,988,299	298,900,000	121,070,799	40.51%	297,711,845	299,903,500	120,057,082	40.03%
State of Colorado	294,757,466	292,420,000	221,733,121	75.83%	293,126,837	305,320,900	224,920,106	73.67%
Specific ownership taxes	23,537,666	24,600,000	18,556,837	75.43%	25,006,758	24,000,000	20,535,807	85.57%
Interest earnings	1,153,994	150,000	11	0.01%	12	200,000	7	0.00%
Tuition, fees and other	15,464,774	15,390,000	12,029,371	78.16%	16,022,254	14,812,000	11,457,776	77.35%
Total revenues	593,902,199	631,460,000	373,390,139	59.13%	631,867,706	644,236,400	376,970,778	58.51%
Expenditures								
Current:								
General administration	28,148,084	29,521,114	19,830,759	67.17%	27,804,543	30,160,361	20,927,898	69.39%
School administration	46,466,520	46,494,957	34,491,851	74.18%	46,137,612	46,452,982	35,296,432	75.98%
General instruction	321,963,109	323,544,131	241,162,964	74.54%	323,643,533	331,400,671	242,888,225	73.29%
Special Ed instruction	51,571,414	57,413,779	40,887,170	71.21%	56,030,356	56,500,536	41,871,494	74.11%
Instructional support	52,109,108	50,267,548	35,567,215	70.76%	48,697,568	52,045,102	36,183,955	69.52%
Operations and maintenance	65,881,515	64,964,171	47,292,684	72.80%	64,194,040	66,013,548	47,480,677	71.93%
Total expenditures	566,139,750	572,205,700	419,232,643	73.27%	566,507,652	582,573,200	424,648,681	72.89%
Excess (deficiency) of revenues over (under) expenditures	27,762,449	59,254,300	(45,842,504)	(77.37)%	65,360,054	61,663,200	(47,677,903)	(77.32)%
Other financing sources (uses):								
Transfers in (out):								
Child care fund	(4,040,569)	(4,066,000)	(3,041,927)	74.81%	(4,065,067)	(4,221,400)	(4,051,755)	95.98%
Capital reserve	(20,556,000)	(21,526,000)	(16,217,000)	75.34%	(21,526,000)	(21,556,000)	(16,167,000)	75.00%
Insurance reserve	(6,581,000)	(6,598,700)	(4,953,450)	75.07%	(6,598,700)	(6,717,600)	(5,038,200)	75.00%
Technology	(2,450,000)	(5,450,000)	(4,837,500)	88.76%	(5,450,000)	(4,678,300)	(3,508,725)	75.00%
Campus activity	(498,276)	(600,000)	(343,544)	57.26%	(596,665)	(550,000)	(439,082)	79.83%
Transportation	(12,343,139)	(13,998,600)	(10,534,726)	75.26%	(13,211,610)	(14,457,300)	(10,842,975)	75.00%
Total other financing sources (uses)	(46,468,984)	(52,239,300)	(39,928,147)	76.43%	(51,448,042)	(52,180,600)	(40,047,737)	76.75%
Revenue over (under) expenditures	(18,706,535)	7,015,000	(85,770,651)	(1222.67)%	13,912,012	9,482,600	(87,725,640)	(925.12)%
Reserves:								
Restricted/Committed/Assigned								
TABOR	15,932,358	16,717,200	15,756,129	94.25%	15,756,129	17,451,600	17,451,600	100.00%
School carryforward reserve	13,860,000	13,300,000	11,500,000	86.47%	11,500,000	12,000,000	12,000,000	100.00%
Utility reserve	2,000,000	2,000,000	2,000,000	100.00%	2,000,000	2,000,000	2,000,000	100.00%
Unassigned budget basis								
Board of Education Policy reserve	22,780,550	22,289,700	22,660,306	101.66%	22,660,306	23,268,800	23,268,800	100.00%
Undesignated reserves	(18,518,355)	(11,237,400)	(101,632,533)	904.41%	(1,949,870)	4,728,765	(92,479,475)	(1955.68)%
Total Unassigned Fund Balance	4,262,195	11,052,300	(78,972,227)	(714.53)%	20,710,436	27,997,565	(69,210,675)	(247.20)%
Ending Fund Balance GAAP	36,054,553	43,069,500	(49,716,098)	(115.43)%	49,966,565	59,449,165	(37,759,075)	(63.51)%

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**Jefferson County School District, No. R-1
Budget Reconciliation
March 31, 2014**

	<u>Revenue Budget</u>	<u>Appropriation Budget</u>	<u>Org Budget</u>
2013/2014 Original Adopted Budget	644,236,400	634,753,800	634,753,800
	644,236,400	634,753,800	634,753,800
<hr/>			
2012/2013 Psoft Budget (excluding Carryforward)	<u>631,460,000</u>	<u>634,753,800</u>	<u>634,753,800</u>

Accruals and Estimates

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

Accruals and estimates for unrecorded expenses for the quarter ended March 31, 2014

Food Service	\$	3,452
Child Care		11,867
General fund		506,346
Charter schools		14,150
Grants		29,178
Campus activity		99,693
Risk Management		4,062
Transportation		35,070
Employee benefits		172,464
Technology		18,948
Total accruals and estimates		\$895,230

Capital Funds:

Debt Service Fund

Property tax revenue for debt service has increased in the third quarter with the majority to be received fourth quarter. General obligation interest payments will be paid in June 2014.

Capital Reserve Fund – Capital Projects

Capital Reserve revenues include the sale of Columbine Hills and Foster cottages for \$560,193, the sale of land to Rocky Mountain Deaf School for \$652,297 and Jefferson County fees in lieu of \$385,514. Major project expenditures for the year through the third quarter include HVAC control replacements, paving and concrete replacement, roof work, ADA accessibility, structural repairs, elevator repairs and kitchen repairs. The year end expenditure estimate for the fund continues to be \$30,529,400 but a supplemental appropriation may be needed if expenditures accelerate with the timing and progress of projects.

Building Fund – Capital Projects

The Building Fund was established with the issuance of voter approved bonds for capital improvement. Expenditures for the year include work for district-wide paving and concrete, central area roof replacements, Standley Lake HS general upgrades, Manning roof replacement, Peck roof replacement, Chatfield HS roof replacement, Jefferson HS general upgrades, district-wide water heaters, piping and fixtures. Due to the timing of the November voter approval, planning for projects started later than average. Favorable bids on roofing across the district also resulted in costs lower than originally estimated. However, current bids for mechanical, electrical and plumbing are coming in higher than anticipated due to a supply and demand issue in the region. Overall projects are still within budget as project contingencies are planned for these variances.

Jefferson County School District, No. R-1
Debt Service
Comparative Schedule of Revenues, Expenditures and Changes in Fund Balance
For the quarter ended March 31, 2014

	June 30, 2012	2012/2013	March 31, 2013	2012/2013	June 30, 2013	2013/2014	March 31, 2014	2013/2014
	Actuals	Revised Budget	Actuals	Y-T-D % of Budget	Actuals	Revised Budget	Actuals	Y-T-D % of Budget
Revenue:								
Property tax	\$ 77,770,429	\$ 52,039,700	\$ 21,297,988	40.93%	\$ 51,969,139	\$ 50,489,000	\$ 20,965,201	41.52%
Interest	2,282	5,000	1,753	35.06%	2,489	5,000	2,123	42.45%
Total revenues	<u>77,772,711</u>	<u>52,044,700</u>	<u>21,299,741</u>	<u>40.93%</u>	<u>51,971,628</u>	<u>50,494,000</u>	<u>20,967,323</u>	<u>41.52%</u>
Expenditures:								
Debt service								
Principal retirements	50,080,000	51,465,000	37,049,837	71.99%	51,465,000	26,820,000	26,820,000	100.00%
Interest and fiscal charges	24,001,813	22,466,800	25,081,652	111.64%	22,451,708	23,093,500	11,823,237	51.20%
Total debt service	<u>74,081,813</u>	<u>73,931,800</u>	<u>62,131,489</u>	<u>84.04%</u>	<u>73,916,708</u>	<u>49,913,500</u>	<u>38,643,237</u>	<u>77.42%</u>
Excess of revenues over (under) expenditures	3,690,898	(21,887,100)	(40,831,748)	186.56%	(21,945,080)	580,500	(17,675,914)	(3044.95)%
Other financing sources (uses)								
General obligation bond proceeds	-	69,540,000	69,540,000	0.00%	69,540,000	-	-	0.00%
Payment to refunded bond escrow agent	-	(83,415,200)	(83,415,163)	0.00%	(83,415,163)	-	-	0.00%
Premium from refunding bonds	-	13,432,000	13,431,992	0.00%	13,431,992	-	-	0.00%
Total other financing sources (uses)	<u>-</u>	<u>(443,200)</u>	<u>(443,171)</u>	<u>0.00%</u>	<u>(443,171)</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>
Excess of revenues and other financing sources & uses over (under) expenditures	3,690,898	(22,330,300)	(41,274,919)	184.84%	(22,388,251)	580,500	(17,675,914)	(3044.95)%
Fund balance – beginning	<u>72,341,627</u>	<u>76,032,500</u>	<u>76,032,525</u>	<u>100.00%</u>	<u>76,032,525</u>	<u>53,644,274</u>	<u>53,644,274</u>	<u>100.00%</u>
Fund balance – ending	<u>\$ 76,032,525</u>	<u>\$ 53,702,200</u>	<u>\$ 34,757,606</u>	<u>64.72%</u>	<u>\$ 53,644,274</u>	<u>\$ 54,224,774</u>	<u>\$ 35,968,360</u>	<u>66.33%</u>

Jefferson County School District, No. R-1
Capital Reserve - Capital Proj
Comparative Schedule of Revenues, Expenditures and Changes in Fund Balance
For the quarter ended March 31, 2014

	June 30, 2012	2012/2013	March 31, 2013	2012/2013	June 30, 2013	2013/2014	March 31, 2014	2013/2014
	Actuals	Revised Budget	Actuals	Y-T-D % of Budget	Actuals	Revised Budget	Actuals	Y-T-D % of Budget
Revenue:								
Interest	\$ -	\$ 125,000	\$ -	0.00%	\$ -	\$ 30,000	\$ -	0.00%
Other	263,529	2,850,000	1,256,399	44.08%	1,322,568	350,000	1,604,762	458.50%
Total revenues	<u>263,529</u>	<u>2,975,000</u>	<u>1,256,399</u>	<u>42.23%</u>	<u>1,322,568</u>	<u>380,000</u>	<u>1,604,762</u>	<u>422.31%</u>
Expenditures:								
Capital outlay								
Facility improvements	22,065,871	25,658,700	11,550,528	45.02%	25,335,189	26,867,700	16,546,289	61.58%
District utilization	871,121	1,750,000	1,410,484	80.60%	1,509,770	1,134,000	214,456	18.91%
New construction	74,133	599,000	-	0.00%	-	-	-	0.00%
Vehicles	4,348,499	2,943,800	2,480,998	84.28%	2,509,647	2,527,700	2,359,805	93.36%
Total expenditures	<u>27,359,625</u>	<u>30,951,500</u>	<u>15,442,010</u>	<u>49.89%</u>	<u>29,354,606</u>	<u>30,529,400</u>	<u>19,120,550</u>	<u>62.63%</u>
Excess of revenues over (under) expenditures	(27,096,096)	(27,976,500)	(14,185,611)	50.71%	(28,032,038)	(30,149,400)	(17,515,788)	58.10%
Other financing sources (uses)								
Operating transfer in	20,556,000	21,526,000	16,217,000	75.34%	21,526,000	21,556,000	16,167,000	75.00%
Total other financing sources (uses)	<u>20,556,000</u>	<u>21,526,000</u>	<u>16,217,000</u>	<u>75.34%</u>	<u>21,526,000</u>	<u>21,556,000</u>	<u>16,167,000</u>	<u>75.00%</u>
Excess of revenues and other financing sources & uses over (under) expenditures	(6,540,096)	(6,450,500)	2,031,389	(31.49)%	(6,506,038)	(8,593,400)	(1,348,788)	15.70%
Fund balance – beginning	<u>33,919,133</u>	<u>27,379,000</u>	<u>27,379,037</u>	<u>100.00%</u>	<u>27,379,037</u>	<u>20,872,999</u>	<u>20,872,999</u>	<u>100.00%</u>
Fund balance – ending	<u>\$ 27,379,037</u>	<u>\$ 20,928,500</u>	<u>\$ 29,410,426</u>	<u>140.53%</u>	<u>\$ 20,872,999</u>	<u>\$ 12,279,599</u>	<u>\$ 19,524,211</u>	<u>159.00%</u>

Jefferson County School District, No. R-1
Building Fund - Capital Proj
Comparative Schedule of Revenues, Expenditures and Changes in Fund Balance
For the quarter ended March 31, 2014

	June 30, 2012	2012/2013 Revised	March 31, 2013	2012/2013	June 30, 2013	2013/2014	March 31, 2014	2013/2014
	Actuals	Budget	Actuals	Y-T-D %	Actuals	Revised Budget	Actuals	Y-T-D %
				of Budget				of Budget
Revenue:								
Interest	\$ -	\$ 100,000	45,616	0.00%	33,327	123,200	303,219	246.12%
Other	-	-	-	0.00%	-	-	-	0.00%
Total revenues	-	100,000	45,616	0.00%	33,327	123,200	303,219	246.12%
Expenditures:								
Capital outlay								
Facility improvements	-	8,100,000	1,033,086	0.00%	5,307,620	27,162,800	10,409,303	38.32%
District utilization	-	-	-	0.00%	-	-	-	-
New construction	-	-	-	0.00%	-	-	-	-
Vehicles	-	-	-	0.00%	-	-	-	-
Total expenditures	-	8,100,000	1,033,086	0.00%	5,307,620	27,162,800	10,409,303	38.32%
Excess of revenues over (under) expenditures	-	(8,000,000)	(987,470)	0.00%	(5,274,293)	(27,039,600)	(10,106,084)	37.38%
Other financing sources (uses)								
General obligation bond issuance	-	99,000,000	99,000,000	0.00%	99,000,000	-	-	0.00%
Premium on bond issuance	-	17,864,800	17,864,793	0.00%	17,864,793	-	-	0.00%
Total other financing sources (uses)	-	116,864,800	116,864,793	0.00%	116,864,793	-	-	0.00%
Excess of revenues and other financing sources & uses over (under) expenditures	-	108,864,800	115,877,323	0.00%	111,590,500	(27,039,600)	(10,106,084)	37.38%
Fund balance – beginning	-	-	-	0.00%	-	111,590,500	111,590,500	-
Fund balance – ending	\$ -	\$ 108,864,800	115,877,323	0.00%	111,590,500	84,550,900	101,484,416	120.03%

Special Revenue Funds:

Grants Fund

The Grants Fund has more revenue than expenditures of \$3,943,143 for the quarter ended March 31, 2014. Revenue is higher than expected because two grantors, The Read Act (\$1.2 million) and Gates Foundation (\$2 million) grantors sent the entire award amount upfront at the beginning of the grant period. The Board approved the awarding of these funds at the December 12, 2013 meeting. In addition, CDE sends the Gifted/Talented total award amount of \$779,000 in two installments (60 percent in October and the remaining 40 percent in March) each year. All other grant revenue comes into the District on a reimbursement basis. Staff requests reimbursement on a monthly basis after the expenditures are incurred. A supplemental budget appropriation was approved to provide for the additional expenditures from grants.

Expenditures through the third quarter are higher than in the prior year by \$3,775,729. The major expenditure variances between the two years are:

- Increased spending of \$396,800 due to a new special education Increasing Achievement grant that supports closing the academic achievement gaps for students with disabilities. In addition, there is increased spending of \$428,500 over the prior year on the on-going IDEA grant.
- Increased spending of \$888,700 for Title II-A – Teacher Quality. Four Achievement Directors of the School Innovation and Effectiveness Team are being charged to this grant for fiscal year 2013/2014. In addition, a higher percent of elementary and middle school Instructional Coaches are charged to this grant compared to the prior year.
- Increased spending of \$2,234,400 due to the new BEST grant for Rocky Mountain Deaf School new building and land purchase.
- Decreased spending of \$636,100 for Title I-A Services to Disadvantaged Students. In the prior year, a portion of elementary and middle school Instructional Coaches were charged to this grant. In the current year, they were moved to the Title II-A grant.
- Increased spending of \$198,000 for Addenbrooke Charter School start-up grant.
- Increased spending of \$225,500 due to the new state Read Act grant which is used to support K-3 students with significant reading deficiencies.

Campus Activity Fund

The Campus Activity Fund has excess revenues over expenditures of \$947,180 for the quarter end. Revenues and expenditures are increased over the prior year. The timing of school trips and activities or new trips and activities can cause variances, such as gifted and talented taking a trip in the first quarter of 2014 that was not done in the prior year. Windy Peak outdoor lab has higher revenue from building rentals the first six months of the current year and Rooney Ranch is taking their biannual trip to Washington DC. Ute Meadows received a \$76,000 box top grant in the current year. The timing of AP test registration and Red Rocks concurrent enrollment payments have created a current quarter variance. A supplemental budget appropriation was approved for the increased expenses related to outdoor lab billing accounting change. A budget resolution request was also approved to spend down fund balance due to prior year fundraising to support the current year outdoor lab trips.

Transportation Fund

Transportation has net income of \$2,152,302 for the quarter, lower than the prior year by \$209,827. State transportation revenue increased over the prior quarter. Field trip and other external trip revenue has increased slightly over the prior year. Salary and benefit expenditures have increased with the reinstatement of pay, increased PERA contributions and services for special education students. Material and supply expense for tools, parts and supplies have increased over the prior year. A supplemental budget appropriation was approved to cover the additional costs from special education student ridership.

