



2023-24 Start, Stop & Continue Forms

Operational Support

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DEPARTMENTAL BUDGET FORM



DEPARTMENT(S):	Board of Education
DEPT ID(S):	91000
BUDGET OWNER:	Jennifer Zavada

I. DEPARTMENT OVERVIEW AND ALIGNMENT TO JEFFCO THRIVES

Department Overview: The Jeffco Public Schools Board of Education is the policy-making body of the school district. Its powers and duties are set by state law. The Board is responsible for educational planning and evaluation, staffing and appraisal, school facilities, financial resources, and communication. The Board acts as a court of appeal for staff members, students and the public on issues involving board policy or implementation of that policy. In addition, they direct and evaluate the superintendent in accomplishment of district goals.

Jeffco Thrives:

Guided by the four priorities of the Jeffco Thrives 2025, the superintendent delivers responsible stewardship, partnership, and support of the Thrives Initiatives and Priorities of the district.

Summary Changes to Budget: There were two shifts in Jeffco’s Board of Education budget in FY2022-2023. The chief of Staff position was previously funded within the Superintendent’s budget. The departure of the incumbent, early in FY23, prompted the review of scope of responsibility of that role, resulting in a reclassification. The position, which primarily supports the Board of Education, was reclassified to an Executive Assistant role, and moved to the Board of Education’s budget. The second shift was the move of the Board of Education’s Legal budget line to the Legal Services, headed by Jeffco’s Chief Legal Counsel.

II. SUMMARY OF FORM CONTENTS

<i>(fill this out last)</i>	Budget	FTE
Total Stops (Negative number)	(\$73,701)	0
Total Starts Positive number	\$73,701	0
Continues w/ New Funding Source Budget Analyst Completes This	\$	0
Net Change Positive or (Negative)	\$0	0
Current Year 22-23 Total Budget (as reference)	\$602,081	1.0

III. STOPS

Describe Stops (what, who, rationale – including positions that you plan to repurpose)

In a historical review the Board of Education’s contingency budget line item, it was determined that the contingency funds were consistently underspent. It is recommended that this line is reduced and moved to the annual audit.

Financial Summary of Stops (list dollars as negative amounts, reflecting the savings of the stops)

FTE and Activities to STOP	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to STOP
Decrease contingency fund	0	(\$)	(\$73,701)	(\$73,701)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
			TOTAL STOP	(\$73,701)

*FTE amounts may not include Hourly positions

IV. STARTS

Describe Starts (what, who, rationale – including anything you propose to repurpose)

The average overspend of Jeffco’s annual audit is over \$30,000. In FY23, the overspend is anticipated to increase to over \$110, 000. With the annual trend showing an upwards trend for Jeffco’s audit, it is recommended that the annual allocation increase to \$210,000.

Financial Summary of Starts (add rows if necessary)

FTE and Activities to START	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to START
Increase budget for audit expense		\$	\$73,701	\$73,701
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL START	\$73,701

*FTE amounts may not include Hourly positions

V. CONTINUE WITH NEW FUNDING SOURCE – OR EVALUATE FOR FUTURE CHANGE

Describe Activities to Continue with New Funding Sources: (identify current source vs. FY24 source)

Describe Activities to Continue and Evaluate for Future Change: (if any)

Financial Summary of Continued Work that Impacts General Fund (add rows if necessary)

FTE and Activities to CONTINUE/ (DISCONTINUE)	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to CONTINUE / (DISCONTINUE)
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL	\$

*FTE amounts may not include Hourly positions

APPROVALS (electronic signatures are fine)	Name	Signature	Date
SUBMITTED BY			
CABINET APPROVAL (if applicable)			
BUDGET OFFICE RECEIPT			

Note – receipt of the completed form does not constitute approval. The Superintendent retains the right to review and request changes to any/all budget forms. Budget proposals are brought as a sum total to the Board of Education for review and approval. Until such approval is obtained, new budgeted expenditures should not commence.