Jefferson County School District, No. R-1
Grants
Comparative Schedule of Revenues, Expenditures and Changes in Fund Balance
For the quarter ended March 31, 2014

	June 30, 2012	2012/2013	March 31, 2013	2012/2013	June 30, 2013	2013/2014	March 31, 2014	2013/2014
	Actuals	Revised Budget	Actuals	Y-T-D % of Budget	Actuals	Revised Budget	Actuals	Y-T-D % of Budget
Revenue:								
Federal government	\$ 41,412,278	\$ 44,062,200	\$ 22,109,679	50.18%	\$ 40,897,207	\$ 36,356,700	\$ 22,981,061	63.21%
State of Colorado	4,208,166	1,302,600	1,306,365	100.29%	1,426,885	1,232,300	5,309,500	430.86%
Gifts and grants	654,213	620,600	956,173	154.07%	1,128,965	874,500	2,593,913	296.62%
Total revenues	<u>46,274,657</u>	<u>45,985,400</u>	<u>24,372,217</u>	<u>53.00%</u>	<u>43,453,057</u>	<u>38,463,500</u>	<u>30,884,474</u>	<u>80.30%</u>
Expenditures:								
General administration	3,579,764	3,831,800	2,318,526	60.51%	3,818,037	3,878,100	2,116,437	54.57%
School administration	845,314	-	-	0.00%	-	1,019,500	12,370	0.00%
General instruction	9,828,539	10,016,800	4,309,444	43.02%	10,349,712	6,925,200	5,203,307	75.14%
Special ed instruction	13,946,310	12,829,100	7,431,947	57.93%	12,683,152	12,145,500	8,024,799	66.07%
Instructional support	16,078,791	19,002,500	8,975,925	47.24%	15,442,800	14,278,100	9,126,401	63.92%
Operations and maintenance	781,467	90,000	61,517	68.35%	164,459	102,500	2,381,444	2323.36%
Transportation	317,721	215,200	68,243	31.71%	200,536	114,600	76,573	66.82%
Total expenditures	<u>45,377,906</u>	<u>45,985,400</u>	<u>23,165,602</u>	<u>50.38%</u>	<u>42,658,696</u>	<u>38,463,500</u>	<u>26,941,331</u>	<u>70.04%</u>
Excess of revenue over expenditures	896,751	-	1,206,615	0.00%	794,361	-	3,943,143	0.00%
Other financing sources								
Transfer to campus activity fund	-	-	-	0.00%	-	-	-	0.00%
Total other financing sources (uses)	-	-	-	0.00%	-	-	-	0.00%
Excess of revenues and other financing sources and uses over (under) expenditures	896,751	-	1,206,615	0.00%	794,361	-	3,943,143	0.00%
Fund balance – beginning	2,003,922	2,900,673	2,900,673	100.00%	2,900,673	3,695,034	3,695,034	100.00%
Fund balance – ending	<u>\$ 2,900,673</u>	<u>\$ 2,900,673</u>	<u>\$ 4,107,288</u>	<u>141.60%</u>	<u>\$ 3,695,034</u>	<u>\$ 3,695,034</u>	<u>\$ 7,638,177</u>	<u>206.71%</u>

Jefferson County School District, No. R-1
Campus Activity
Comparative Schedule of Revenues, Expenditures and Changes in Fund Balance
For the quarter ended March 31, 2014

	June 30, 2012	2012/2013	March 31, 2013	2012/2013	June 30, 2013	2013/2014	March 31, 2014	2013/2014 Y-
	Actuals	Revised Budget	Actuals	Y-T-D % of Budget	Actuals	Revised Budget	Actuals	T-D % of Budget
Revenue:								
Interest	\$ 2,951	\$ 3,400	\$ 1,586	46.64%	\$ 1,741	\$ 3,100	\$ -	0.00%
Student activities	6,890,528	6,369,100	4,643,300	72.90%	6,670,205	6,903,900	4,971,631	72.01%
Fundraising	4,189,587	4,588,900	3,305,441	72.03%	4,123,792	4,247,500	3,035,181	71.46%
Fees and dues	6,257,191	7,164,100	5,292,027	73.87%	5,718,334	6,456,200	5,699,224	88.28%
Donations	2,873,810	2,797,800	2,481,162	88.68%	3,501,787	3,388,100	2,565,724	75.73%
Other	2,100,923	2,360,700	601,140	25.46%	2,258,316	2,160,200	929,532	43.03%
Total revenues	<u>22,314,990</u>	<u>23,284,000</u>	<u>16,324,656</u>	<u>70.11%</u>	<u>22,274,175</u>	<u>23,159,000</u>	<u>17,201,292</u>	<u>74.27%</u>
Expenditures:								
Athletics and activities	<u>22,675,647</u>	<u>24,102,600</u>	<u>15,582,749</u>	<u>64.65%</u>	<u>22,810,219</u>	<u>23,884,600</u>	<u>16,693,195</u>	<u>69.89%</u>
Total expenditures	<u>22,675,647</u>	<u>24,102,600</u>	<u>15,582,749</u>	<u>64.65%</u>	<u>22,810,219</u>	<u>23,884,600</u>	<u>16,693,195</u>	<u>69.89%</u>
Excess of revenue over (under) expenditures	(360,657)	(818,600)	741,907	(90.63)%	(536,044)	(725,600)	508,097	(70.02)%
Transfer from other funds	<u>498,276</u>	<u>600,000</u>	<u>343,544</u>	<u>57.26%</u>	<u>596,665</u>	<u>550,000</u>	<u>439,082</u>	<u>79.83%</u>
Excess of revenues and other financing sources and uses over (under) expenditures	137,619	(218,600)	1,085,451	(496.55)%	60,621	(175,600)	947,180	(539.40)%
Fund balance – beginning	<u>10,767,925</u>	<u>10,905,500</u>	<u>10,905,544</u>	<u>100.00%</u>	<u>10,905,544</u>	<u>10,966,165</u>	<u>10,966,165</u>	<u>100.00%</u>
Fund balance – ending	<u>\$ 10,905,544</u>	<u>\$ 10,686,900</u>	<u>\$ 11,990,995</u>	<u>112.20%</u>	<u>\$ 10,966,165</u>	<u>\$ 10,790,565</u>	<u>\$ 11,913,345</u>	<u>110.41%</u>

**Jefferson County School District, No. R-1
Transportation
Comparative Schedule of Revenues, Expenditures and Changes in Fund Balance
For the quarter ended March 31, 2014**

	June 30, 2012	2012/2013	March 31, 2013	2012/2013	June 30, 2013	2013/2014	March 31, 2014	2013/2014
	Actuals	Revised Budget	Actuals	Y-T-D % of Budget	Actuals	Revised Budget	Actuals	Y-T-D % of Budget
Revenue:								
Service contracts	\$ 3,372,721	\$ 3,500,000	\$ 2,836,879	81.05%	\$ 3,568,982	\$ 3,050,000	\$ 2,877,557	94.35%
Other revenue	4,778,854	4,500,000	4,645,008	103.22%	4,805,685	4,500,000	4,968,254	110.41%
Total revenues	<u>8,151,575</u>	<u>8,000,000</u>	<u>7,481,887</u>	<u>93.52%</u>	<u>8,374,667</u>	<u>7,550,000</u>	<u>7,845,811</u>	<u>103.92%</u>
Expenditures:								
Salaries and benefits	16,526,342	17,380,900	12,588,339	72.43%	17,004,923	16,888,200	13,173,331	78.00%
Purchased services	313,280	395,700	209,790	53.02%	324,752	354,600	283,124	79.84%
Materials and supplies	3,647,970	4,715,400	2,856,354	60.58%	3,996,981	4,756,500	3,080,029	64.75%
Capital and equipment	7,124	8,000	-	0.00%	259,621	8,000	-	0.00%
Total expenditures	<u>20,494,716</u>	<u>22,500,000</u>	<u>15,654,483</u>	<u>69.58%</u>	<u>21,586,277</u>	<u>22,007,300</u>	<u>16,536,484</u>	<u>75.14%</u>
Excess of revenue over (under) expenditures	(12,343,141)	(14,500,000)	(8,172,596)	56.36%	(13,211,610)	(14,457,300)	(8,690,673)	60.11%
Transfer from other funds	<u>12,343,141</u>	<u>13,998,600</u>	<u>10,534,725</u>	<u>75.26%</u>	<u>13,211,610</u>	<u>14,457,300</u>	<u>10,842,975</u>	<u>75.00%</u>
Excess of revenues and other financing sources and uses over (under) expenditures	-	(501,400)	2,362,129	0.00%	-	-	2,152,302	0.00%
Fund balance – beginning	-	-	-	0.00%	-	-	-	0.00%
Fund balance – ending	<u>\$ -</u>	<u>\$ (501,400)</u>	<u>\$ 2,362,129</u>	<u>0.00%</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,152,302</u>	<u>0.00%</u>

Enterprise Funds:

Food Services Fund



The Food Service Fund has \$534,000 in net income for the quarter, 46 percent of the prior year. There was one less serving day in the current year to date. Average meals per day are down compared to the prior year. Please see Appendix C, page C-3, for meal comparisons. Revenue from sales is down from the prior year. The reimbursement for free and reduced meals is lower due to less participation. Food costs have decreased from less meals served. Salaries and benefits increased with the 3 percent payment increase to employees in September and wage increases for substitutes. A resolution to spend down fund balance by \$800,000 was approved by the Board to compensate for the lost revenue. A price increase of 25 cents per meal will begin in 2014/2015, along with additional expense reductions. If participation continues to decrease, additional reductions will be necessary and would impact staffing.

Child Care Fund

The Child Care Fund had net income year to date of \$1,797,102 an increase from the prior year of \$584,330. The Child Care Fund consists of the following programs:

Extended Day Kindergarten – This fee-based program provides full-day Kindergarten options. These programs are managed by the principal in the school they are located within. Extended Day Kindergarten had net income of \$772,517 and ending net assets of \$1,755,954. The prior year-to-date net income was \$685,025. There are nine more classrooms for 2013 and no rate changes. The increase in revenue from new programs is offset by the additional teachers. A supplemental budget appropriation will be requested to cover the increase in costs related to higher enrollment and additional programs.

Preschool Program – This program accounts for the preschool programs managed by the Jeffco central preschool departments. The revenue sources are from the Colorado Preschool Program (CPP) funding and tuition charges. The preschool program has net income of \$831,418 and ending net assets of \$2,950,435. The prior year had net income of \$380,306. There are five new classrooms in 2014. Colorado Preschool Program (CPP) funding increased \$1,009,828 from the prior year with the addition of funded slots. There is an additional payment of CPP revenue pending for private providers.

Site managed School Age Child Care (SACC) – Red Rocks Elementary is the only site-managed school age child care in the program. This program is managed by the principal at the school. The program has a net loss of \$(6,246) and total net assets of \$83,165 for the quarter. The school changed the billing system to utilize the district cash income system. The change in systems pushed back the due date on payments. Receivables will be booked at year end.

Centrally managed School Age Child Care (SAE) – These programs provide before and after care for elementary students. The sites are managed by the central department for School Age Enrichment. Centrally managed SAE has a net income of \$199,413 and net assets of \$1,808,051. Prior year had net income of \$167,742 for the quarter.

Property Management Fund

The Property Management Fund has net income of \$142,463 for quarter end. The prior quarter net income was \$343,837. Revenues are slightly higher than the prior year due to an overall increase in building use requests. Expenses are higher than the prior year from the annual building assessments. A supplemental budget appropriation was approved to cover the additional expense related to the facilities master planning process.

Jefferson County School District, No. R-1
Food Service
Comparative Schedule of Revenues, Expenses and Changes in Net Position
For the quarter ended March 31, 2014

	June 30, 2012	2012/2013	March 31, 2013	2012/2013	June 30, 2013	2013/2014	March 31, 2014	2013/2014
	Actuals	Revised Budget	Actuals	Y-T-D % of Budget	Actuals	Revised Budget	Actuals	Y-T-D % of Budget
Revenue:								
Food sales	\$ 10,870,708	\$ 11,185,000	\$ 9,337,762	83.48%	\$ 10,668,730	\$ 10,936,000	\$ 8,613,196	78.76%
Service contracts	644,276	610,000	294,092	48.21%	380,732	392,000	143,007	36.48%
Total Revenues	<u>11,514,984</u>	<u>11,795,000</u>	<u>9,631,854</u>	<u>81.66%</u>	<u>11,049,462</u>	<u>11,328,000</u>	<u>8,756,203</u>	<u>77.30%</u>
Expenses:								
Purchased food	8,673,045	10,603,500	8,073,179	76.14%	10,013,422	10,156,100	7,470,455	73.56%
USDA commodities	1,398,928	1,250,000	432,799	34.62%	1,272,599	1,500,000	774,382	51.63%
Salaries and employee benefits	10,378,755	11,076,900	7,938,497	71.67%	10,651,675	11,292,100	8,058,479	71.36%
Administrative services	618,850	643,000	463,528	72.09%	632,356	675,700	586,486	86.80%
Utilities	350,040	360,000	256,133	71.15%	341,803	362,000	262,393	72.48%
Supplies	1,188,626	1,266,000	1,057,165	83.50%	1,312,566	1,345,000	838,076	62.31%
Repairs and maintenance	56,212	40,000	17,154	42.89%	35,365	43,000	29,153	67.80%
Depreciation	324,801	330,000	240,075	72.75%	321,206	330,000	237,246	71.89%
Other	2,184	3,000	2,237	74.57%	2,951	3,000	1,889	62.97%
Total expenses	<u>22,991,441</u>	<u>25,572,400</u>	<u>18,480,767</u>	<u>72.27%</u>	<u>24,583,943</u>	<u>25,706,900</u>	<u>18,258,559</u>	<u>71.03%</u>
Income (loss) from operations	(11,476,457)	(13,777,400)	(8,848,913)	64.23%	(13,534,481)	(14,378,900)	(9,502,356)	66.09%
Non-operating revenues (expenses):								
Donated commodities	1,518,019	1,410,500	440,347	31.22%	1,264,281	1,528,000	749,629	49.06%
Contributed capital	84,766	-	-	0.00%	135,253	-	-	0.00%
Federal/state reimbursement	11,198,948	12,535,800	9,580,449	76.42%	12,255,798	13,117,500	9,286,727	70.80%
Interest revenues	-	2,000	-	0.00%	-	-	-	0.00%
Loss on sale of capital assets	(3,695)	(5,000)	(4,433)	0.00%	(4,433)	(5,000)	-	0.00%
Total non-operating revenue (expenses)	<u>12,798,038</u>	<u>13,943,300</u>	<u>10,016,363</u>	<u>71.84%</u>	<u>13,650,899</u>	<u>14,640,500</u>	<u>10,036,356</u>	<u>68.55%</u>
Net income (loss)	<u>1,321,581</u>	<u>165,900</u>	<u>1,167,450</u>	<u>70.17%</u>	<u>116,418</u>	<u>261,600</u>	<u>534,000</u>	<u>204.13%</u>
Net position – beginning	<u>6,014,666</u>	<u>7,336,247</u>	<u>7,336,247</u>	<u>100.00%</u>	<u>7,336,247</u>	<u>7,452,665</u>	<u>7,452,665</u>	<u>100.00%</u>
Net position – ending	<u>\$ 7,336,247</u>	<u>\$ 7,502,147</u>	<u>\$ 8,503,697</u>	<u>113.35%</u>	<u>\$ 7,452,665</u>	<u>\$ 7,714,265</u>	<u>\$ 7,986,665</u>	<u>103.53%</u>

**Jefferson County School District, No. R-1
Child Care
Comparative Schedule of Revenues, Expenses and Changes in Net Position
For the quarter ended March 31, 2014**

	June 30, 2012 Actuals	2012/2013 Revised Budget	March 31, 2013 Actuals	2012/2013 Y-T-D % of Budget	June 30, 2013 Actuals	2013/2014 Revised Budget	March 31, 2014 Actuals	2013/2014 Y-T-D % of Budget
Revenue:								
Service contracts	\$ 1,070,668	\$ 1,092,000	\$ 850,738	77.91%	\$1,066,397	\$ 1,066,000	\$ 863,932	81.04%
Tuition	8,797,056	9,577,500	7,842,221	81.88%	9,564,204	9,413,000	8,368,940	88.91%
Total revenues	<u>9,867,724</u>	<u>10,669,500</u>	<u>8,692,959</u>	<u>81.47%</u>	<u>10,630,601</u>	<u>10,479,000</u>	<u>9,232,872</u>	<u>88.11%</u>
Expenses:								
Salaries and employee benefits	10,881,587	11,811,900	8,603,345	72.84%	11,522,873	12,124,500	9,250,037	76.29%
Administrative services	1,422,403	1,465,400	929,380	63.42%	1,332,556	1,448,900	1,169,788	80.74%
Utilities	15,274	15,500	11,826	76.30%	15,381	16,500	11,375	68.94%
Supplies	658,648	752,000	476,480	63.36%	701,736	730,500	515,835	70.61%
Repairs and maintenance	1,439	13,500	5,463	40.47%	18,537	8,500	6,453	75.92%
Rent	661,465	661,900	478,260	72.26%	639,011	651,000	513,167	78.83%
Depreciation	19,881	20,500	15,743	76.80%	20,991	21,500	18,138	84.36%
Other	4,074	2,500	1,617	64.68%	2,238	1,000	2,732	273.20%
Total expenses	<u>13,664,771</u>	<u>14,743,200</u>	<u>10,522,114</u>	<u>71.37%</u>	<u>14,253,323</u>	<u>15,002,400</u>	<u>11,487,525</u>	<u>76.57%</u>
Income (loss) from operations	(3,797,047)	(4,073,700)	(1,829,155)	44.90%	(3,622,722)	(4,523,400)	(2,254,653)	49.84%
Non-operating revenues (expenses):								
Contributed capital	-	-	-	0.00%	-	-	-	0.00%
Interest revenues	-	4,000	-	0.00%	-	-	-	0.00%
Loss on sale of capital assets	(168)	-	-	0.00%	-	-	-	0.00%
Total non-operating revenue (expenses)	<u>(168)</u>	<u>4,000</u>	<u>-</u>	<u>0.00%</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>
Income (loss) before operating transfers	(3,797,215)	(4,069,700)	(1,829,155)	44.95%	(3,622,722)	(4,523,400)	(2,254,653)	49.84%
Operating transfer from general fund	4,040,569	4,066,000	3,041,927	74.81%	4,065,067	4,221,400	4,051,755	95.98%
Net income (loss)	<u>243,354</u>	<u>(3,700)</u>	<u>1,212,772</u>	<u>(32777.62)%</u>	<u>442,345</u>	<u>(302,000)</u>	<u>1,797,102</u>	<u>(595.07)%</u>
Net position – beginning	4,114,804	4,358,200	4,358,158	100.00%	4,358,158	4,800,503	4,800,503	100.00%
Net position – ending	<u>\$ 4,358,158</u>	<u>\$ 4,354,500</u>	<u>\$ 5,570,930</u>	<u>127.94%</u>	<u>\$ 4,800,503</u>	<u>\$ 4,498,503</u>	<u>\$ 6,597,605</u>	<u>146.66%</u>

Jefferson County School District, No. R-1
Property Management
Comparative Schedule of Revenues, Expenses and Changes in Net Position
For the quarter ended March 31, 2014

	June 30, 2012	2012/2013	March 31, 2013	2012/2013	June 30, 2013	2013/2014	March 31, 2014	2013/2014
	Actuals	Revised	Actuals	Y-T-D % of	Actuals	Revised Budget	Actuals	Y-T-D % of
		Budget		Budget				Budget
Revenue:								
Building rental	\$ 1,595,449	\$ 1,700,000	\$ 1,291,912	75.99%	\$ 1,796,862	\$ 1,750,000	\$ 1,400,294	80.02%
Total revenues	1,595,449	1,700,000	1,291,912	105.70%	1,796,862	1,750,000	1,400,294	80.02%
Expenses:								
Salaries and employee benefits	833,384	834,531	622,046	74.54%	824,702	874,100	616,345	70.51%
Administrative services	104,919	232,300	101,805	43.82%	123,105	229,000	332,895	145.37%
Utilities	176,243	215,000	137,900	64.14%	183,866	215,000	156,936	72.99%
Supplies	87,514	90,000	32,410	36.01%	75,775	90,000	87,880	97.64%
Repairs and maintenance	-	447,369	2,770	0.00%	2,770	5,500	-	0.00%
Other	6,115	20,000	-	0.00%	12,855	20,000	-	0.00%
Depreciation expense	68,034	66,000	51,144	77.49%	68,082	73,000	63,775	87.36%
Total expenses	1,276,209	1,905,200	948,075	49.76%	1,291,155	1,506,600	1,257,831	83.49%
Income (loss) from operations	319,240	(205,200)	343,837	(167.56)%	505,707	243,400	142,463	58.53%
Non-operating revenues (expenses):								
Interest revenues	-	5,000	-	0.00%	-	-	-	0.00%
Gain (loss) on sale of capital assets	-	-	-	0.00%	(6,979)	-	-	0.00%
Total non-operating revenue (expenses)	-	5,000	-	0.00%	(6,979)	-	-	0.00%
Net income (loss)	319,240	(200,200)	343,837	(171.75)%	498,728	243,400	142,463	58.53%
Net position – beginning	4,180,544	4,499,800	4,499,784	100.00%	4,499,784	4,998,512	4,998,512	100.00%
Net position – ending	\$ 4,499,784	\$ 4,299,600	\$ 4,843,621	112.65%	\$ 4,998,512	\$ 5,241,912	\$ 5,140,975	98.07%

Central Services Fund

Central Services has a net loss of \$(515,753) for the quarter as anticipated. The loss is primarily due to the \$750,000 planned transfer from the Central Services Fund to the Technology Fund for cost sharing of IT projects. Copier usage is up 3 percent for the period over last year. Equipment purchases were accomplished as planned through the third quarter. The fund is planned to spend reserves as budgeted. A supplemental budget appropriation was approved to authorize the transfer to the Technology Fund.

Employee Benefits Fund

The Employee Benefits Fund for vision, dental and group life self-insurance ended the quarter with a net loss of \$(301,945). The group life benefit changed to a fully insured model from a self insured model for fiscal year 2014, lowering revenues and expenses for the current quarter. Expenses for the Wellness program are lower than planned year to date.

Insurance Reserve Fund

The Insurance Reserve Fund has a net loss of \$(142,099) for the quarter end. Insurance recovery revenue was higher the prior year at the quarter end. Claim expenses are higher for the quarter compared to the prior year. The summer 2013 storms have caused additional roof and flooding damage that increased claims in 2013/2014. There was also a water main break at Everitt Middle school in August 2013 that caused property damage as well as other settlements increasing costs. A budget resolution was approved to cover the increased claims as well as any negative adjustment to the incurred but not reported (IBNR) estimate from the outside actuary.

Technology Fund

The Technology Fund ended the quarter with revenues at 85 percent of budget and are anticipated to end the year as planned. Full funding for Erate has been received for this fiscal year (\$1,396,143) matching budgeted amounts. Utilities and telephone expenses are at 63 percent of budget reflecting the final acquisition of phones for the Unified Communications project. This expense line will not increase significantly and should end the year lower than the budgeted amount. Administration expenditures are above plan reflecting accelerated work on data governance and security. IT continues to provide support for key instructional initiatives including the Classroom Dashboard and CCAP. Investments in technology infrastructure remain critical to provide a secure and stable environment in support of students. A supplemental budget appropriation was approved by the board to support the IT accelerated and ongoing projects and a General Fund transfer of an additional \$3,000,000 to support an accelerated rollout of the Mobile Device Readiness project.