DEPARTMENTAL BUDGET FORM



DEPARTMENT(S):	Superintendent's Office
DEPT ID(S):	91010
BUDGET OWNER:	Tracy Dorland

I. DEPARTMENT OVERVIEW AND ALIGNMENT TO JEFFCO THRIVES

Department Overview: The superintendent's office provides oversight, leadership, and support for all Jeffco, staff, students, families, and community. Working with the Board of Directors, the superintendent's central goal is providing the framework in which Jeffco's mission of providing a "world-class education that prepares all Jeffco students for bright and successful futures as local and global citizen" is realized.

Jeffco Thrives:

Guided by the four priorities of the Jeffco Thrives 2025, the superintendent delivers responsible stewardship, partnership, and support of the Thrives Initiatives and Priorities of the district.

Summary Changes to Budget: There were no significant changes to the Superintendent's office in FY23.

II. SUMMARY OF FORM CONTENTS

<i>(fill this out last)</i>	Budget	FTE
Total Stops (Negative number)	(\$105,000)	0
Total Starts Positive number	\$	0
Continues w/ New Funding Source Budget Analyst Completes This	\$	0
Net Change Positive or (Negative)	(\$105,000)	0
Current Year 22-23 Total Budget (as reference)	\$924,374	3.0

III. STOPS

Describe Stops (what, who, rationale – including positions that you plan to repurpose)

The consultant budget line will no longer be utilized within the Superintendent’s budget. In FY23, this budget line was used to support the consultant fulfilling the role of Ombudsman. The Ombudsman position will be posted for FY24, leaving the consulting line item of \$105,000 unnecessary. The funds will be removed from the Superintendent’s budget to support new starts for School Leadership (\$55,000) and Communication and Strategy (\$50,000).

Financial Summary of Stops (list dollars as negative amounts, reflecting the savings of the stops)

FTE and Activities to STOP	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to STOP
Consultants		(\$)	(\$105,000)	(\$105,000)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
			TOTAL STOP	(\$105,000)

*FTE amounts may not include Hourly positions

IV. STARTS

Describe Starts (what, who, rationale – including anything you propose to repurpose)

Financial Summary of Starts (add rows if necessary)

FTE and Activities to START	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to START
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL START	\$

*FTE amounts may not include Hourly positions

V. CONTINUE WITH NEW FUNDING SOURCE – OR EVALUATE FOR FUTURE CHANGE

Describe Activities to Continue with New Funding Sources: (identify current source vs. FY24 source)

Describe Activities to Continue and Evaluate for Future Change: (if any)

Financial Summary of Continued Work that Impacts General Fund (add rows if necessary)

FTE and Activities to CONTINUE/ (DISCONTINUE)	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to CONTINUE / (DISCONTINUE)
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL	\$

*FTE amounts may not include Hourly positions

APPROVALS (electronic signatures are fine)	Name	Signature	Date
SUBMITTED BY			
CABINET APPROVAL (if applicable)			
BUDGET OFFICE RECEIPT			

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DEPARTMENTAL BUDGET FORM



DEPARTMENT(S):	Deputy Superintendent's Office
DEPT ID(S):	91015
BUDGET OWNER:	Dr. Kym LeBlanc-Esparza

I. DEPARTMENT OVERVIEW AND ALIGNMENT TO JEFFCO THRIVES

Department Overview: The Office of the Deputy Superintendent serves to support and promote Jeffco's mission and provide leadership to the many staff and teachers working to provide a world-class education to Jeffco students. Together with the superintendent, the deputy prioritizes transparency throughout the district, while leading and providing guidance to Team Jeffco in the delivery of high-quality accountable programming.

Jeffco Thrives (list 1-2 Action Steps and/or Initiatives that are focuses next year and why):
 The deputy superintendent's charge spans the four Jeffco Thrives 2025 Priorities, and core to her work in FY23 have been the implementation and execution of the four major initiatives within the Thrives 2025 framework, as well as the goals prioritized in Our Learners: Our Future.

Summary Changes to Budget: There are no changes requested for the Deputy Superintendent's FY24 budget.

II. SUMMARY OF FORM CONTENTS

<i>(fill this out last)</i>	Budget	FTE
Total Stops (Negative number)	(\$)	
Total Starts Positive number	\$	
Continues w/ New Funding Source Budget Analyst Completes This	\$	
Net Change Positive or (Negative)	\$0	
Current Year 22-23 Total Budget (as reference)	\$424,361	2.0

III. STOPS

Describe Stops (what, who, rationale – including positions that you plan to repurpose)

Financial Summary of Stops (list dollars as negative amounts, reflecting the savings of the stops)

FTE and Activities to STOP	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to STOP
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
			TOTAL STOP	(\$)

*FTE amounts may not include Hourly positions

IV. STARTS

Describe Starts (what, who, rationale – including anything you propose to repurpose)

Financial Summary of Starts (add rows if necessary)

FTE and Activities to START	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to START
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL START	\$

*FTE amounts may not include Hourly positions

V. CONTINUE WITH NEW FUNDING SOURCE – OR EVALUATE FOR FUTURE CHANGE

Describe Activities to Continue with New Funding Sources: (identify current source vs. FY24 source)

You will find no starts, no stops and only continue. The Deputy Superintendent budget is 90% salary and benefits of 2 staff members. The remaining 10% of the budget simply supports day to day operations of the Deputy Superintendent Office. The goal and purpose of this office is to support all cabinet chiefs with their Jeffco Thrives work on behalf of students and community.

Describe Activities to Continue and Evaluate for Future Change: (if any)

Financial Summary of Continued Work that Impacts General Fund (add rows if necessary)

FTE and Activities to CONTINUE/ (DISCONTINUE)	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to CONTINUE / (DISCONTINUE)
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL	\$

*FTE amounts may not include Hourly positions

APPROVALS (electronic signatures are fine)	Name	Signature	Date
SUBMITTED BY			
CABINET APPROVAL (if applicable)			
BUDGET OFFICE RECEIPT			

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DEPARTMENTAL BUDGET FORM



DEPARTMENT(S):	Government Relations
DEPT ID(S):	97800
BUDGET OWNER:	Veronica Bennett

I. DEPARTMENT OVERVIEW AND ALIGNMENT TO JEFFCO THRIVES

Department Overview:

[Jeffco Thrives:](#)
 Working to support all Jeffco Thrives 2025 Priorities and initiatives, though largely within Priority 3: Our Operations. Our Foundation and Priority 4: Our Community. Our Legacy., Government Relations ensures alignment with statewide and national initiatives and helps to broaden awareness of Jeffco’s great work in preparing tomorrow’s leaders.

Summary Changes to Budget: There were no changes in FY23.

II. SUMMARY OF FORM CONTENTS

<i>(fill this out last)</i>	Budget	FTE
Total Stops (Negative number)	(\$)	0
Total Starts Positive number	\$5000	0
Continues w/ New Funding Source Budget Analyst Completes This	\$	0
Net Change Positive or (Negative)	\$5000	0
Current Year 22-23 Total Budget (as reference)	\$39,000	0

III. STOPS

Describe Stops (what, who, rationale – including positions that you plan to repurpose)

Financial Summary of Stops (list dollars as negative amounts, reflecting the savings of the stops)

FTE and Activities to STOP	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to STOP
	0	(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
			TOTAL STOP	(\$)

*FTE amounts may not include Hourly positions

IV. STARTS

Describe Starts (what, who, rationale – including anything you propose to repurpose)

The current provider works with all Jefferson County legislators, all legislative staff, Colorado Department of Education, and Jeffco Public Schools Board of Education. The service provider keeps Jeffco Public Schools staff informed of potential modifications of the School Finance Act and the annual budget process. This is the first increase in the contract amount since 2007. The increase places Jeffco in the mid-range of what other districts are paying for this service.