**Jefferson County School District, No. R-1
Central Services
Comparative Schedule of Revenues, Expenses and Changes in Net Position
For the quarter ended March 31, 2014**

	June 30, 2012	2012/2013	March 31, 2013	2012/2013	June 30, 2013	2013/2014	March 31, 2014	2013/2014
	Actuals	Revised Budget	Actuals	Y-T-D % of Budget	Actuals	Revised Budget	Actuals	Y-T-D % of Budget
Revenue:								
Services	\$ 3,503,078	\$ 3,525,800	\$ 2,851,781	80.88%	\$ 3,698,218	\$ 3,603,500	\$ 2,649,451	73.52%
Total revenues	<u>3,503,078</u>	<u>3,525,800</u>	<u>2,851,781</u>	<u>80.88%</u>	<u>3,698,218</u>	<u>3,603,500</u>	<u>2,649,451</u>	<u>73.52%</u>
Expenses:								
Salaries and employee benefits	1,043,451	1,137,100	733,017	64.46%	1,062,297	1,093,200	758,889	69.42%
Utilities	6,582	6,000	3,684	61.40%	5,125	5,300	2,610	49.25%
Supplies	1,352,348	1,318,800	970,167	73.56%	1,243,467	1,373,500	1,121,961	81.69%
Repairs and maintenance	668,205	872,000	520,793	59.72%	663,920	556,000	295,220	53.10%
Depreciation	257,695	251,800	188,858	75.00%	251,531	310,000	218,264	70.41%
Other	3,585	1,000	1,355	135.50%	1,355	1,300	293	22.54%
Administration	248,979	263,300	166,756	63.33%	252,412	263,200	203,685	77.39%
Total expenses	<u>3,580,845</u>	<u>3,850,000</u>	<u>2,584,630</u>	<u>67.13%</u>	<u>3,480,107</u>	<u>3,602,500</u>	<u>2,600,922</u>	<u>72.20%</u>
Income (loss) from operations	(77,767)	(324,200)	267,151	(82.40)%	218,111	1,000	48,529	4852.90%
Non-operating revenues (expenses):								
Interest revenue	-	2,000	-	0.00%	-	-	-	0.00%
Interest expense	-	-	-	0.00%	-	-	-	0.00%
Transfers out	-	-	-	0.00%	-	(1,000,000)	(562,500)	0.00%
Loss on sale of capital assets	-	-	-	0.00%	(280)	-	(1,782)	0.00%
Total non-operating revenue (expenses)	<u>-</u>	<u>2,000</u>	<u>-</u>	<u>0.00%</u>	<u>(280)</u>	<u>(1,000,000)</u>	<u>(564,282)</u>	<u>56.43%</u>
Net income (loss)	(77,767)	(322,200)	267,151	(82.91)%	217,831	(999,000)	(515,753)	51.63%
Net position – beginning	<u>1,953,887</u>	<u>1,876,100</u>	<u>1,876,120</u>	<u>100.00%</u>	<u>1,876,120</u>	<u>2,093,951</u>	<u>2,093,951</u>	<u>100.00%</u>
Net position – ending	<u>\$ 1,876,120</u>	<u>\$ 1,553,900</u>	<u>\$ 2,143,271</u>	<u>137.93%</u>	<u>\$ 2,093,951</u>	<u>\$ 1,094,951</u>	<u>\$ 1,578,198</u>	<u>144.13%</u>

Jefferson County School District, No. R-1
Employee Benefits
Comparative Schedule of Revenues, Expenses and Changes in Net Position
For the quarter ended March 31, 2014

	June 30, 2012	2012/2013 Revised	March 31, 2013	2012/2013	June 30, 2013	2013/2014	March 31, 2014	2013/2014
	Actuals	Budget	Actuals	Y-T-D % of	Actuals	Revised Budget	Actuals	Y-T-D % of
				Budget				Budget
Revenue:								
Insurance premiums	\$ 6,804,726	\$ 6,420,000	\$ 4,883,520	76.07%	\$ 6,490,388	\$ 5,800,000	\$ 4,333,042	74.71%
Total revenues	6,804,726	6,420,000	4,883,520	76.07%	6,490,388	5,800,000	4,333,042	74.71%
Expenses:								
Salaries and employee benefits	64,015	69,100	51,782	74.94%	68,578	69,700	47,544	68.21%
Claim losses	5,646,411	6,136,000	4,102,739	66.86%	5,387,551	5,646,000	4,035,316	71.47%
Premiums paid	265,980	300,000	181,798	60.60%	240,107	36,000	39,442	109.56%
Administration	622,218	692,100	513,709	74.22%	686,904	714,600	512,685	71.74%
Total expenses	6,598,624	7,197,200	4,850,028	67.39%	6,383,140	6,466,300	4,634,987	71.68%
Income (loss) from operations	206,102	(777,200)	33,492	(4.31)%	107,248	(666,300)	(301,945)	45.32%
Non-operating revenues:								
Interest revenue	-	10,000	-	0.00%	-	-	-	0.00%
Total non-operating revenue (expenses)	-	10,000	-	0.00%	-	-	-	0.00%
Net income (loss)	206,102	(767,200)	33,492	(4.37)%	107,248	(666,300)	(301,945)	45.32%
Net position – beginning	14,019,117	14,225,200	14,225,219	100.00%	14,225,219	14,332,467	14,332,467	100.00%
Net position – ending	\$ 14,225,219	\$ 13,458,000	\$ 14,258,711	105.95%	\$ 14,332,467	\$ 13,666,167	\$ 14,030,522	102.67%





**Jefferson County School District, No. R-1
Insurance Reserve
Comparative Schedule of Revenues, Expenses and Changes in Net Position
For the quarter ended March 31, 2014**

	June 30, 2012	2012/2013	March 31, 2013	2012/2013	June 30, 2013	2013/2014	March 31, 2014	2013/2014
	Actuals	Revised Budget	Actuals	Y-T-D % of Budget	Actuals	Revised Budget	Actuals	Y-T-D % of Budget
Revenue:								
Insurance premiums	\$ 906,902	\$ 899,700	\$ 862,252	95.84%	\$ 1,181,776	\$ 960,800	\$ 540,244	56.23%
Services	42,750	-	23,500	0.00%	36,750	34,700	41,250	0.00%
Total revenues	<u>949,652</u>	<u>899,700</u>	<u>885,752</u>	<u>98.45%</u>	<u>1,218,526</u>	<u>995,500</u>	<u>581,494</u>	<u>58.41%</u>
Expenses:								
Salaries and employee benefits	1,978,914	1,958,536	1,508,766	77.04%	2,049,867	2,184,500	1,667,459	76.33%
Depreciation	31,510	27,000	29,312	108.56%	39,088	35,000	17,995	51.41%
Claim losses	2,710,483	4,575,164	1,926,829	42.11%	3,408,086	3,401,000	2,211,879	65.04%
Premiums	1,770,687	1,802,900	1,328,166	73.67%	1,785,272	2,085,500	1,492,880	71.58%
Administration	500,944	615,600	386,053	62.71%	603,504	604,100	371,580	61.51%
Total expenses	<u>6,992,538</u>	<u>8,979,200</u>	<u>5,179,126</u>	<u>57.68%</u>	<u>7,885,817</u>	<u>8,310,100</u>	<u>5,761,793</u>	<u>69.33%</u>
Income (loss) from operations	(6,042,886)	(8,079,500)	(4,293,374)	53.14%	(6,667,291)	(7,314,600)	(5,180,299)	70.82%
Non-operating revenues (expenses):								
Interest revenue	-	25,000	-	0.00%	-	-	-	0.00%
Loss on sale of capital assets	-	-	-	0.00%	-	-	-	0.00%
Total non-operating revenue (expenses)	<u>-</u>	<u>25,000</u>	<u>-</u>	<u>0.00%</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>
Operating transfer from general fund	<u>6,581,000</u>	<u>6,598,700</u>	<u>4,953,450</u>	<u>75.07%</u>	<u>6,598,700</u>	<u>6,717,600</u>	<u>5,038,200</u>	<u>75.00%</u>
Net income (loss)	538,114	(1,455,800)	660,076	(45.34)%	(68,591)	(597,000)	(142,099)	23.80%
Net position – beginning	<u>8,015,769</u>	<u>8,553,900</u>	<u>8,553,883</u>	<u>100.00%</u>	<u>8,553,883</u>	<u>8,485,292</u>	<u>8,485,292</u>	<u>100.00%</u>
Net position – ending	<u>\$ 8,553,883</u>	<u>\$ 7,098,100</u>	<u>\$ 9,213,959</u>	<u>129.81%</u>	<u>\$ 8,485,292</u>	<u>\$ 7,888,292</u>	<u>\$ 8,343,193</u>	<u>105.77%</u>

Jefferson County School District, No. R-1
Technology
Comparative Schedule of Revenues, Expenses and Changes in Net Position
For the quarter ended March 31, 2014

	June 30, 2012	2012/2013	March 31, 2013	2012/2013	June 30, 2013	2013/2014	March 31, 2014	2013/2014
	Actuals	Revised Budget	Actuals	Y-T-D % of Budget	Actuals	Revised Budget	Actuals	Y-T-D % of Budget
Revenue:								
Services	\$ 15,523,245	\$ 15,078,300	\$ 10,793,015	71.58%	\$ 14,770,477	\$ 13,877,900	\$ 11,828,074	85.23%
Total revenues	<u>15,523,245</u>	<u>15,078,300</u>	<u>10,793,015</u>	<u>71.58%</u>	<u>14,770,477</u>	<u>13,877,900</u>	<u>11,828,074</u>	<u>85.23%</u>
Expenses:								
Salaries and employee benefits	9,670,774	10,101,600	7,358,158	72.84%	9,933,764	10,707,100	7,665,670	71.59%
Utilities and telephone	871,513	795,000	369,767	46.51%	417,750	430,000	271,907	63.23%
Supplies	522,843	460,000	286,084	62.19%	756,293	450,000	304,929	67.76%
Repairs and maintenance	2,951,828	3,091,000	2,120,575	68.60%	2,889,818	3,070,000	2,226,352	72.52%
Depreciation	3,133,259	4,454,400	2,974,287	66.77%	3,945,973	3,560,500	2,739,595	76.94%
Other	5,320	-	10,445	0.00%	12,330	10,000	7,639	0.00%
Administration	1,987,086	2,000,000	1,468,579	73.43%	2,221,289	1,700,000	1,928,065	113.42%
Total expenses	<u>19,142,623</u>	<u>20,902,000</u>	<u>14,587,895</u>	<u>69.79%</u>	<u>20,177,217</u>	<u>19,927,600</u>	<u>15,144,157</u>	<u>76.00%</u>
Income (loss) from operations	(3,619,378)	(5,823,700)	(3,794,880)	65.16%	(5,406,740)	(6,049,700)	(3,316,083)	54.81%
Non-operating revenues (expenses):								
Interest revenue	-	-	-	0.00%	-	-	-	0.00%
Interest expense	(33,867)	(50,000)	-	0.00%	(33,378)	(50,000)	-	0.00%
Transfers in	2,450,000	5,450,000	4,837,500	88.76%	5,450,000	5,678,300	4,071,225	71.70%
Loss on sale of capital assets	(41,099)	-	(10,063)	0.00%	(21,683)	-	(6,545)	0.00%
Total non-operating revenue (expenses)	<u>2,375,034</u>	<u>5,400,000</u>	<u>4,827,437</u>	<u>89.40%</u>	<u>5,394,939</u>	<u>5,628,300</u>	<u>4,064,680</u>	<u>72.22%</u>
Net income (loss)	(1,244,344)	(423,700)	1,032,557	(243.70)%	(11,801)	(421,400)	748,597	(177.65)%
Net position – beginning	<u>9,437,465</u>	<u>8,193,100</u>	<u>8,193,121</u>	<u>100.00%</u>	<u>8,193,121</u>	<u>8,181,320</u>	<u>8,181,320</u>	<u>100.00%</u>
Net position – ending	<u>\$ 8,193,121</u>	<u>\$ 7,769,400</u>	<u>\$ 9,225,678</u>	<u>118.74%</u>	<u>\$ 8,181,320</u>	<u>\$ 7,759,920</u>	<u>\$ 8,929,917</u>	<u>115.08%</u>





Charter Schools

-  **Mountain Phoenix** – is borrowing (\$104,542) at the quarter end. The school was approved to borrow \$250,000 from the district for operational needs due to overspending with constructing the new middle school. Repayments will begin in FY 2015 with the full note paid off in 5 years, at the end of FY 2019. District staff continues to work with the school to ensure the borrowing is not exceeded for year end.
-  **Rocky Mountain Deaf School** – is not borrowing from the district at the end of the quarter. The school excess cost billing was approved in the third quarter. Receivables are pending from other districts of \$328,680.
-  **Two Roads High School** – is not borrowing at the end of the quarter. The school was approved a loan extension in December 2013. The school can borrow up to \$40,000 at the end of June 2014 and will not be borrowing at the end of 2014/2015.
-  **Collegiate Academy** – is borrowing \$(84,351) at the end of the quarter. The district Board of Education approved a line of credit to \$400,000, to be repaid in full by 2017/2018. District staff continues to meet with school staff to monitor the financial status of the school. Enrollment projections are currently flat but additional growth can occur through the summer.

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

Compass Montessori Golden \$656,489
Free Horizon \$758,736
Jefferson Academy \$1,045,216
Collegiate Academy \$1,012,754
Lincoln Academy \$636,604
Montessori Peaks \$1,072,499
Mountain Phoenix \$1,078,346
Excel Academy \$849,407
Rocky Mountain Academy of Evergreen \$605,064
Woodrow Wilson \$767,435
Total = \$8,482,550

Those marked with a yellow flag are being monitored:

Charter Schools	Operating Cash	TABOR Reserve Cash	Total Cash
Addenbrooke Classical Academy	36,196	0	36,196
Free Horizon	728,459	84,532	812,991
 Mountain Phoenix	(104,542)	87,391	(17,151)
New America	246,586	64,244	310,830
Compass Montessori – Wheat Ridge	357,424	65,644	423,068
Compass Montessori – Golden	418,754	88,300	507,054
Montessori Peaks	679,907	109,542	789,449
Excel Academy	1,138,870	116,915	1,255,785
Rocky Mountain Academy of Evergreen	552,968	95,428	648,396
Jefferson Academy	1,652,801	257,791	1,910,592
 Collegiate Academy	(84,351)	99,243	14,892
Lincoln Academy	973,219	152,805	1,126,024
 Rocky Mountain Deaf School	11,541	58,977	70,518
 Two Roads	208,326	95,425	303,751
Woodrow Wilson Academy	2,820,340	122,017	2,942,357

A supplemental budget appropriation was approved to include the additional revenue from student growth.

**Jefferson County School District, No. R-1
Charter Schools
Comparative Schedule of Revenues, Expenditures and Changes in Fund Balance
For the quarter ended March 31, 2014**

	June 30, 2012	2012/2013	March 31, 2013	2012/2013	June 30, 2013	2013/2014	March 31, 2014	2013/2014
	Actuals	Revised Budget	Actuals	Y-T-D % of Budget	Actuals	Revised Budget	Actuals	Y-T-D % of Budget
Revenue:								
Intergovernmental revenue	\$ 37,009,290	\$ 60,800,000	\$ 30,191,588	49.66%	\$ 40,071,426	\$ 41,500,000	\$ 33,440,993	80.58%
Other revenue	8,662,881	-	7,115,232	0.00%	12,360,316	10,000,000	6,925,402	69.25%
Total revenues	<u>45,672,171</u>	<u>60,800,000</u>	<u>37,306,819</u>	<u>61.36%</u>	<u>52,431,742</u>	<u>51,500,000</u>	<u>40,366,395</u>	<u>78.38%</u>
Expenditures:								
Other instructional programs	48,725,415	73,000,000	46,467,630	63.65%	69,970,104	51,500,000	39,150,178	76.02%
Total expenditures	<u>48,725,415</u>	<u>73,000,000</u>	<u>46,467,630</u>	<u>63.65%</u>	<u>69,970,104</u>	<u>51,500,000</u>	<u>39,150,178</u>	<u>76.02%</u>
Excess of revenues over (under) expenditures	(3,053,244)	(12,200,000)	(9,160,810)	75.09%	(17,538,362)	-	1,216,217	0.00%
Other financing sources (uses)								
Capital lease	15,900,000	14,200,000	6,370,000	0.00%	14,161,000	-	-	0.00%
Capital lease refunding	(3,082,001)	(2,000,000)	-	0.00%	(1,918,414)	-	-	0.00%
Total other financing sources (uses)	<u>12,817,999</u>	<u>12,200,000</u>	<u>6,370,000</u>	<u>0.00%</u>	<u>12,242,586</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>
Excess of revenues and other financing sources and uses over (under) expenditures	9,764,755	-	(2,790,810)	0.00%	(5,295,776)	-	1,216,217	0.00%
Fund balance – beginning	11,948,826	21,713,600	21,713,581	100.00%	21,713,581	16,417,805	16,417,805	100.00%
Fund balance – ending	<u>\$ 21,713,581</u>	<u>\$ 21,713,600</u>	<u>\$ 18,922,771</u>	<u>87.15%</u>	<u>\$ 16,417,805</u>	<u>\$ 16,417,805</u>	<u>\$ 17,634,022</u>	<u>0.00%</u>

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Appendix A

**Jefferson County Public Schools
FTE Staffing Analysis
March 31, 2014**

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

The following report shows the number of budgeted employees and the number of actual employees that were actively working during the month ending March 31, 2014. At this time the district is over budget in the General Fund by 42.49 FTEs. Combined, the other funds are over the budgeted FTEs by 20.09.

2013/2014 Budgeted vs. Actual FTE Variance Notes

General Fund:

* Administrative net staffing is under budget by 8.0 FTE due to unfilled administrative positions in central departments.

* Licensed staff is under budget by a net of 31.32 FTEs. The district is under budget in classroom FTEs at schools. There are vacancies in licensed positions at elementary, middle, senior and option schools. The major variances are:

- * Elementary schools are under budget by 15.13 FTEs. This is due primarily to vacancies in teachers.
- * Middle schools are 0.39 FTE under budget due to teacher vacancies.
- * High schools are under budget by 5.32 FTEs due to vacancies in teacher.
- * Option schools are 6.74 FTE under their budget.
- * Central Instructional depts are 3.75 FTE under their budget.

* Support staff is over budget by 81.81 FTEs. The major variances are:

- * Paraprofessionals, tutors, para educators, and other hourly staff are over budget by 116.29 FTEs. Managers and principals are allowed to use non-salary discretionary funds to supplement hours for support staff such as paraprofessionals, tutors, clinic aides and other hourly staff. These positions are tagged with an asterisk under the support section in the following pages.
- * Custodial Service is under budget by 14.65 FTEs due to vacancies. The department is actively seeking to fill these positions.
- * Trades Techs are under budget by 11.0 FTEs due to unfilled positions.

- * The remaining variance of 8.82 FTEs is due to unfilled support staff positions such as technicians, secretaries and campus supervisors spread among various departments.

Other Funds:

Overall, the district is over budget by 20.09 FTE in the other funds. The variance in each fund is:

- * Capital Projects Fund is over budget by 1.75 FTE due to newly filled positions.
- * Grants Fund is over budget by 12.06 FTE due to fluctuations in grant funding.
- * Campus Activity Fund is over budget by 10.27 FTE due to schools purchasing support positions.
- * Transportation Fund is over budget by 0.57 FTE due to vacancies in the bus driver line, offset by an overage of paras.
- * Food Service Fund is under budget by 4.85 FTEs due to conservative staffing at school sites and some unfilled positions.
- * Child Care Fund is under budget by 3.19 FTEs due to fluctuations in enrollment at the preschool sites.
- * Insurance Reserve is over budget by 0.75 FTE. This overage is due to additional hourly staff.
- * Technology Fund is over budget by 3.66 FTEs due to additional staff being purchased with available funds.
- * Central Services Fund is under budget by 0.93

2012/2013 and 2013/2014 Two-Year Actual Comparison Notes

General Fund:

* **Administrative** FTEs increased by a net of 22.55 FTEs from the prior year. The large increase was due to the resturcture in leadership, facilities reclassifications and 7 APs being added from the licensed staffing pool.

* **Licensed** FTEs decreased by 3.91 to the prior year. There was an increase of 23 Instructional Coaches caused by moving from the Grants Fund to the General Fund, offset by vacancies.

* **Support** FTEs decreased by a net of 3.98 from the prior year due to fewer vacant positions in custodial, reclassifications in facilities and department decisions to purchase discretionary staff.

**Jefferson County Public Schools
FTE Staffing Analysis
March 31, 2014**

General Fund	2012/2013			2013/2014			Budget Variance - Increase (Decrease) from Prior Year	Actual Variance - Increase (Decrease) from Prior Year	Budget to Actuals variance notes
	Revised Budget	3/31/13 Actuals	Variance	Revised Budget	3/31/14 Actuals	Variance			
Administration:									
Superintendent	1.00	1.00	-	1.00	0.00	(1.00)	0.00	(1.00)	
Chief Officer	3.00	3.00	-	6.00	5.00	(1.00)	3.00	2.00	
Executive Director	12.50	12.50	-	11.50	11.50	-	(1.00)	(1.00)	
Principal	140.00	141.00	1.00	141.00	142.00	1.00	1.00	1.00	
Director	26.50	22.50	(4.00)	36.00	35.00	(1.00)	9.50	12.50	
Assistant Director	7.00	7.00	-	7.00	6.00	(1.00)	0.00	(1.00)	
Supervisor	3.00	3.00	-	3.00	3.00	-	0.00	0.00	
Assistant Principal	128.50	124.50	(4.00)	130.05	129.55	(0.50)	1.55	5.05	
Community Superintendent Manager	4.00	4.00	-	0.00	0.00	-	-	-	
Technical Specialist	20.00	21.00	1.00	27.00	26.00	(1.00)	7.00	5.00	
Counselor	26.00	23.00	(3.00)	29.00	25.00	(4.00)	3.00	2.00	
Coordinator - Administrative	0.00	0.00	-	0.00	1.00	1.00	0.00	1.00	
Resource Specialist	6.00	5.50	(0.50)	5.50	5.50	-	(0.50)	0.00	
Administrator	0.00	0.00	-	1.00	1.00	-	1.00	1.00	
Administrative Assistant	2.50	3.00	0.50	2.50	1.00	(1.50)	0.00	(2.00)	
Investigator	10.00	9.00	(1.00)	10.00	9.00	(1.00)	0.00	0.00	
Total Administration	392.00	382.00	(10.00)	412.55	402.55	(10.00)	20.55	20.55	

**Jefferson County Public Schools
FTE Staffing Analysis
March 31, 2014**

General Fund	2012/2013			2013/2014			Budget Variance - Increase (Decrease) from Prior Year	Actual Variance - Increase (Decrease) from Prior Year	Budget to Actuals variance notes
	Revised Budget	3/31/13 Actuals	Variance	Revised Budget	3/31/14 Actuals	Variance			
Licensed:									
Teacher	4174.97	4185.13	10.16	4183.19	4163.44	(19.75)	8.22	(21.69)	
Counselor	134.75	137.50	2.75	138.25	136.50	(1.75)	3.50	(1.00)	
Teacher Librarian	117.50	117.50	-	117.33	115.33	(2.00)	(0.17)	(2.17)	
Coordinator - Licensed	20.00	16.75	(3.25)	14.75	12.75	(2.00)	(5.25)	(4.00)	
Resource Teachers	52.70	52.20	(0.50)	54.47	52.97	(1.50)	1.77	0.77	
Instructional Coach	91.70	82.75	(8.95)	105.82	104.61	(1.21)	14.12	21.86	
Peer Evaluator	0.00	0.00	-	4.00	3.00	(1.00)	4.00	3.00	
Physical Therapist	12.50	12.50	-	12.50	12.50	-	0.00	0.00	
Occupational Therapist	29.00	29.00	-	29.00	29.00	-	0.00	0.00	
Nurse	38.00	37.00	(1.00)	38.00	38.00	-	0.00	1.00	
Psychologist	67.00	67.00	-	63.30	60.20	(3.10)	(3.70)	(6.80)	
Social Worker	60.50	63.20	2.70	67.00	69.00	2.00	6.50	5.80	
Audiologist	4.50	4.50	-	4.50	4.50	-	0.00	0.00	
Speech Therapist	120.10	120.50	0.40	120.92	118.20	(2.72)	0.82	(2.30)	
Certificated - Hourly	14.60	16.61	2.01	16.53	18.24	1.71	1.93	1.63	
Total Licensed	4,937.82	4,942.14	4.32	4,969.56	4,938.23	(31.32)	31.74	(3.91)	

**Jefferson County Public Schools
FTE Staffing Analysis
March 31, 2014**

General Fund	2012/2013			2013/2014			Budget Variance - Increase (Decrease) from Prior Year	Actual Variance - Increase (Decrease) from Prior Year	Budget to Actuals variance notes
	Revised Budget	3/31/13 Actuals	Variance	Revised Budget	3/31/14 Actuals	Variance			
Support:									
Accountant I	1.00	1.00	-	1.00	1.00	-	0.00	0.00	
Specialist - Classified	23.63	21.75	(1.88)	22.13	21.13	(1.00)	(1.50)	(0.62)	
Buyer	1.67	1.00	(0.67)	1.67	1.00	(0.67)	0.00	0.00	
Technicians Classified	95.00	84.50	(10.50)	92.00	83.50	(8.50)	(3.00)	(1.00)	
Group Leader	17.00	18.00	1.00	13.00	15.00	2.00	(4.00)	(3.00)	
School Secretary	333.00	329.50	(3.50)	331.00	331.00	-	(2.00)	1.50	
Secretary	14.50	17.50	3.00	21.00	20.80	(0.20)	6.50	3.30	
Clerk	1.00	1.00	-	1.00	1.00	-	0.00	0.00	
Buyer Assistant	2.00	2.00	-	2.00	2.00	-	0.00	0.00	
Paraprofessional*	531.11	632.30	101.19	515.60	611.95	96.35	(15.51)	(20.35)	
Special Interpreter/Tutor*	52.52	50.88	(1.64)	59.13	51.44	(7.69)	6.61	0.56	
Para-Educator*	35.39	36.33	0.94	36.53	35.20	(1.33)	1.14	(1.13)	
Clinic Aides*	81.20	83.27	2.07	78.99	83.66	4.67	(2.21)	0.39	
Trades Technician	147.00	132.00	(15.00)	147.00	136.00	(11.00)	0.00	4.00	
Custodian	474.40	453.75	(20.65)	474.40	459.75	(14.65)	0.00	6.00	
Campus Supervisor	67.00	66.00	(1.00)	66.00	66.00	-	(1.00)	0.00	
Food Service Manager*	2.41	2.00	(0.41)	2.45	2.00	(0.45)	0.04	0.00	
Food Serv. Hourly Worker*	1.53	3.30	1.77	2.26	2.69	0.43	0.73	(0.61)	
Warehouse Worker	3.00	1.75	(1.25)	3.00	1.75	(1.25)	0.00	0.00	
Classified - Hourly*	20.52	58.65	38.13	40.53	64.84	24.31	20.01	6.19	
Total Support	1,904.88	1,996.48	91.60	1,910.69	1,991.70	81.01	5.81	(4.78)	
Total General Fund	7,234.70	7,320.62	85.92	7,292.80	7,332.49	39.69	58.10	11.87	

**Jefferson County Public Schools
FTE Staffing Analysis
March 31, 2014**

Other Funds	2012/2013			2013/2014			Budget Variance - Increase (Decrease) from Prior Year	Actual Variance - Increase (Decrease) from Prior Year
	Revised Budget	3/31/13 Actuals	Variance	Revised Budget	3/31/14 Actuals	Variance		
Capital Project Funds								
Administration	13.00	12.00	(1.00)	16.25	17.00	0.75	3.25	5.00
Licensed	-	-	-	-	-	-	-	-
Support	4.00	4.00	-	3.00	4.00	1.00	(1.00)	-
Total Capital Project Funds	17.00	16.00	(1.00)	19.25	21.00	1.75	2.25	5.00
Grant Fund								
Administration	23.00	25.52	2.52	23.00	28.00	5.00	-	2.48
Licensed	273.00	267.09	(5.91)	250.00	240.48	(9.52)	(23.00)	(26.61)
Support	353.00	369.09	16.09	369.00	385.58	16.58	16.00	16.49
Total Grant Fund	649.00	661.70	12.70	642.00	654.06	12.06	(7.00)	(7.64)
Campus Activity Fund								
Administration	-	-	-	-	-	-	-	-
Licensed	-	0.50	0.50	-	-	-	-	(0.50)
Support	25.00	25.05	0.05	25.00	35.27	10.27	-	10.22
Total Campus Activity Fund	25.00	25.55	0.55	25.00	35.27	10.27	-	9.72
Transportation Fund								
Administration	6.00	6.00	-	6.00	7.00	1.00	-	1.00
Licensed	-	-	-	-	-	-	-	-
Support	342.50	354.98	12.48	362.18	361.75	(0.43)	19.68	6.77
Total Transportation Fund	348.50	360.98	12.48	368.18	368.75	0.57	19.68	7.77
Food Service Fund								
Administration	14.00	14.00	-	14.00	16.00	2.00	-	2.00
Licensed	-	-	-	-	-	-	-	-
Support	316.50	305.59	(10.91)	316.50	309.65	(6.85)	-	4.06
Total Food Service Fund	330.50	319.59	(10.91)	330.50	325.65	(4.85)	-	6.06
Child Care Fund								
Administration	-	-	-	-	-	-	-	-
Licensed	38.00	38.30	0.30	38.80	43.38	4.58	0.80	5.08
Support	318.00	309.35	(8.65)	318.60	310.83	(7.77)	0.60	1.48
Total Child Care Fund	356.00	347.65	(8.35)	357.40	354.21	(3.19)	1.40	6.56

**Jefferson County Public Schools
FTE Staffing Analysis
March 31, 2014**

Other Funds	2012/2013			2013/2014			Budget Variance - Increase (Decrease) from Prior Year	Actual Variance - Increase (Decrease) from Prior Year
	Revised Budget	3/31/13 Actuals	Variance	Revised Budget	3/31/14 Actuals	Variance		
Property Management Fund								
Administration	0.50	0.50	-	0.50	0.50	-	-	-
Licensed	-	-	-	-	-	-	-	-
Support	2.00	2.00	-	2.00	2.00	-	-	-
Total Property Management Fund	2.50	2.50	-	2.50	2.50	-	-	-
Employee Benefits Fund								
Administration	-	-	-	-	-	-	-	-
Licensed	-	-	-	-	-	-	-	-
Support	1.00	1.00	-	1.00	1.00	-	-	-
Total Employee Benefits Fund	1.00	1.00	-	1.00	1.00	-	-	-
Insurance Reserve Fund								
Administration	6.00	6.00	-	6.50	6.50	-	0.50	0.50
Licensed	-	-	-	-	-	-	-	-
Support	23.00	23.00	-	23.00	23.75	0.75	-	0.75
Total Insurance Reserve Fund	29.00	29.00	-	29.50	30.25	0.75	0.50	1.25
Technology Fund								
Administration	73.75	70.75	(3.00)	75.75	81.75	6.00	2.00	11.00
Licensed	-	2.00	2.00	2.00	2.00	-	2.00	-
Support	49.38	53.18	3.80	47.05	44.71	(2.34)	(2.33)	(8.47)
Total Technology Fund	123.13	125.93	2.80	124.80	128.46	3.66	1.67	2.53
Central Services Fund								
Administration	4.00	3.00	(1.00)	3.00	3.00	-	(1.00)	-
Licensed	-	-	-	-	-	-	-	-
Support	10.05	7.35	(2.70)	12.05	11.12	(0.93)	2.00	3.77
Total Central Services Fund	14.05	10.35	(3.70)	15.05	14.12	(0.93)	1.00	3.77
Other Funds								
Administration	140.25	137.77	(2.48)	145.00	159.75	14.75	4.75	21.98
Licensed	311.00	307.89	(3.11)	290.80	285.85	(4.95)	(20.20)	(22.04)
Support	1,444.43	1,454.59	10.16	1,479.38	1,489.66	10.28	34.95	35.07
Total FTEs Other Funds	1,895.68	1,900.25	4.57	1,915.18	1,935.27	20.09	19.50	35.02

**Jefferson County Public Schools
FTE Staffing Analysis
March 31, 2014**

	2012/2013			2013/2014			Budget Variance - Increase (Decrease) from Prior Year	Actual Variance - Increase (Decrease) from Prior Year
	Revised Budget	3/31/13 Actuals	Variance	Revised Budget	3/31/14 Actuals	Variance		
Other Funds								
ALL Funds								
Administration	532.25	519.77	(12.48)	557.55	562.30	4.75	25.30	42.53
Licensed	5,248.82	5,250.03	1.21	5,260.36	5,224.09	(36.27)	11.54	(25.94)
Support	3,349.31	3,451.07	101.76	3,390.07	3,481.36	91.29	40.76	30.29
Total FTEs ALL Funds	9,130.38	9,220.87	90.49	9,207.98	9,267.75	59.77	77.60	46.88

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 March 31, 2014

Flag Program Criteria — 2013/2014

Key factors for being  (OBSERVED) or  (MONITORED)

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

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

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

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

Changing from  (OBSERVED) to  (MONITORED)

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

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

Eliminating  (MONITORED)

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

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

Appendix C



Performance Indicators

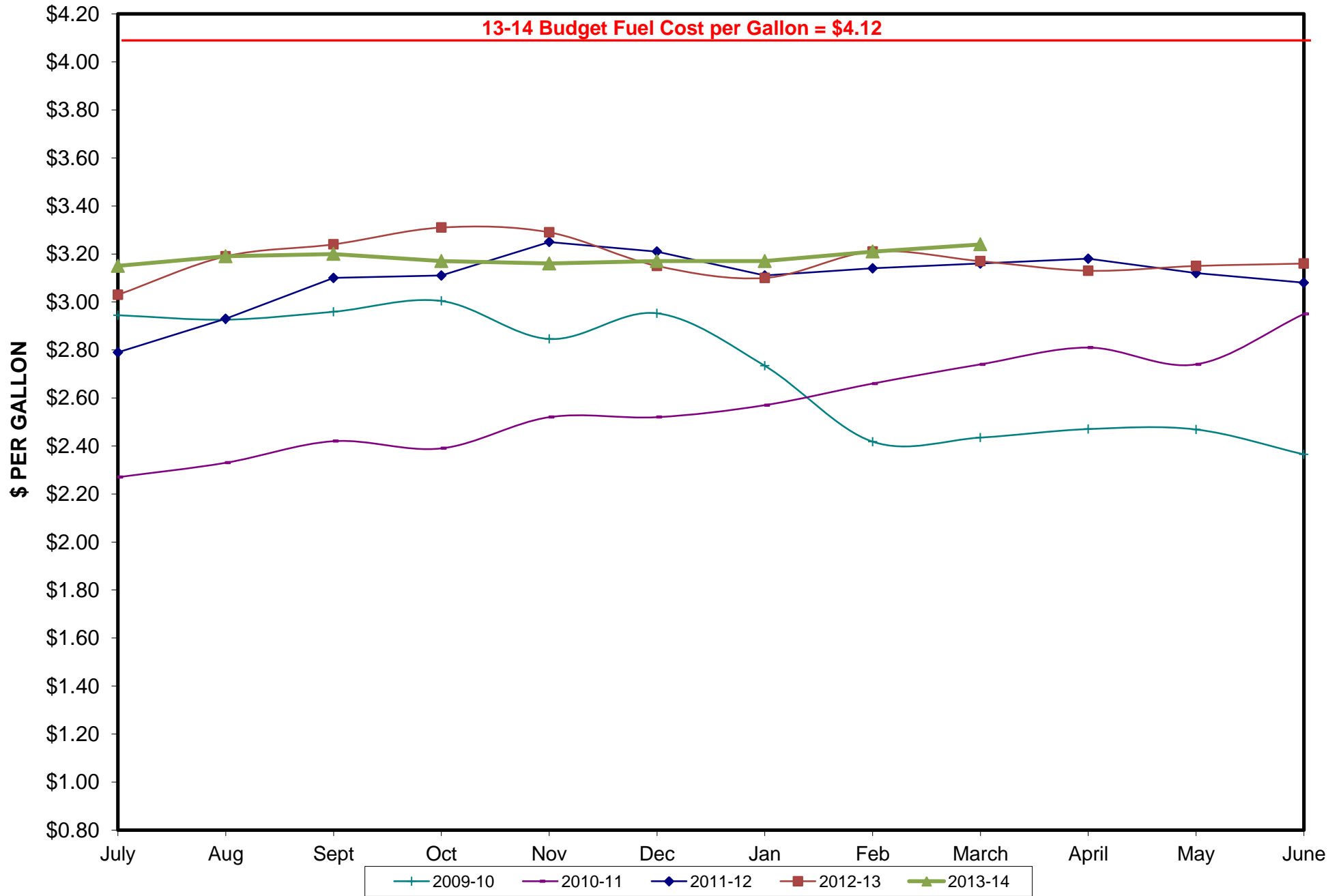
March 31, 2014

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

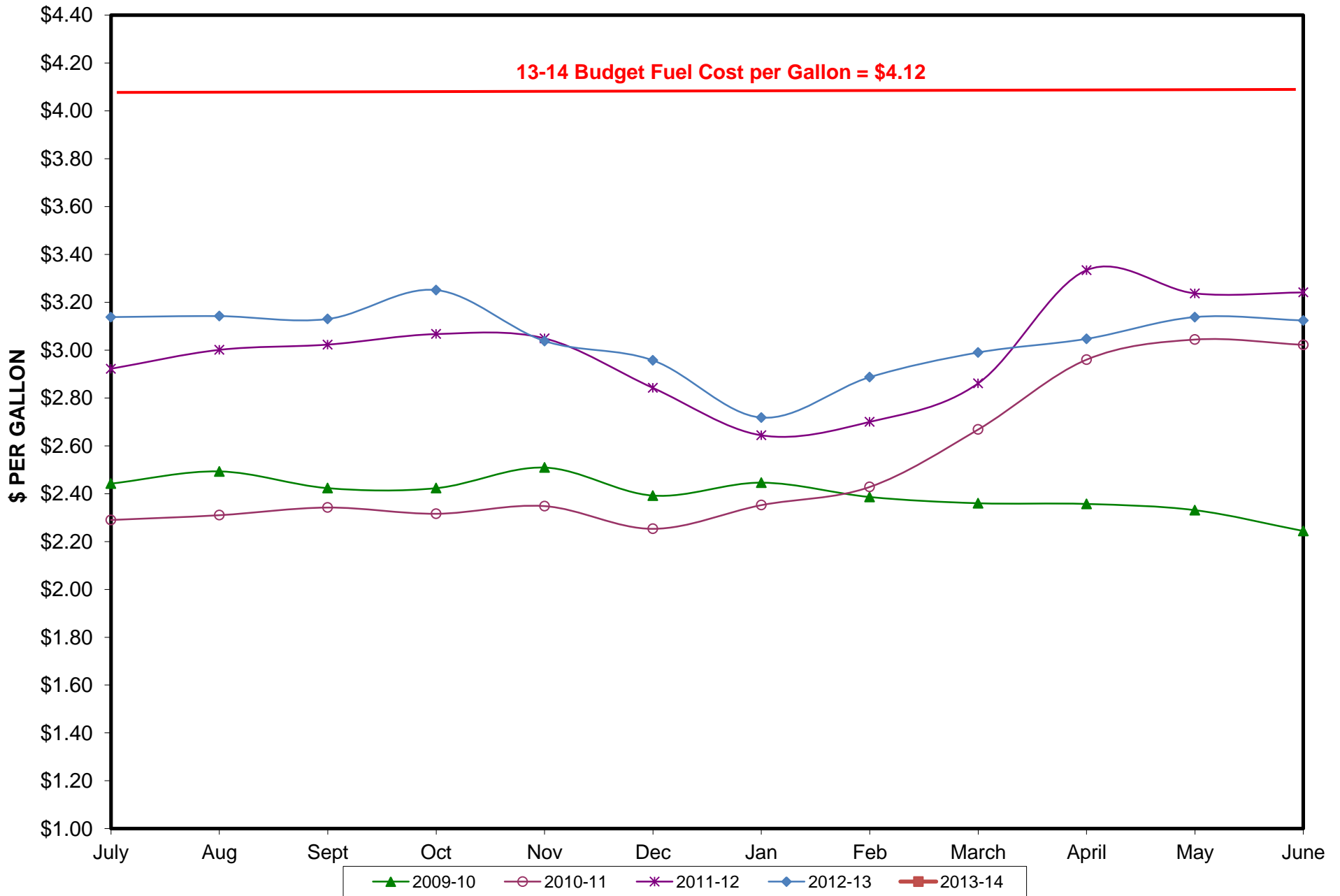
- **Transportation Department:** C-1 to C-2
Refer to page 10. The attached charts show monthly diesel and unleaded fuel prices for each month of the five previous years compared to this year.
- **Food Services:** C-3
Refer to pages 20 and 22. The attached table compares meals served for the current school year compared to the prior school year.
- **Risk Management:** C-4
Refer to pages 27 and 30. The table compares the number of claims by category for this year compared to last year.
- **Technology:** C-5 to C-13
Following is information and data on district information technology. The purpose of this information is to provide perspective regarding district technology systems, capacity and utilization.