Financial Summary of Starts (add rows if necessary)

FTE and Activities to START	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to START
Increase in contracted services		\$	\$5000	\$5000
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL START	\$5000

*FTE amounts may not include Hourly positions

V. CONTINUE WITH NEW FUNDING SOURCE – OR EVALUATE FOR FUTURE CHANGE

Describe Activities to Continue with New Funding Sources: (identify current source vs. FY24 source)

Describe Activities to Continue and Evaluate for Future Change: (if any)

Financial Summary of Continued Work that Impacts General Fund (add rows if necessary)

FTE and Activities to CONTINUE/ (DISCONTINUE)	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to CONTINUE / (DISCONTINUE)
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL	\$

*FTE amounts may not include Hourly positions

APPROVALS (electronic signatures are fine)	Name	Signature	Date
SUBMITTED BY			
CABINET APPROVAL (if applicable)			
BUDGET OFFICE RECEIPT			

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DEPARTMENTAL BUDGET FORM



DEPARTMENT(S): Budget Services

DEPT ID(S): 92100

BUDGET OWNER: Brian Sammons (Budget & Treasury Director)

I. DEPARTMENT OVERVIEW AND ALIGNMENT TO JEFFCO THRIVES

Department Overview: Budget Services is solely responsible for preparing Jeffco Public Schools' annual appropriation through the district's budgetary allocation processes. The budget team, which is comprised of 9 FTEs, manages the district's Student Based Budgeting (SBB) school resource allocation model, and the departmental budget allocations through the new Stop, Start, Continue request process. Throughout the year, the budget team monitors all expenses across all funds to ensure compliance through monthly and/or quarterly meetings with each budget owner group. This team also manages Anaplan, the new budgeting and financial modeling tool, for the district and prepares complex analysis and ad hoc reports for district senior leadership, including the Board of Education, through Board presentations. In addition, the Budget Office manages budgeted FTE for all district funds and administers cash management practices of District funds.

Strategic Plan Alignment: The Budget Office supports a majority of the district's Strategic Plans by providing senior leadership with cost analysis and modeling to help in the decision making process. Outside of this support, the main strategic plan that aligns with the goals of Budget Services is "Our Operations. Our Foundation".

Improve Long-term Financial Sustainability:

- Improving the current outlook of the district's fund balance by implementing the 10/10/10 plan to reduce \$30M of budgeted expenses in FY 2023-24 to help align expenses to current enrollment trends. Also, within this goal is to fully use Anaplan to provide senior leadership with improved out-year financial multi-input modeling.

Increase transparency, engagement and understanding of core resource allocation processes

- For FY 2023-24, SBB was redesigned to create a more equitable funding model by adjusting the size equity factor to better balance "purchasing power" for all schools, across level and size. This redesign also included increasing At-Risk general fund allocations by 34% and increased the number of Title I schools by creating a new tier of funding that aligned with district strategic plan values.

Summary Changes to Budget: Between the FY 2022-23 budget process and the FY 2023-24 Stop, Start, Continue Request, the Budget Office absorbed two Departmental Budget Analyst FTEs, one from Student Success and other from Teaching and Learning. With this reorganization, the Budget Office took over the budget management responsibility of the Information Technology (IT) Fund within current staff. This movement to transfer external budget analyst and responsibilities was to ensure all communications about budget came from the Budget Service Office and aligned to the district's strategic goals.

II. SUMMARY OF FORM CONTENTS

	Budget	FTE
Total Stops (Negative number)	(\$22,000)	0.00
Total Starts Positive number	\$0.00	0.00
Continues w/ New Funding Source Budget Analyst Completes This	\$0.00	0.00
Net Change Positive or (Negative)	(\$22,000)	0.00
Current Year 22-23 Total Budget (as reference)	\$1,241,899	9.00

III. STOPS

Describe Stops: Budget Services is stopping \$22,000 in non-salary budgets to contribute to the Financial Services Department to help offset the cost of contracts to help implement district priorities. Also, the Budget Office in FY 2023-24, took on the responsibility of providing budget support to the IT Fund utilizing current staffing levels in the Budget Office. This work movement enabled an FTE within IT to be repurposed to better support the district's needs.

Financial Summary of Stops:

FTE and Activities to STOP	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to STOP
Non-Salary Budget		(\$)	(\$22,000)	(\$22,000)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
			TOTAL STOP	(\$22,000)

*FTE amounts may not include Hourly positions

IV. STARTS

Describe Starts: There are no new activities starting within the Budget Office for FY 2023-24.

Financial Summary of Starts				
FTE and Activities to START	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to START
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL START	\$

*FTE amounts may not include Hourly positions

V. CONTINUE WITH NEW FUNDING SOURCE – OR EVALUATE FOR FUTURE CHANGE

Describe Activities to Continue with New Funding Sources:

Describe Activities to Continue and Evaluate for Future Change: Each year moving forward, the workloads of the Budget Analysts that are assigned to support both Schools and Departments will be reassessed to determine if the work allocation is decreasing to a point to reduce an FTE. But with the current strategic plans that move the district towards Thrives 2025 all Budget Analysts will be a critical asset to help achieve these goals next year and in the foreseeable future.

Financial Summary of Continued Work that Impacts General Fund				
FTE and Activities to CONTINUE/ (DISCONTINUE)	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to CONTINUE / (DISCONTINUE)
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL	\$

*FTE amounts may not include Hourly positions

APPROVALS (electronic signatures are fine)	Name	Signature	Date
SUBMITTED BY	Brian Sammons		3/17/2023
CABINET APPROVAL (if applicable)			
BUDGET OFFICE RECEIPT			

Note – receipt of the completed form does not constitute approval. The Superintendent retains the right to review and request changes to any/all budget forms. Budget proposals are brought as a sum total to the Board of Education for review and approval. Until such approval is obtained, new budgeted expenditures should not commence.

DEPARTMENTAL BUDGET FORM



DEPARTMENT(S): Controller (General Accounting, Accounts Payable, & Grants Accounting)

DEPT ID(S): 93220, 93230, & 93250

BUDGET OWNER: Christie Moss

I. DEPARTMENT OVERVIEW AND ALIGNMENT TO JEFFCO THRIVES

Department Overview: Department includes General Accounting, Grants Accounting, Internal Audit and Accounts Payable.

Summary Changes to Budget: Net increase of 2 FTEs (1 funded by Capital funding) will support Jeffco Thrives Priority 3 Goal 2: Jeffco Resources are deployed strategically to ensure long-term sustainability/Initiative 2: Increase transparency, engagement and understanding of core resource allocation processes as the capital improvement program winds down, develop a transparent process to identify CIP spending.

II. SUMMARY OF FORM CONTENTS

	Budget	FTE
Total Stops (Negative number)	(\$148,055)	-1.00
Total Starts Positive number	\$319,923	3.00
Continues w/ New Funding Source Budget Analyst Completes This	\$0.00	0.00
Net Change Positive or (Negative)	\$171,868	2.00
Current Year 22-23 Total Budget (as reference)	\$2,123,778	20.00

III. STOPS

Describe Stops: Current FTE is vacant. Work will be re-defined and a new job code established. Position will be outlined in the START section below.