- C-5 to C-8Device and Support Needs
- C-9 to C-12System Network Utilization and Demand
- C-13Security Metrics
- C-14 to C-15Storage Metrics

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



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

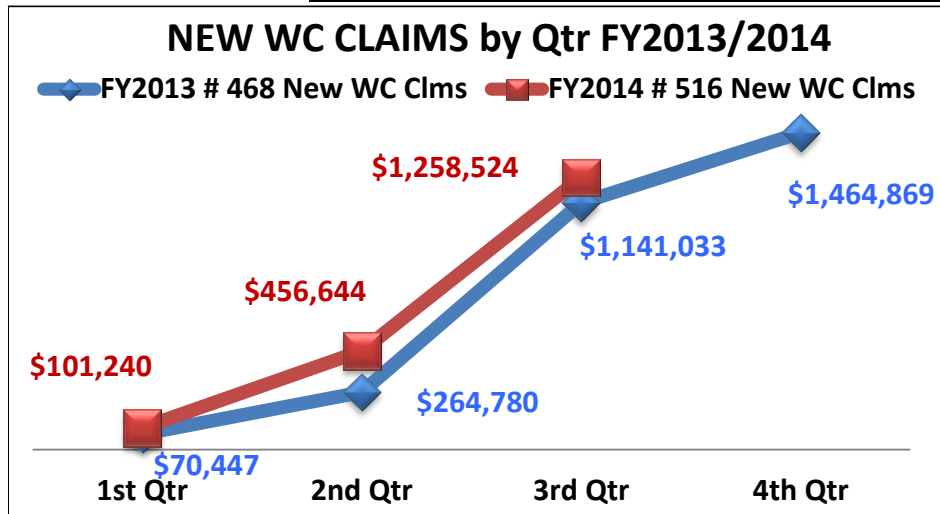


**Food and Nutrition Services
Average Daily Meal Comparison
3rd Quarter For FY 2013/2014**

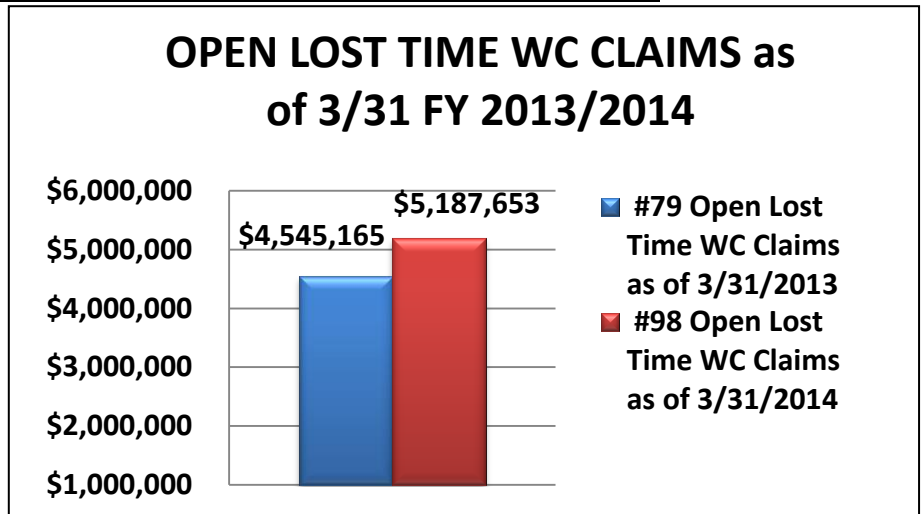
Month/Year	Number of Serving Days	Total Meals Served	Average Meals/Day	ADP % Gain or (Loss)	Market Share %
August-12	10	399,036	39,904		51.87%
September-12	19	913,875	48,099		62.52%
October-12	23	1,134,172	49,312		64.10%
November-12	17	842,782	49,575		64.44%
December-12	15	711,417	47,428		61.65%
January-13	16	766,907	47,932		62.30%
February-13	18	890,056	49,448		64.27%
March-13	16	768,680	48,043		62.45%
Aug-June 13	134	6,426,925	47,962	-5.00%	62.34%
August-13	9	380,064	42,229		53.67%
September-13	20	876,026	43,801		55.67%
October-13	23	1,046,207	45,487		57.82%
November-13	16	743,412	46,463		59.06%
December-13	15	656,070	43,738		55.59%
January-14	17	762,796	44,870		57.03%
February-14	18	826,123	45,896		58.33%
March-14	15	681,600	45,440		57.76%
Aug-June 14	133	5,972,298	44,904	-6.38%	57.07%
Difference	-1	-454,626	-3,058	-1.37%	-5.27%

RISK MANAGEMENT FY2014 THIRD QUARTERLY REPORT

WORKERS' COMPENSATION FY2013/2014 PROGRAM COMPARISON



FY 2013
 ALL OPEN WC CLAIMS as of 3/31/2013 #144
 \$4,646,331 Incurred Open WC Claims Value
 Average Claim Cost New Med Only/New Lost Time \$921/\$9,560
 4.59 WC Claims/Incidents/100 Employees (cumulative)
 1820 FY 2013 Lost Work Days



FY 2014
 ALL OPEN WC CLAIMS as of 3/31/2014 #178
 \$5,334,767 Incurred Open WC Claims Value
 Average Claim Cost New Med Only/New Lost Time \$1,067/\$13,509
 5.60 WC Claims/Incidents/100 Employees (cumulative)
 3201 FY 2014 Lost Work Days

Property Program Activity/Status as of 3/31/2014:

The District experienced 18 property loss incidents during the 3rd quarter of FY 2013/2014 at an incurred cost of \$13,839. For the same period in FY 2012/2013 the District experienced 30 incidents at an incurred cost of \$80,525. One significant water damage loss in FY 2012/2013 drove costs during that period compared to this year.

Automobile Program Activity/Status as of 3/31/2014:

During the 3rd quarter of FY 2013/2014, 60 automobile incidents occurred with incurred costs of \$66,356. 62 automobile incidents occurred during the 3rd quarter of FY 2012/2013 with incurred costs of \$82,948. No significant trends have been identified.

Liability Program Activity/Status as of 3/31/2014:

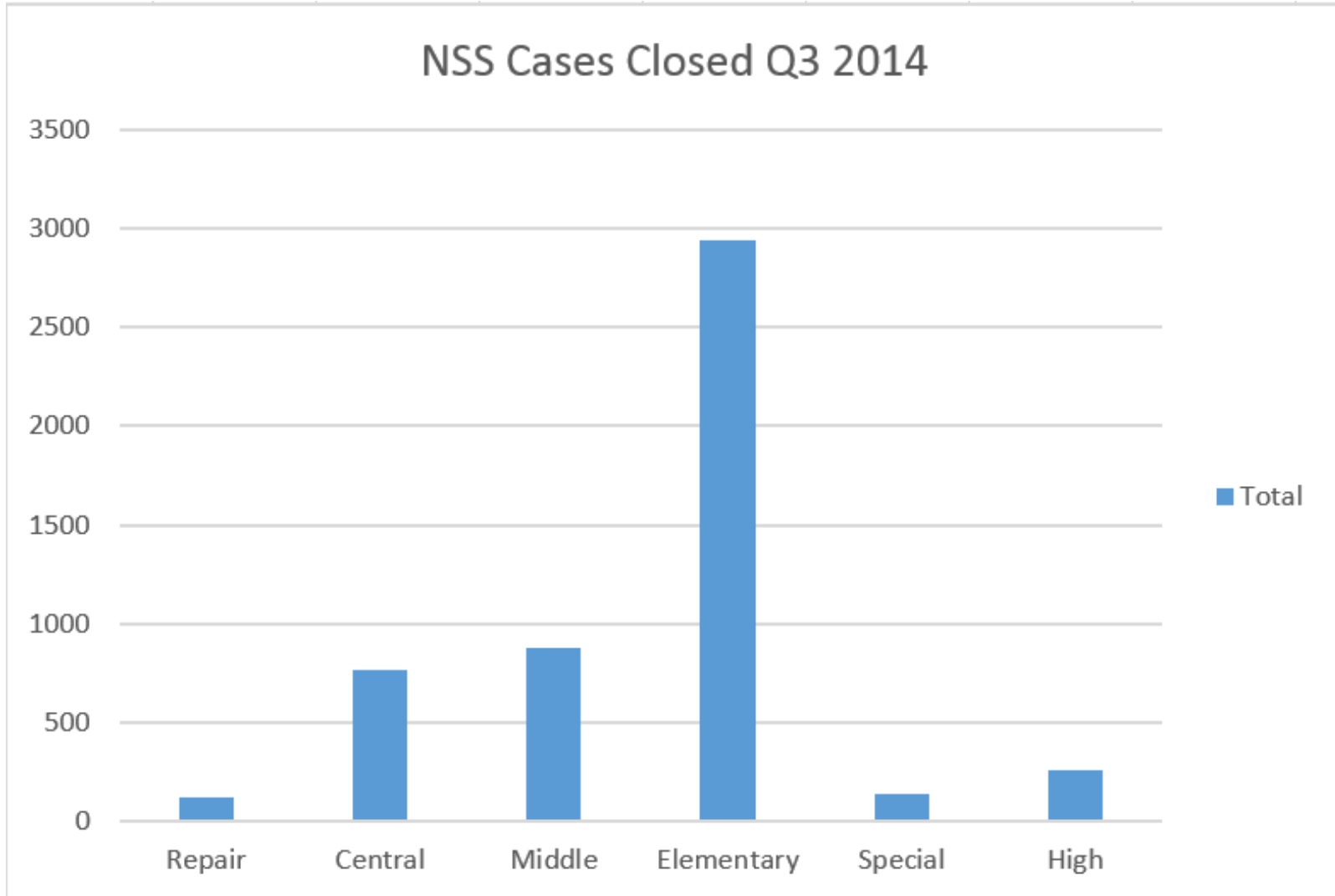
The District experienced 6 liability incidents during the 3rd quarter of FY 2013/2014 and 14 during the same period of FY 2012/2013. Incurred costs for the 3rd quarter of FY 2013/2014 are currently estimated at approximately \$5,000.

IT SERVICE DESK AND FIELD SUPPORT SERVICES

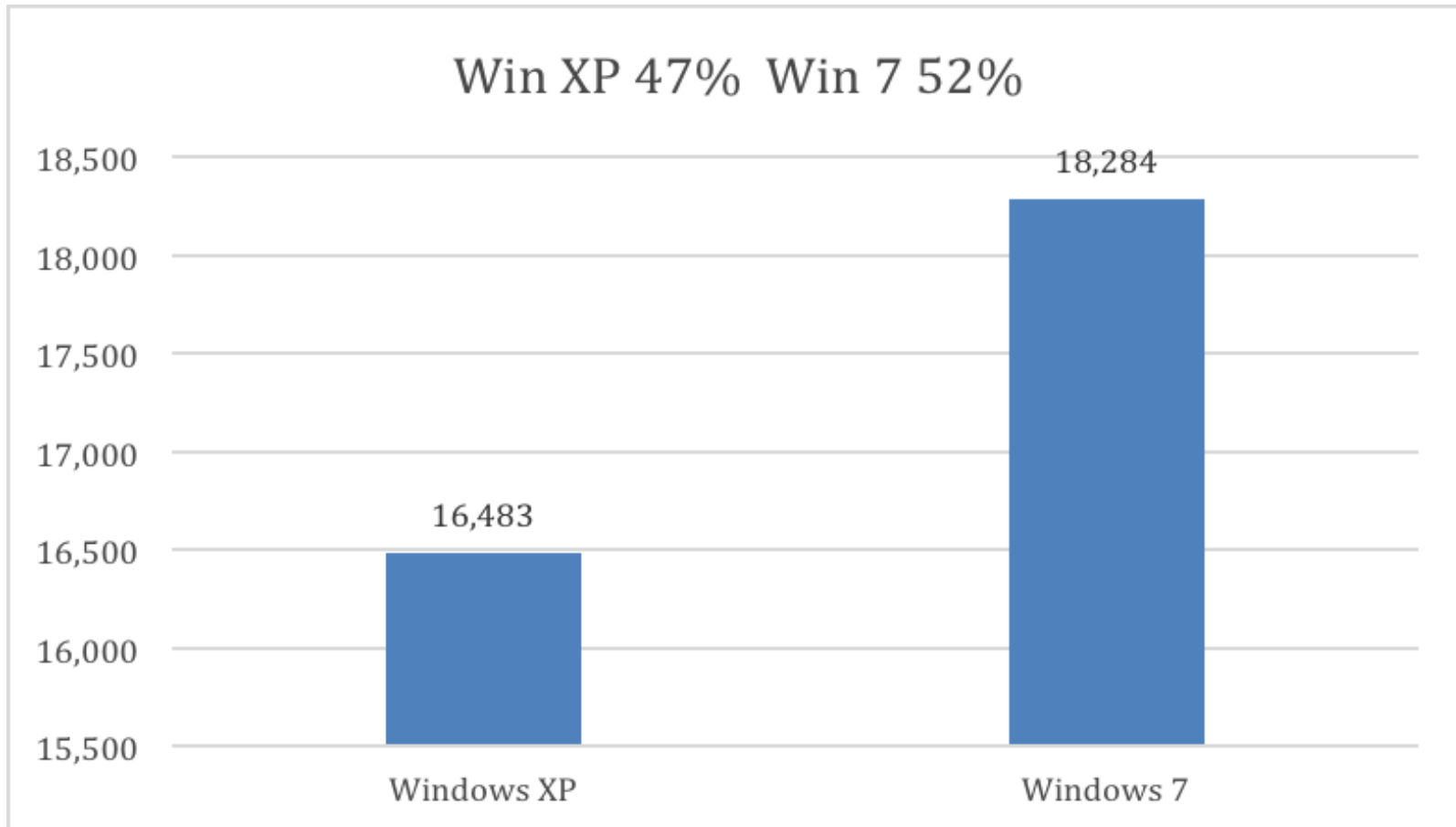
January – March 2014

The district tech per device support ratio is approximately 1,141 devices /tech.

The total number of tickets completed by school type for this quarter for NSS = 5,092 broken down here between district facilities.



IT SERVICE DESK AND FIELD SUPPORT SERVICES January – March 2014

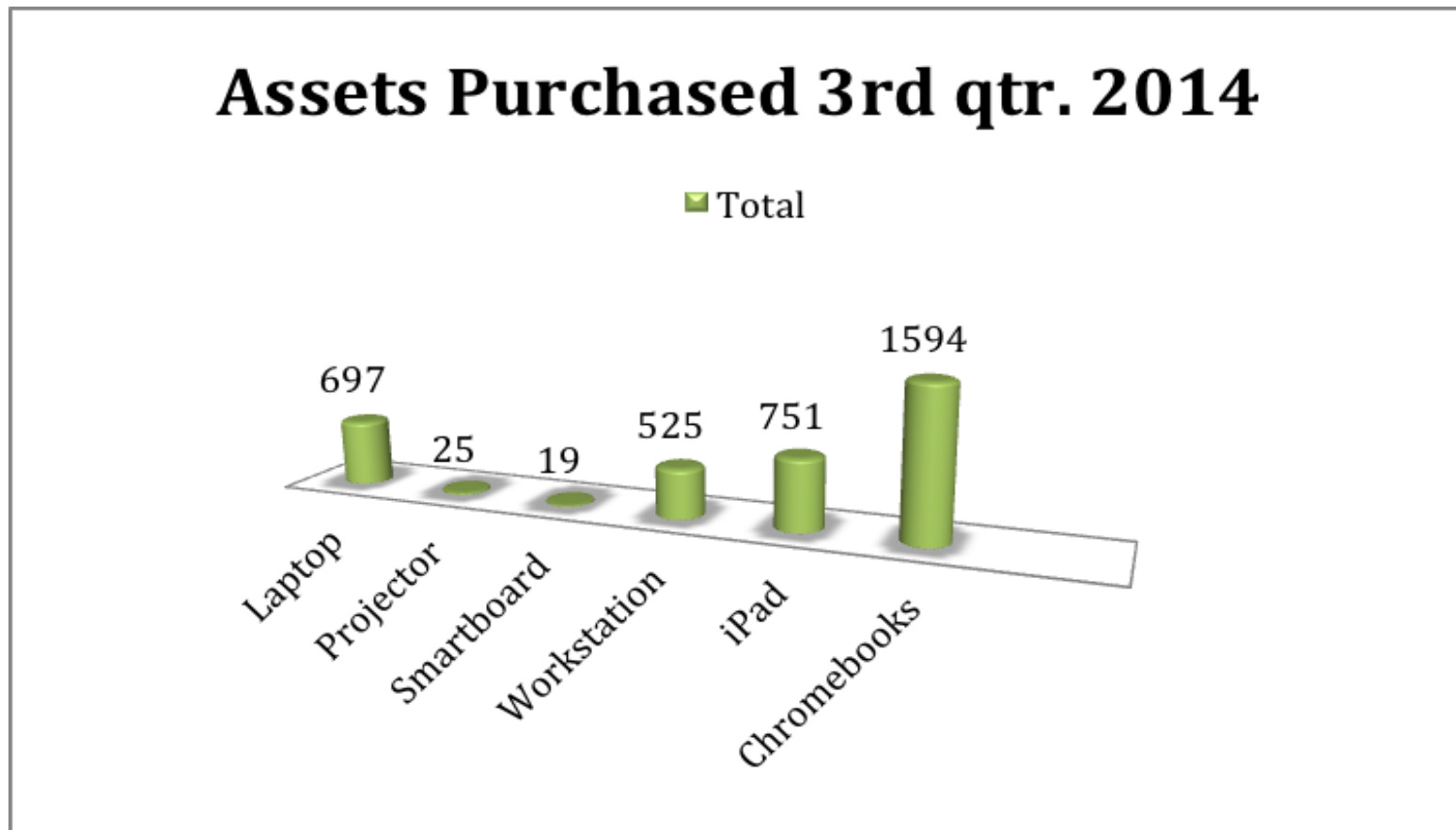


At the beginning of this school year 67% of district operating systems were Windows XP. Third quarter work involved migrating off of this unsupported platform. Administrative rights were removed from the remaining install base to minimize security risks associated with the unsupported operating system.

EDUCATIONAL TECHNOLOGY ACCESS PLAN (ETAP) AND MOBILE DEVICE READINESS (MDR) INITIATIVE

There continues to be a decline in the demand for laptops and desktops district-wide. These devices are being replaced by iPads and Chromebooks. Usage increased in 2013 from the previous year by 136 percent.

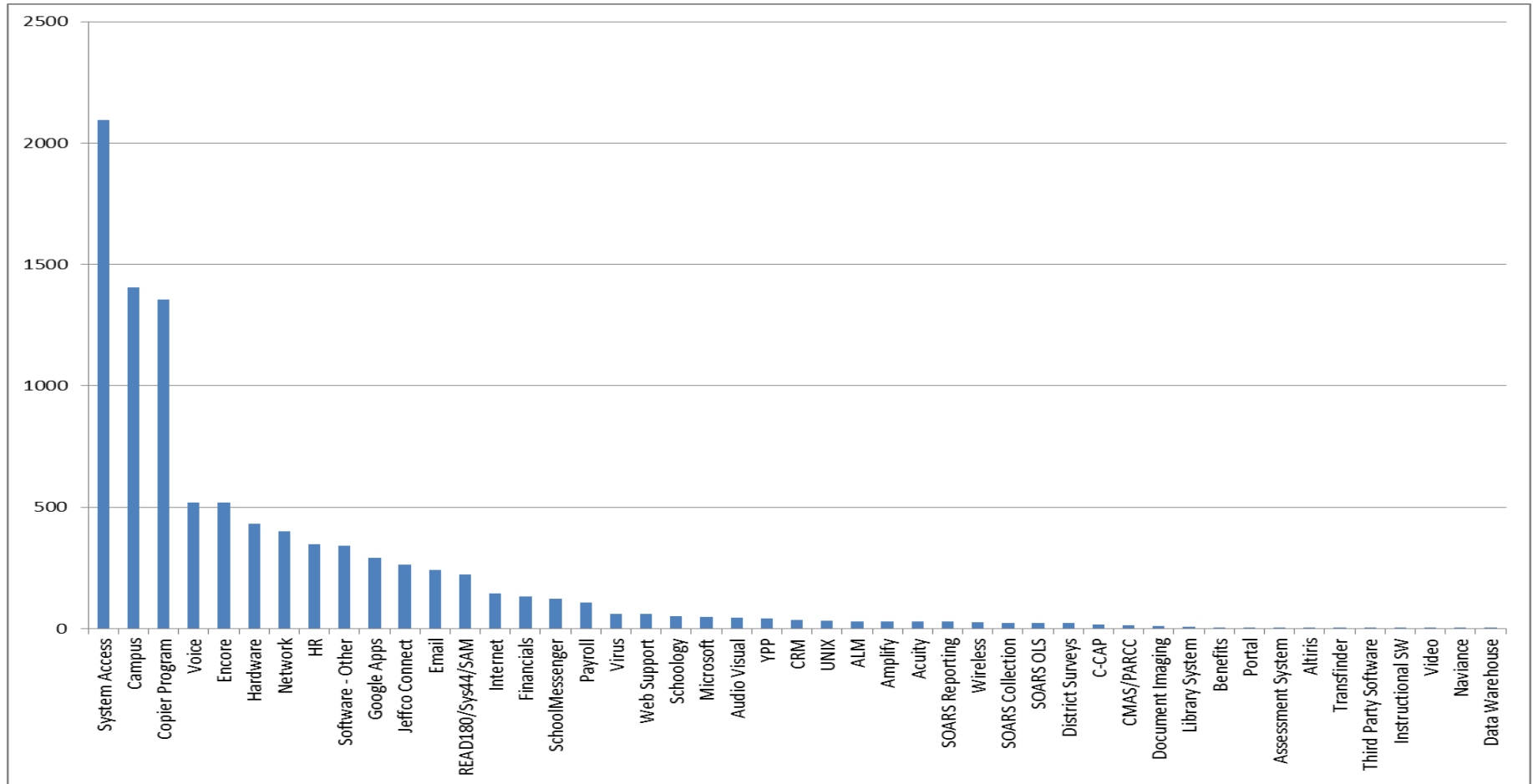
Fifty-three district sites have been migrated to the new wireless platform since the project began in the fall of 2012. We have accelerated the project in order to have all of the remaining elementary schools on the new hardware by the end of the calendar year 2014. This decision was primarily due to the increased demand at the elementary school level as well as the assessments scheduled for the spring of 2015. The overall cost of the Meraki wireless upgrade is expected to be between \$5.5 million and \$6 million. The overall program is expected to cost \$22 million over 5 years. Metrics are being developed around Bring Your Own Devices (BYOD) usage and will be provided when available.



IT SERVICE METRICS BY QUARTER

2014-01-01 Through 2014-3-31

Customer Requests Resolved by Major Services



9186 Requests resolved out of 9626 submitted.

69% Resolved in less than 48 hours

80% Resolved in 5 days or less

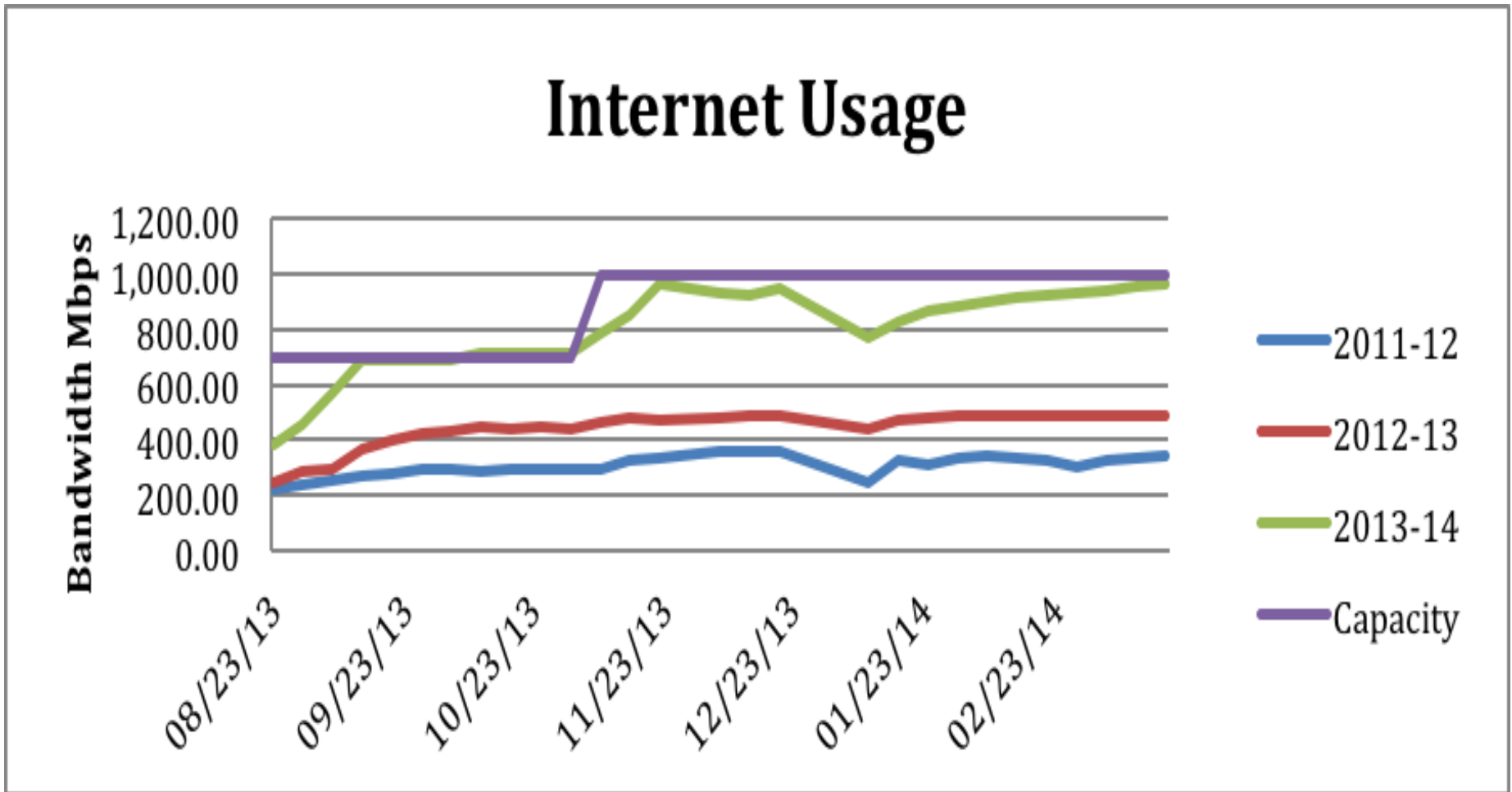
Chart includes all customer requests entered in the IT service request system.

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

CENTRAL NETWORK METRICS

The Internet was increased to 1Gb in December 2013 primarily due to the increased use of web-based services (Schoology, Google, etc.) and mobile devices (iPads, Chromebooks). This was a 100% increase from the previous school year at this time. We expect continued exponential growth in this area over the next 2–3 years as more schools adopt mobile devices in the classroom.

As a result of this increased dependency on the Internet for instructional delivery, the IT Infrastructure group is pursuing lower cost/high bandwidth options with a consortium of universities, non-profit corporations and government agencies that share in an aggregation access point called Front Range GigaPoP (FRGP). The anticipated delivery date for phase one of this project is Summer 2014.



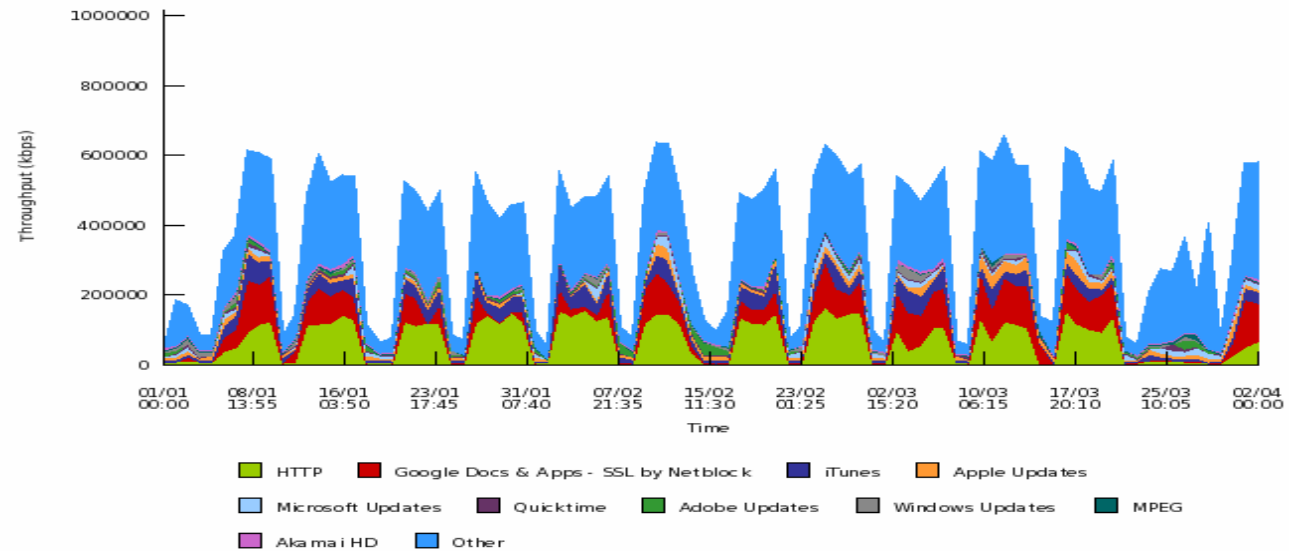
District Inbound and Outbound Internet Usage Per Day January – March 2014

These bandwidth usage graphs refer to all inbound and outbound traffic in the district during the current quarter.

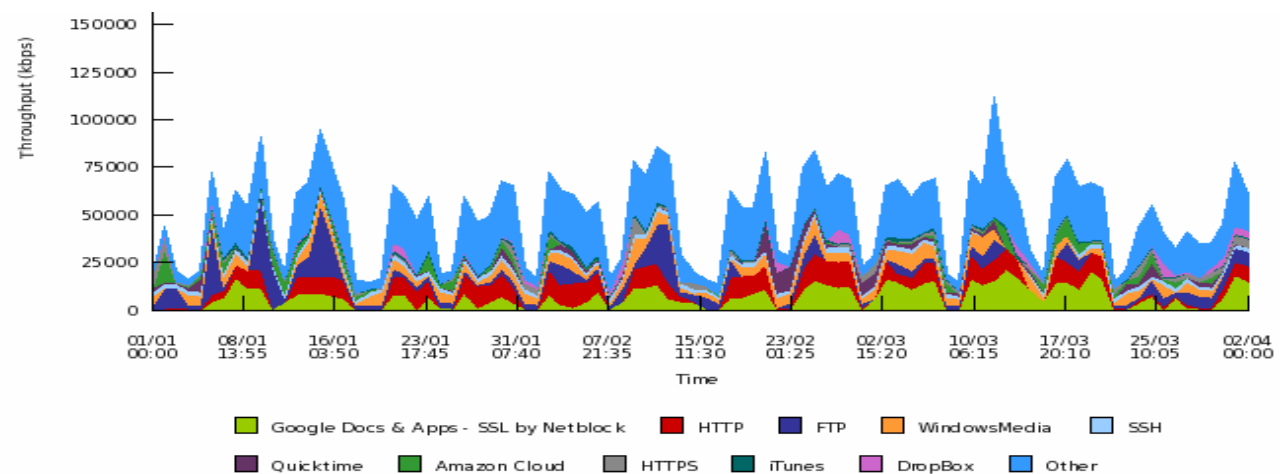
Inbound traffic is data which comes into a computer, for example, when someone downloads a file from a website.

Outbound traffic is data that is transmitted by the computer, such as a file attached to an email.

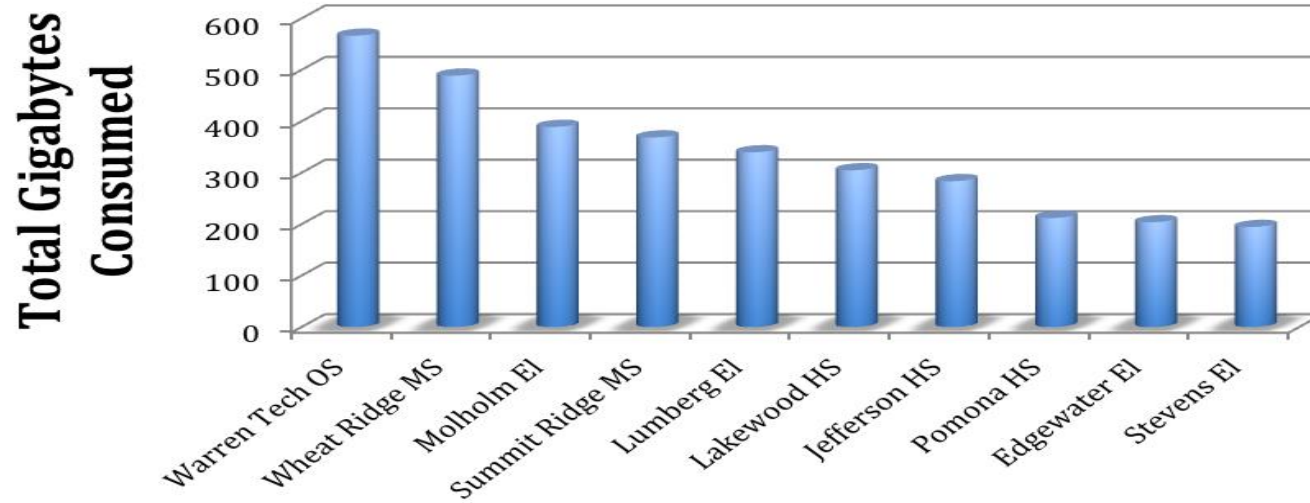
District Inbound Internet Usage per Day



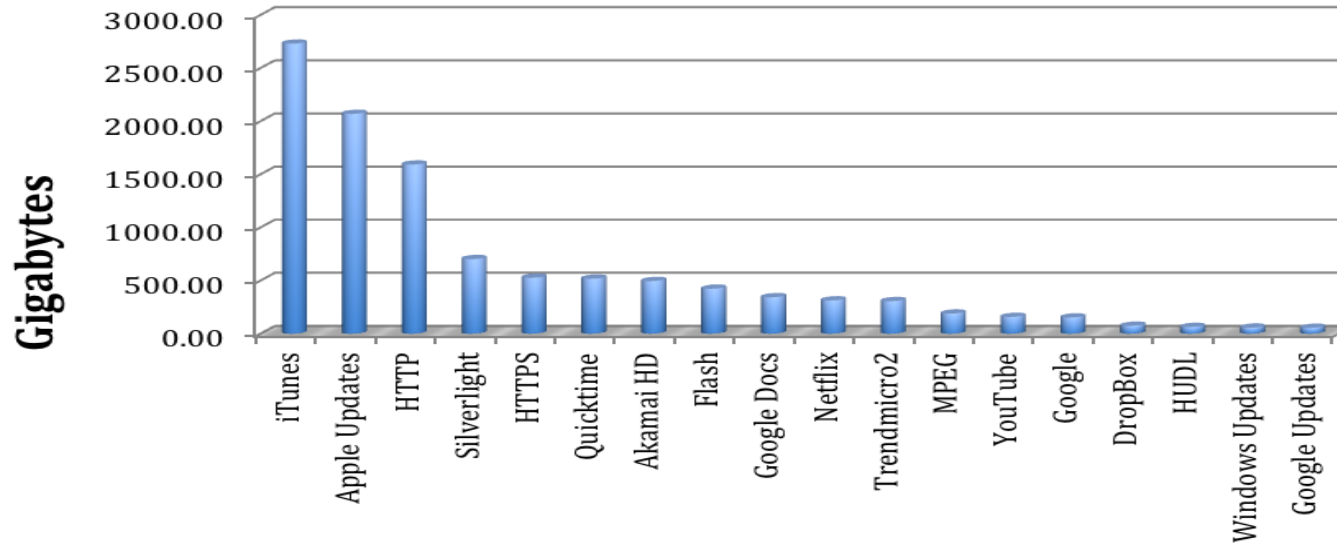
District Outbound Internet Usage per Day



Top 10 Internet Bandwidth Consumers



Top Internet Applications



TOP INTERNET APPLICATIONS – GOOGLE STATISTICS

January – March 2014

GOOGLE MAIL (Gmail)

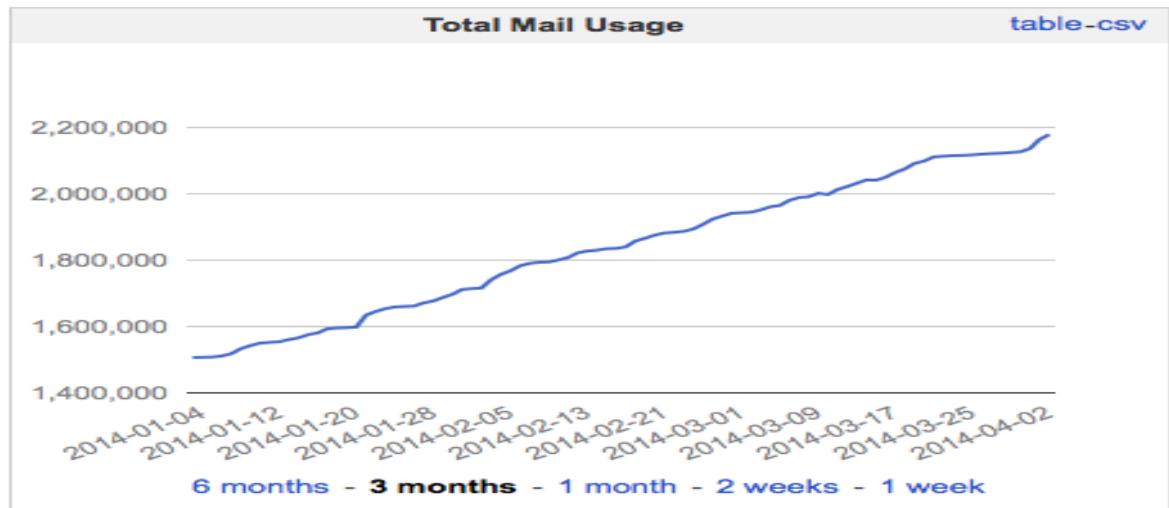
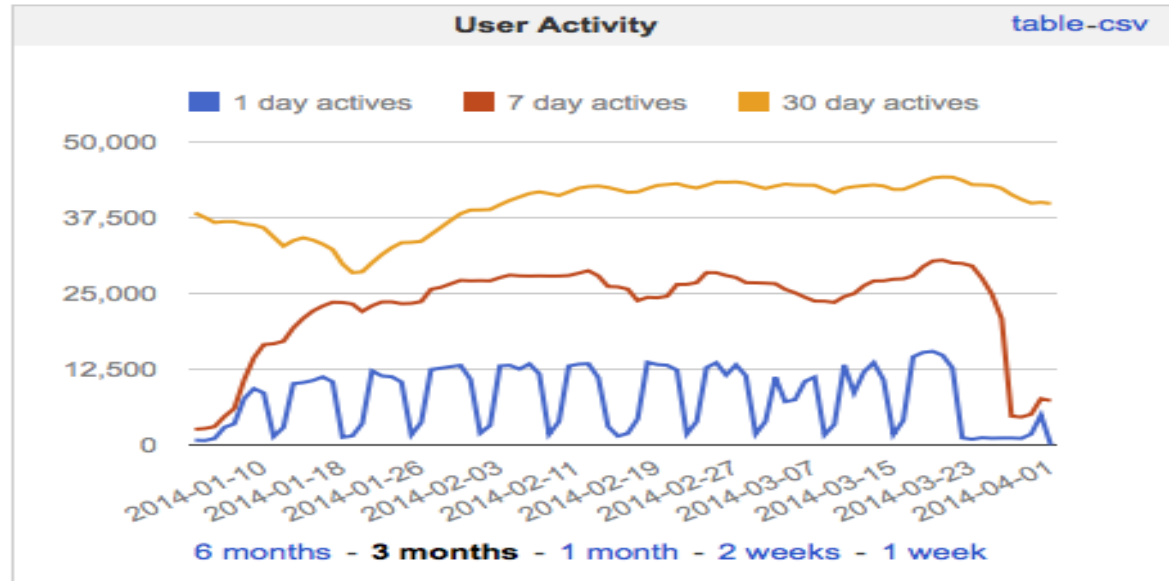
For staff and students

Google Accounts

153K

Gmail Accounts

94K



IT E-MAIL & SECURITY METRICS

January – March 2014

E-mail SPAM Metrics

Type	Total
Total E-mails Reviewed	7,094,757 (down from 9M the previous qtr.)
E-mails with Viruses 214% increase from previous quarter	110,636 (up from 15k the previous qtr.)
E-mails with Unallowable Attachments 80% increase from previous quarter	7,140 (down from 44k the previous qtr.)
E-mails Quarantined as SPAM (denied, quarantined, stripped) 27% increase from previous quarter	2,903,233 from 5,511,143
Total E-mails Allowed (normal delivery)	4,191,524 from 4,293,024

- 16.7% of external e-mail sent to the district e-mail system in the second quarter was SPAM and was automatically quarantined.