Financial Summary of Stops

FTE and Activities to STOP	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to STOP
Internal Audit Manager (new job code)	-1.00	(\$148,055)	(\$0.00)	(\$148,055)
			TOTAL STOP	(\$148,055)

*FTE amounts may not include Hourly positions

IV. STARTS

Describe Starts: Vacant Internal Auditor Manager position (grade G-07) will include 30% work related to financial analysis duties in partial response to the 2021-2022 ACFR Audit Material Weakness identified. Work efforts will support large data file analysis, internal reporting and CDE reporting. Two new FTEs are also being requested to support 2021-2022 ACFR Audit Findings related to debt and revenue tracking. The Sr Accountant will include tracking debt, preparing debt schedules, tracking and maintaining assets and depreciation and supporting schedules, capital construction closeouts and funded work order allocations. This position will be funded by CIP funds. The Accounts Receivable Technician will support grants, building use and general accounting in properly maintaining and recording accounts receivables and deferred revenue collections.

Financial Summary of Starts

FTE and Activities to START	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to START
Internal Audit/Financial Analyst (new job code, existing FTE) -	1.00	\$134,840	\$0.00	\$134,840
Sr Accountant	1.00	\$107,651	\$0.00	\$107,651
Accounts Receivable Technician (NEW position, new job code)	1.00	\$77,432	\$0.00	\$77,432
			TOTAL START	\$319,923

*FTE amounts may not include Hourly positions

V. CONTINUE WITH NEW FUNDING SOURCE – OR EVALUATE FOR FUTURE CHANGE


Describe Activities to Continue with New Funding Sources:

Describe Activities to Continue and Evaluate for Future Change: 1 FTE currently funded with ESSER III funding thru 2023 to be re-evaluated for General Funding based on workload in 2024.

Financial Summary of Continued Work that Impacts General Fund

FTE and Activities to CONTINUE/ (DISCONTINUE)	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to CONTINUE / (DISCONTINUE)
ESSER Grant Accountant	1.00	\$	\$0.00	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL	\$

*FTE amounts may not include Hourly positions

APPROVALS (electronic signatures are fine)	Name	Signature	Date
SUBMITTED BY	Christie Moss		02/15/2023
CABINET APPROVAL (if applicable)	Brenna Copeland		03/13/2023
BUDGET OFFICE RECEIPT			

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DEPARTMENTAL BUDGET FORM



DEPARTMENT(S): Custodial Services

DEPT ID(S): 93602

BUDGET OWNER: Mark Strelow

I. DEPARTMENT OVERVIEW AND ALIGNMENT TO JEFFCO THRIVES

Department Overview: Custodial Services is a department of approximately 500 highly dedicated employees, who are responsible for providing clean, safe and well-maintained environments that support all educational activities, while being the primary point of contact for all support services. We have always prided ourselves on our high level of customer service. Responsibilities include;

- Building Security
- Facility Cleaning, Including Grounds
- Ornamental Landscaping
- Minor Building Maintenance
- Regulatory Compliance
- Monitoring and Supporting of School Activities
- Sidewalk Snow Removal
- Indoor and Outdoor Equipment Preventative Maintenance and Repair
- Back-up Generator Refueling
- Administration

Of these employees, approximately 98% work in schools. A director, two (2) supervisors, two (2) field coordinators and two (2) facilitators lead the department. Collectively these individuals average over twenty (20) years of experience in the custodial field. There is also one (1) group leader in the small engines division who is a certified small engines technician with over eighteen (18) years of experience in the field. These individuals work out of the support site at 809 Quail Street. The department operates approximately 5000 pieces of equipment including vacuums, scrubbers, floor machines, mowers, trimmers, snow blowers and tractors. The Small Engines division repairs and maintains approximately 7500 pieces of custodial and landscape equipment throughout the district. The current annual budget is approximately \$32 MM

Strategic Plan Alignment: Custodial Services touches every aspect of the strategic plan by providing the best possible environment for student learning, cleaning for health and supporting community building use; for FY 24 we are focused on two measurable priorities. First, "Our People. Our Strength." Custodial Services is personnel driven and cannot be successful without a consistent, well-trained staff. We are focused on the recruitment, training, and retention of quality employees. We provide a well-structured career ladder within the Department and the internal training needed for career growth. For FY24 we are collaborating with the office of professional development to increase the quality and efficiency with which training is delivered. Secondly, "Our Operations. Our Foundation." With the right support, Custodial Services can positively impact initiatives 1 and 2. Our work directly contributes to the quality and longevity of our facilities, measured by the Facility Conditions Index (Initiative 1). Regular and proper cleaning and maintenance contribute to the safety, appearance, function, and longevity of our facilities. Most importantly, Custodial Services seeks to support an improvement in the overall operational service to schools and departments. (Initiative 2).