Security Metrics

The district network security appliances monitor network and/or system activities for malicious activity. The main function of the intrusion prevention system is to identify malicious activity, log information about this activity, attempt to block/stop it, and report it. In the second quarter, district security systems blocked:

Data was unavailable during this period.

STORAGE PERFORMANCE MONITORING

Performance monitoring is a term used in the Information Technology field to assess the performance of IT resources. The goal of performance monitoring is to understand cycles and workloads, evaluate demand, and forecast the needs of the organization. By monitoring utilization of certain essential resources in our storage environment (CPU, memory, disk input/output) over a period of time, we are better able to predict and avoid issues with performance for our end-users such as degradation of performance. The storage team looks for sustained CPU usage above 80 percent, high response times, drive failures, disk input/output contention (situations of competing resources - heavy workloads due to a high number of read and writes or accessing heavily used files on the same disk), etc.

Within our storage environment, the district monitors capacity and usage for two areas—production and disaster recovery. Disaster recovery is essentially a mirror of production that would allow the district to quickly restore critical IT data in the event of a major failure. Within those environments, Jeffco has two systems, both from EMC—Isilon and VNX .

Isilon (file shares) – This system was brought online starting the second week of January 2014

The Isilon system is basically a computer with a bunch of hard drives in it. It is file-level computer data storage connected to a computer network that provides data access. The Isilon provides the entire district with an avenue to store and retrieve their files through drive mappings on their workstations.

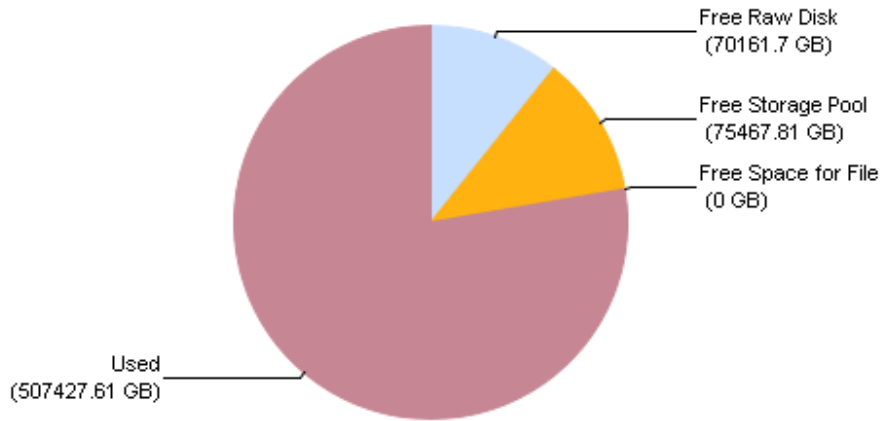
VNX– (applications and systems) – This system was brought online February 2014.

VNX is a block level storage system that runs on a very high speed specialized fiber network called a storage area network (SAN). Block level storage is like a hard drive in a server or computer except the hard drive happens to be installed in a remote location and is accessible over a network the VNX. The VNX uses tiering to move data between slow, medium and fast hard drives depending on data usage and need. The VNX also heavily uses cache (the process whereby commonly accessed data is stored in a memory buffer for quick access).

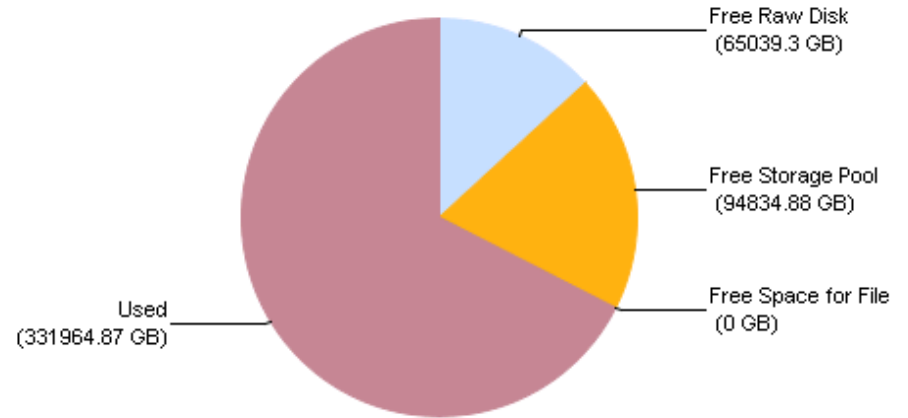
In the second quarter of FY 2013/2014, the district ramped up storage capabilities across both systems. Collection of performance metrics is ongoing. Evaluation of these metrics over time will help the district make strategic and operational decisions with regard to expenditures and improvements to assure that these systems meet the needs of growing demand and expectations for reliability and productivity by end users.

STORAGE PERFORMANCE MONITORING (continued)

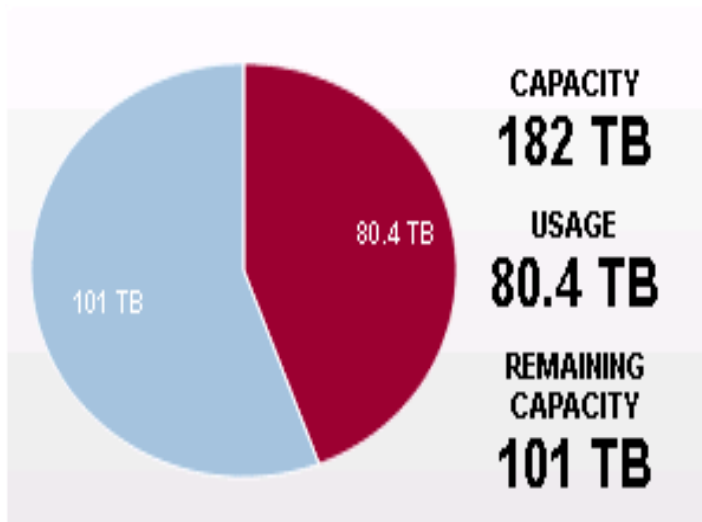
VNX – Production



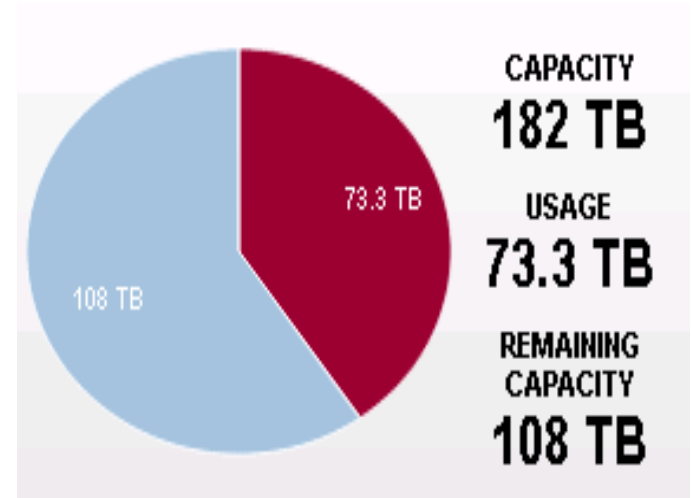
VNX – Disaster Recovery



Isilon – Production



Isilon – Disaster Recovery



Appendix D

Appendix D
Glossary of General Fund Expense Description

Description of Expense Line

<u>General Administration</u>		
	– Board of Education, Superintendent, Community Superintendents and Communications Salaries, benefits and other expenditures supporting these functions.	Election Expenses Legal Fees Audit Fees
	– Business Services Salaries, benefits and other expenditures supporting these functions.	Human Resources Financial Services Technology Services Principal and interest payments - Certificates of participation Early retirement
<u>School Administration</u>		
	Salaries, benefits and other expenditures supporting these functions.	Principals Assistant Principals Secretaries
<u>General Instruction</u>		
	Salaries, benefits and other expenditures supporting these functions. Includes instructional supplies, equipment, textbooks and copier usage.	Teachers Teacher Librarians Substitute Teachers Resource Teachers Instructional Coaches Paraprofessionals Athletic Officials Athletic Game Workers Athletic Trainers Athletic Supplies Student Transportation
<u>Special Education Instruction</u>		
	Salaries, benefits and other expenditures supporting these functions. Includes preschool, hearing, vision and challenge programs. Day treatment programs are also included in this category.	Teachers Substitute Teachers Speech Therapists Interpreters Para-educators
<u>Instructional Support</u>		
	– Student Counseling and Health Services Salaries, benefits and other expenditures supporting this function	Psychologists Counselors Occupational Therapists Physical Therapists Nurses Social Workers Clinic Aide Homebound Child Find Student Data Services

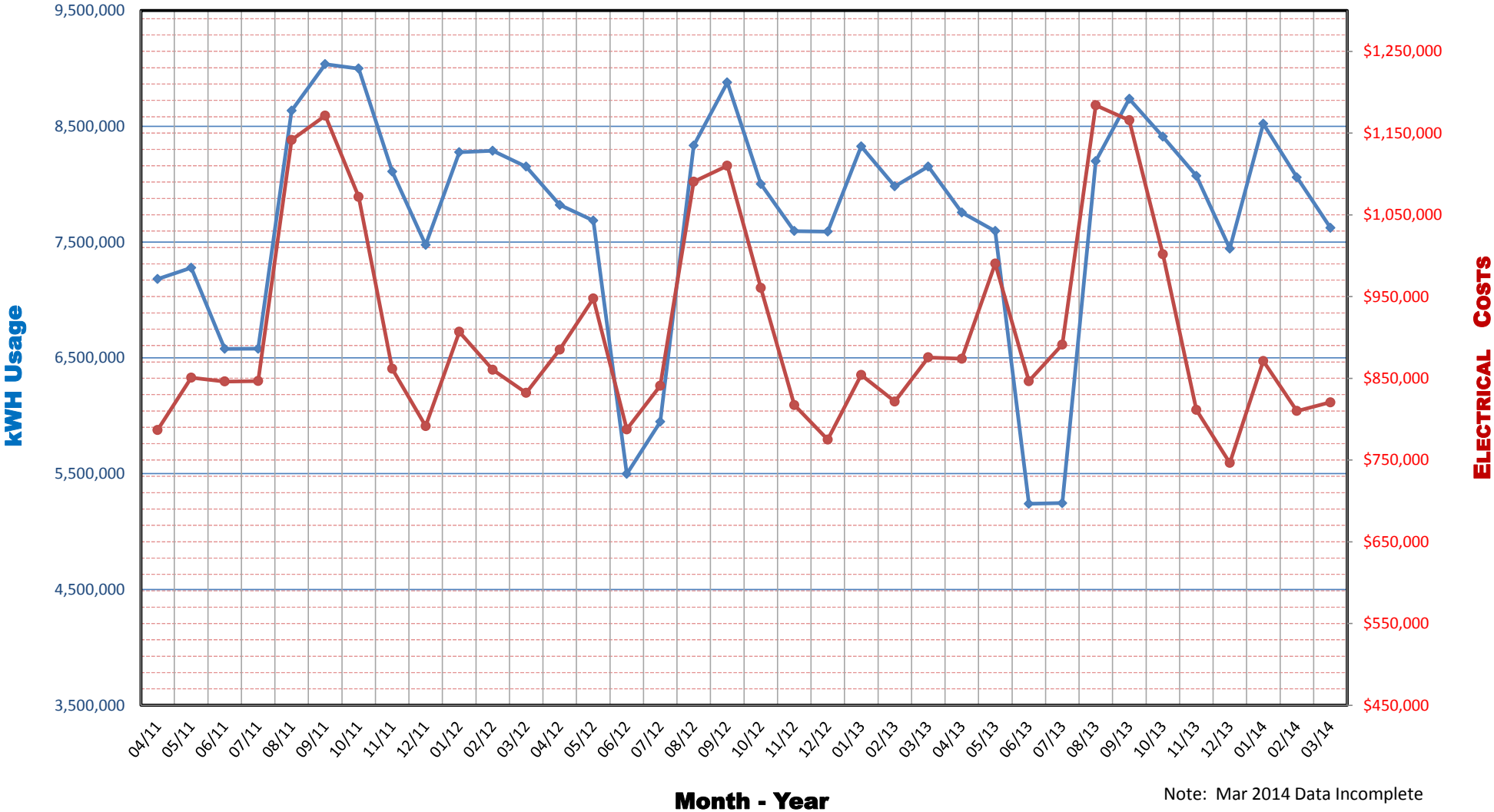
Appendix D
Glossary of General Fund Expense Description

	<p>– Curriculum Development and Training Salaries, benefits and other expenditures supporting this function</p>	<p>Central Athletics Career and Technical Education Division of Instruction Online Education I2a Learning Assessment and Research Instructional Technology Grants Management</p>
<u>Operations and Maintenance</u>		
	<p>– Utilities and Energy Management Salaries, benefits and utility expenditures supporting this function</p>	<p>Natural Gas Propane Electricity Voice Communication Lines Water and Sanitation Storm Water Energy Management</p>
	<p>– Custodial Salaries, benefits and supply expenditures supporting this function</p>	<p>Custodians Trades Technicians Substitute Custodians</p>
	<p>– Facilities Salaries, benefits and supply expenditures supporting this function</p>	<p>Zone facility support Care & Upkeep of Grounds and Equipment Environmental Compliance Funded Work Orders Network and Data Administration</p>
	<p>– School Site Supervision Salaries and benefits supporting this function.</p>	<p>Campus Supervisors</p>
<p><u>Transportation</u> PRIOR YEAR ONLY Salaries, benefits, fuel, maintenance for District bus services.</p>		

Appendix E

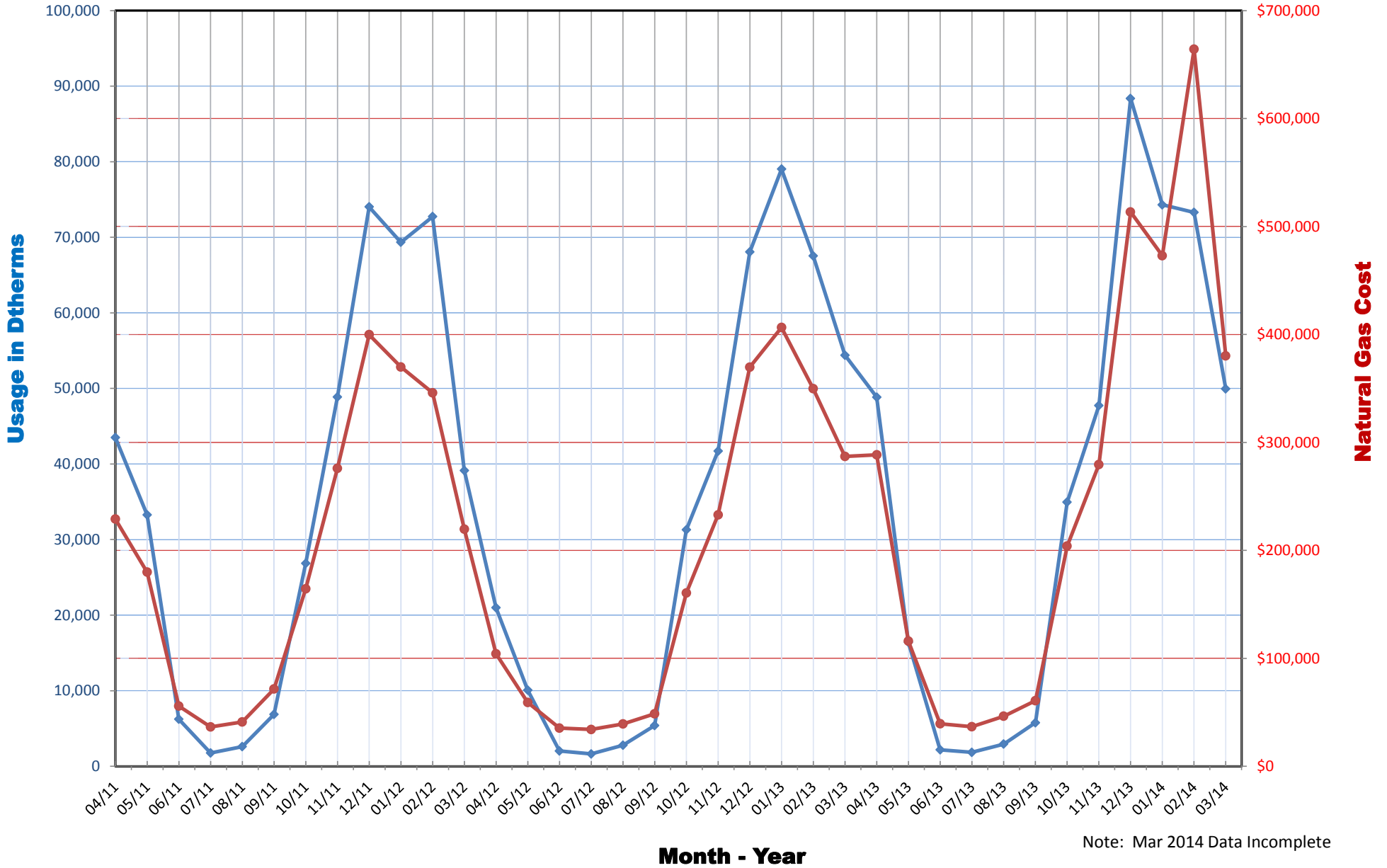
Jefferson County Public Schools Electrical Usage and Cost

—◆— Electricity (kWh)
—●— Total Elec Cost



Note: Mar 2014 Data Incomplete

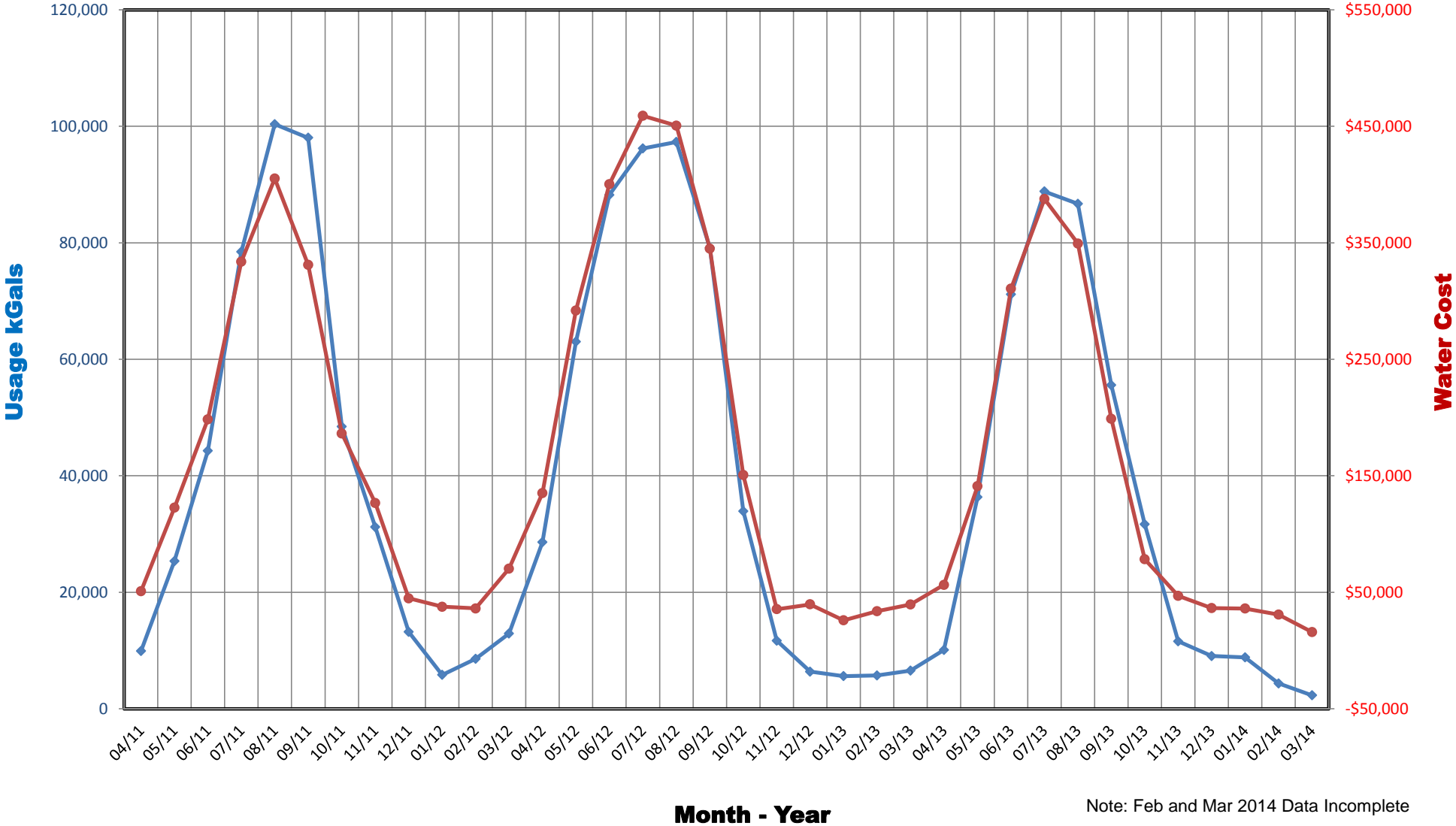
Jefferson County Public School Natural Gas Usage and Cost



Note: Mar 2014 Data Incomplete

Jefferson County Public School Water Usage and Cost

—◆— Water (kGal)
—●— Water Cost



Note: Feb and Mar 2014 Data Incomplete

Appendix F

**Executive Limitations - Business Services
3rd Quarter 2013 Financial Report**

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

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

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

Appendix G

ARRA and Other Stimulus Funding

Jeffco Public Schools received federal grant money through ARRA and other stimulus funding that was spent over the past five years depending on the individual grant. The funds were one-time money and most of the grants were completed by September 30, 2011. The district was being strategic in using these funds for one-time costs to avoid on-going expenditures after the money was gone. Race to the Top is the only ARRA funded grant active at this time. The following sections detail the initiatives funded with each award. In addition, the chart below shows the funding period, the award amount, the actual year to date expenditures and the number of jobs (FTEs) currently funded with these grant monies and a graph of ARRA expenditures by year.

National School Lunch Equipment – July 2009 – September 2009

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

National Board Certified Teacher Stipend – October 2009 – June 2010

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

Alternative Compensation for Teachers – January 2010 – December 2010

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

Education Jobs Fund Program – August 2010 – June 2011

The Ed Jobs program is a new Federal program that provides assistance to States to save or create education jobs for the 2010/2011 school year. Jobs funded under this program include those that provide educational and related services for early childhood, elementary, and secondary education. CDE received funds based two-thirds on relative populations and one-third on its child population. The State then sub-allocated the money to Local Education Agencies (LEAs). Jeffco used this funding to cover the salary and benefit costs that would have been paid from the general fund had it not been for this grant funding. Charter schools also received an allocation from this money and similar to the district used it to cover the cost of salary and benefits for existing employees or to reinstate pay that was previously reduced.

State Fiscal Stabilization Fund (SFSF) – March 2011 – June 2011

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

IDEA - Part B and Preschool – July 2009 – September 2011

IDEA (Individuals with Disabilities Act) – Part B ARRA funds will be used to support students with Individual Educational Plans (IEPs) in transitioning into post-secondary opportunities, ensure curricula, assessments and the tools of technology support schools and severe needs programs to increase academic achievement and behavioral support for students with disabilities, provide educational relevant related services and specialized equipment for student with identified needs, and ensure professional development for all special education leadership and staff that results in improved skills to increase student achievement and instructional leadership capacity. IDEA Preschool money was used to expand the current Child Find team to a district-wide Child Find team serving children birth to age 21. The funds will also provide professional development regarding the appropriate use of data to drive instruction, research-based instructional interventions and progress monitoring for all children, especially those identified with special needs. In addition, professional development will address how to effectively support preschool families during the transition to kindergarten.

Title I-A: Improving the Academic Achievement of the Disadvantaged – July 2009 – September 2011

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

Title I-D: Delinquent Institutions – July 2009 – September 2011

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

Title II-D: Technology – July 2009 – September 2011

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

McKinney-Vento Homeless – July 2009 – September 2011

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

Education Jobs Fund Program – Supplemental – July 2011 – June 2012

The Supplemental Ed Jobs program is a continuation of the Federal program that provides assistance to States to save or create education jobs for the 2011/2012 school year. Jobs funded under this program include those that provide educational and related services for early childhood, elementary, and secondary education. Jeffco used this funding to cover classroom teacher salary and benefit costs that would have been paid from the general fund had it not been for this grant funding.

Results Matter – February 2012 – December 2012

The Results Matter grant is used to develop a new state assessment system which reflects the expectations of the updated academic standards and the requirements of the Colorado Achievement Plan for Kids.

Strategic Compensation – October 2010 – March 2013

The Teacher Incentive Fund will be used to plan and implement a strategic compensation plan that makes differentiated teacher and principal compensation, promotion, and retention decisions on the basis of demonstrated effectiveness in achieving student learning growth. The plan will rely on multiple measures, including results from the Colorado Growth Model and locally-developed value-added models and a rigorous new evaluation system that balances, individual, team and school-level measures of effective teaching and leadership. The plan rewards teachers both for student growth and their own leadership in spreading their teaching expertise. Peer and administrator observations will lead not only human capital decision-making, but professional development plans that will serve to grow teacher leadership capacity and human capital in the district, particularly in the 20 highest-need schools that will serve as pilot sites. This grant was originally funded for five years with ARRA money. As of March 2013, the grant was no longer funded through ARRA, but the Federal Government still funded it through other money that is not tied to ARRA.

Race to the Top – July 2012 – December 2015

The Race to the Top grant award will be used to align Jeffco standards to those developed by CDE and develop performance standards for non-classroom licensed staff. Peer evaluators will be trained to train instructional leaders in observation and feedback based on the performance standards. Jeffco will have a data collection and distribution system that connects licensed staff with student growth data.

Data Sharing Pilot – September 2012 – September 2013

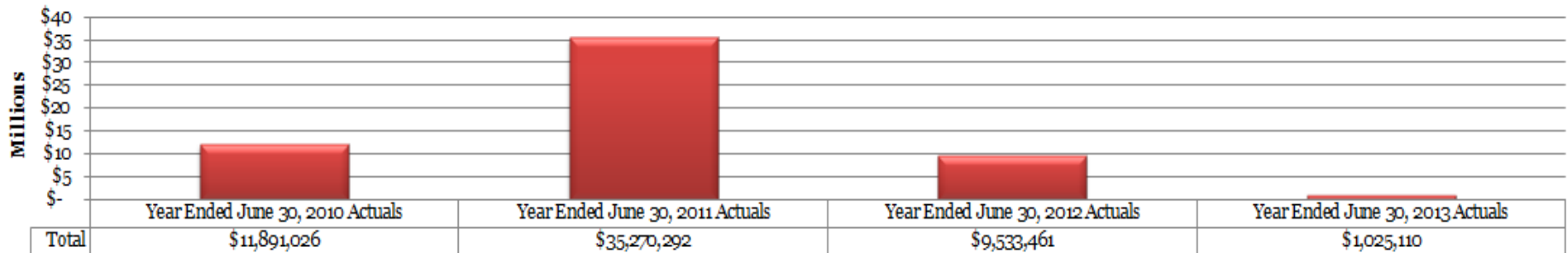
The Data Sharing Pilot grant will enable Jeffco to participate in the Colorado Department of Education Data Pipeline pilot, a project with a goal of replacing the current data submission process (Automated Data Exchange) with one that is more automated. The secondary objective is in support of the Shared Learning Collaborative and is being designed to support state and local education agencies in enhancing teaching and learning.

Jefferson County School District, No. R-1
ARRA and Other Stimulus Grants
Schedule of Awards, Expenditures, and FTEs

Grant Name	Funding Period	Grant Award	Year Ended June 30, 2010 Actuals	Year Ended June 30, 2011 Actuals	Year Ended June 30, 2012 Actuals	Year Ended June 30, 2013 Actuals	YTD March 31, 2014 Actuals	Total Inception to Date Actuals	Inception to Date % of Grant Award	FTEs Funded - March 2014
Original Awards:										
National School Lunch Equipment	Jul 2009 - Sep 2009	\$ 179,300	\$ 150,164	\$ -	\$ -	\$ -	\$ -	\$ 150,164	83.75%	-
National Board Certified Teacher Stipend	Oct 2009 - Jun 2010	52,242	52,223	-	-	-	-	52,223	99.96%	-
Alternative Compensation for Teachers	Jan 2010 - Dec 2010	473,923	82,661	286,055	-	-	-	368,716	77.80%	-
Education Jobs Fund Program	Aug 2010 - Jun 2011	15,710,516	-	15,710,516	-	-	-	15,710,516	100.00%	-
State Fiscal Stabilization Fund (SFSF)	Mar 2011 - Jun 2011	6,032,366	-	6,032,366	-	-	-	6,032,366	100.00%	-
IDEA - Part B and Preschool	Jul 2009 - Sep 2011	15,459,840	6,240,506	8,609,213	610,121	-	-	15,459,840	100.00%	-
Title I-A: Low Income Students	Jul 2009 - Sep 2011	9,498,743	5,240,206	3,964,924	293,613	-	-	9,498,743	100.00%	-
Title I-D: Delinquent Students	Jul 2009 - Sep 2011	55,633	15,370	-	-	-	-	15,370	27.63%	-
Title II-D: Technology	Jul 2009 - Sep 2011	276,999	93,116	163,719	20,164	-	-	276,999	100.00%	-
McKinney - Vento Homeless	Jul 2009 - Sep 2011	70,000	16,780	53,220	-	-	-	70,000	100.00%	-
Education Jobs Fund - Supplemental	Jul 2011 - Jun 2012	515,171	-	-	515,171	-	-	515,171	100.00%	-
Results Matter	Feb 2012 - Dec 2012	17,598	-	-	2,841	5,397	-	8,238	46.81%	-
Data Sharing Pilot	Sep 2012 - Sep 2013	100,000	-	-	-	79,550	20,450	100,000	100.00%	-
Strategic Compensation ⁽¹⁾	Oct 2010 - Mar 2013	9,337,454	-	450,279	8,091,551	795,624	-	9,337,454	100.00%	-
Race to the Top	Jul 2012 - Dec 2015	653,186	-	-	-	144,539	95,835	240,374	36.80%	1.00
Total		\$ 58,432,971	\$ 11,891,026	\$ 35,270,292	\$ 9,533,461	\$ 1,025,110	\$ 116,285	\$ 57,836,174	98.98%	1.00

(1) - As of April 2013, the Strategic Compensation grant is no longer funded with ARRA money. The Federal Government is still funding this grant through other money that is not tied to ARRA.

ARRA Expenditures
2009/2010 - 2012/2013



Appendix H

**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 March 31, 2014**

	June 30, 2012	2012/2013	December 31,	2012/2013	June 30, 2013	2013/2014	March 31, 2014	2013/2014
	Actuals	Revised Budget	2012 Actuals	Y-T-D % of Budget	Actuals	Revised Budget	Actuals	Y-T-D % of Budget
Addenbrooke Classical Academy								
Revenue	\$ -	\$ -	\$ -	0.00%	\$ -	\$ 792,709	\$ 608,268	76.73%
Expenditures	-	-	-	0.00%	-	768,368	579,614	75.43%
Fund balance – beginning	-	-	-	0.00%	-	-	-	0.00%
Fund balance – ending	\$ -	\$ -	\$ -	0.00%	\$ -	\$ 24,341	\$ 28,654	117.72%
Collegiate Academy								
Revenue	\$ 3,486,242	\$ 3,404,710	\$ 1,690,366	49.65%	\$ 3,348,861	\$ 2,808,433	\$ 2,123,464	75.61%
Expenditures	3,654,748	3,379,391	1,685,733	49.88%	3,342,470	2,999,549	1,976,437	65.89%
Fund balance – beginning	922,434	753,928	753,928	100.00%	753,928	760,319	760,319	100.00%
Fund balance – ending	\$ 753,928	\$ 779,247	\$ 758,561	97.35%	\$ 760,319	\$ 569,203	\$ 907,346	159.41%
Compass Montessori - Wheat Ridge								
Revenue	\$ 2,199,618	\$ 2,137,739	\$ 1,210,504	56.63%	\$ 2,240,771	\$ 2,271,662	\$ 1,852,924	81.57%
Expenditures	2,116,062	2,123,956	1,089,232	51.28%	2,124,492	2,174,704	1,695,053	77.94%
Fund balance – beginning	(75,625)	7,931	7,931	100.00%	7,931	124,210	124,210	100.00%
Fund balance – ending	\$ 7,931	\$ 21,714	\$ 129,203	595.02%	\$ 124,210	\$ 221,168	\$ 282,081	127.54%
Compass Montessori - Golden								
Revenue	\$ 2,921,460	\$ 2,426,417	\$ 1,562,643	64.40%	\$ 3,045,031	\$ 2,995,669	\$ 2,416,258	80.66%
Expenditures	2,929,645	2,424,959	1,347,483	55.57%	2,898,705	2,550,340	2,374,796	93.12%
Fund balance – beginning	845,551	837,366	837,366	100.00%	837,366	983,692	983,692	100.00%
Fund balance – ending	\$ 837,366	\$ 838,824	\$ 1,052,526	125.48%	\$ 983,692	\$ 1,429,021	\$ 1,025,154	71.74%
Excel								
Revenue	\$ 3,824,996	\$ 3,928,506	\$ 2,014,249	51.27%	\$ 3,929,264	\$ 4,446,753	\$ 3,010,594	67.70%
Expenditures	3,875,683	4,024,697	1,934,323	48.06%	4,016,691	4,048,381	2,863,121	70.72%
Fund balance – beginning	1,918,290	1,867,603	1,867,603	100.00%	1,867,603	1,780,176	1,780,176	100.00%
Fund balance – ending	\$ 1,867,603	\$ 1,771,412	\$ 1,947,529	109.94%	\$ 1,780,176	\$ 2,178,548	\$ 1,927,649	88.48%

**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 March 31, 2014**

Free Horizon														
Revenue	\$	3,131,027	\$	2,942,346	\$	1,542,347	52.42%	\$	2,917,213	\$	3,392,120	\$	2,281,884	67.27%
Expenditures		3,103,313		2,942,325		1,416,944	48.16%		2,798,870		2,918,763		1,911,084	65.48%
Fund balance – beginning		937,709		965,423		965,423	100.00%		965,423		1,083,766		1,083,766	100.00%
Fund balance – ending	\$	965,423	\$	965,444	\$	1,090,826	112.99%	\$	1,083,766	\$	1,557,123	\$	1,454,566	93.41%
Jefferson Academy														
Revenue	\$	22,320,457	\$	8,430,616	\$	4,408,652	52.29%	\$	8,597,507	\$	10,978,343	\$	8,587,554	78.22%
Expenditures		12,910,252		8,446,755		10,428,072	123.46%		17,067,031		10,882,403		7,721,363	70.95%
Fund balance – beginning		790,340		10,200,545		10,200,545	100.00%		10,200,545		1,731,021		1,731,021	100.00%
Fund balance – ending	\$	10,200,545	\$	10,184,406	\$	4,181,125	41.05%	\$	1,731,021	\$	1,826,961	\$	2,597,212	142.16%
Lincoln Academy														
Revenue	\$	3,637,617	\$	3,637,957	\$	1,913,961	52.61%	\$	14,803,530	\$	4,320,234	\$	3,392,613	78.53%
Expenditures		3,519,072		3,637,405		1,672,189	45.97%		13,780,079		4,388,747		3,836,712	87.42%
Fund balance – beginning		886,962		1,005,507		1,005,507	100.00%		1,005,507		2,028,958		2,028,958	100.00%
Fund balance – ending	\$	1,005,507	\$	1,006,059	\$	1,247,279	123.98%	\$	2,028,958	\$	1,960,445	\$	1,584,859	80.84%
Montessori Peaks														
Revenue	\$	3,615,848	\$	3,500,030	\$	1,940,163	55.43%	\$	3,720,081	\$	3,742,947	\$	2,962,286	79.14%
Expenditures		3,587,932		3,629,134		1,780,170	49.05%		3,724,532		3,864,126		2,761,275	71.46%
Fund balance – beginning		1,445,117		1,473,033		1,473,033	100.00%		1,473,033		1,468,582		1,468,582	100.00%
Fund balance – ending	\$	1,473,033	\$	1,343,929	\$	1,633,026	121.51%	\$	1,468,582	\$	1,347,403	\$	1,669,593	123.91%
Mountain Phoenix														
Revenue	\$	2,419,048	\$	3,045,065	\$	7,862,850	258.22%	\$	9,304,713	\$	3,609,295	\$	2,613,334	72.41%
Expenditures		2,330,837		2,885,620		5,252,326	182.02%		7,749,806		3,525,757		3,223,908	91.44%
Fund balance – beginning		(33,255)		54,956		54,956	100.00%		54,956		1,609,863		1,609,863	100.00%
Fund balance – ending	\$	54,956	\$	214,401	\$	2,665,480	1243.22%	\$	1,609,863	\$	1,693,401	\$	999,289	59.01%
New America														
Revenue	\$	1,903,996	\$	2,142,373	\$	931,328	43.47%	\$	2,141,463	\$	2,033,132	\$	1,354,438	66.62%
Expenditures		2,123,984		2,190,839		727,836	33.22%		2,043,356		1,976,616		1,113,389	56.33%
Fund balance – beginning		89,689		(130,299)		(130,299)	100.00%		(130,299)		(32,192)		(32,192)	100.00%
Fund balance – ending	\$	(130,299)	\$	(178,765)	\$	73,193	(40.94)%	\$	(32,192)	\$	24,324	\$	208,857	858.65%

**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 March 31, 2014**

Rocky Mountain Evergreen									
Revenue	\$ 2,967,258	\$ 3,199,102	\$ 1,656,730	51.79%	\$ 3,242,461	\$ 2,955,580	\$ 2,502,944	84.69%	
Expenditures	3,007,496	3,161,493	1,674,293	52.96%	3,212,389	2,850,296	2,466,506	86.54%	
Fund balance – beginning	1,064,777	1,024,539	1,024,539	100.00%	1,024,539	1,054,611	1,054,611	100.00%	
Fund balance – ending	<u>\$ 1,024,539</u>	<u>\$ 1,062,148</u>	<u>\$ 1,006,976</u>	<u>94.81%</u>	<u>\$ 1,054,611</u>	<u>\$ 1,159,895</u>	<u>\$ 1,091,049</u>	<u>94.06%</u>	
Rocky Mountain Deaf School									
Revenue	\$ 2,141,843	\$ 1,839,500	\$ 777,191	42.25%	\$ 1,994,018	\$ 2,091,246	\$ 1,159,024	55.42%	
Expenditures	1,668,572	1,839,437	992,950	53.98%	2,198,126	2,091,122	1,650,427	78.93%	
Fund balance – beginning	163,274	636,545	636,545	100.00%	636,545	432,437	432,437	100.00%	
Fund balance – ending	<u>\$ 636,545</u>	<u>\$ 636,608</u>	<u>\$ 420,786</u>	<u>66.10%</u>	<u>\$ 432,437</u>	<u>\$ 432,561</u>	<u>\$ (58,966)</u>	<u>(13.63)%</u>	
Two Roads High School									
Revenue	\$ 3,007,042	\$ 3,260,376	\$ 1,620,234	49.69%	\$ 3,235,064	\$ 2,740,343	\$ 2,099,344	76.61%	
Expenditures	3,398,885	3,229,324	1,601,629	49.60%	3,114,175	2,777,998	1,953,752	70.33%	
Fund balance – beginning	382,325	(9,518)	(9,518)	100.00%	(9,518)	111,371	111,371	100.00%	
Fund balance – ending	<u>\$ (9,518)</u>	<u>\$ 21,534</u>	<u>\$ 9,087</u>	<u>42.20%</u>	<u>\$ 111,371</u>	<u>\$ 73,716</u>	<u>\$ 256,963</u>	<u>348.59%</u>	
Woodrow Wilson Academy									
Revenue	\$ 3,995,719	\$ 3,950,852	\$ 2,061,974	52.19%	\$ 4,072,765	\$ 4,340,866	\$ 3,401,366	78.36%	
Expenditures	3,580,935	4,183,425	1,944,284	46.48%	3,817,795	4,555,366	3,044,265	66.83%	
Fund balance – beginning	2,611,238	3,026,022	3,026,022	100.00%	3,026,022	3,280,992	3,280,992	100.00%	
Fund balance – ending	<u>\$ 3,026,022</u>	<u>\$ 2,793,449</u>	<u>\$ 3,143,712</u>	<u>112.54%</u>	<u>\$ 3,280,992</u>	<u>\$ 3,066,492</u>	<u>\$ 3,638,093</u>	<u>118.64%</u>	