Nationally, custodial service levels are ranked for school environments based on square footage cleaned per custodian per 8-hour shift. By this measure, resulting from past staff reductions and increased square footage to be cleaned, Jeffco schools are being cleaned at slightly above a minimum acceptable level. There is a direct correlation between healthy buildings, student/staff absenteeism and graduation rates. (Priority 1-Our Learners. Our Future.) It is our primary goal as a department to increase our level of service, through appropriate staffing, efficient processes, and proper equipment, making our schools safe, healthy and a source of community pride.

Summary Changes to Budget:

- Regional Opportunities for Thriving Schools related closures will allow an opportunity for the funding of 34.5 budgeted full-time equivalents (FTE) to be re-allocated in support of the strategic plan.
- Regional Opportunities for Thriving Schools related closures will eliminate the need to provide ongoing custodial supply budgets to 15 schools.
- Creating a pool of employees that can be deployed at sites that continually have vacant positions.

II. SUMMARY OF FORM CONTENTS

	Budget	FTE
Total Stops (Negative number)	(\$2,893,175)	-44.50
Total Starts Positive number	\$1,068,850	12.00
Continues w/ New Funding Source Budget Analyst Completes This		0.00
Net Change Positive or (Negative)	(\$1,824,325)	-32.50
Current Year 22-23 Total Budget (as reference)	\$32,158,384	477.50

III. STOPS

Describe Stops:

Financial Summary of Stops:

FTE and Activities to STOP	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to STOP
Budgeted Custodian FTE Vacancies due to Closures	-34.50	(\$2,197,098)	(\$0.00)	(\$2,197,098)
Eliminate Custodial Supply Budget to 15 closing elementary schools	0.00	(\$0.00)	(\$59,237)	(\$59,237)
FTE Vacancy Conversion to Pooled Position	-10.00	(\$636,840)	(\$0.00)	(\$636,840)
		(\$)	(\$)	(\$)
			TOTAL STOP	(\$2,893,175)

*FTE amounts may not include Hourly positions

IV. STARTS

Describe Starts: Realignment to Right Size Supplies and Services Budget

- Custodial Services is experiencing ongoing new/increased operational costs associated with equipment replacement, contracted services from temporary staffing agencies and custodial supply purchasing. Specifically, Custodial Services manages an inventory of approximately 5000 pieces of equipment including vacuums, floor cleaning machines and landscape equipment with an approximate replacement value of \$6,305,000. The average useful life expectancy for this equipment is 72 months. Equipment replacement has historically been accomplished by utilizing underspend funds from the 591100-budget line. Right sizing (establishing) this budget and ensuring that we can keep up with equipment attrition resulting in a separate (new) line item of \$140,828.

Contract services provide emergency staffing in times of staffing crisis. Custodial services plans to reduce the use of contracted staffing. The FY23 line item is \$0. In FY22, total expenditure for contracted services was \$126,616.07. The Department requires a \$50,000 budget to ensure emergency staffing while in-house staffing levels continue to improve.

Custodial Services has suffered a 23.6% loss in buying power for custodial supplies since 2014 because of not keeping up with the consumer price index. Restoring the ability to provide adequate supply budgets to the schools will require a budgetary increase of \$117,814. Additionally, a 2018 Jeffco Health Department mandate requiring a change in our disinfection product resulted in an incurred \$60,000 of ongoing annual expense.

The total budget increase to operational costs is \$304,642.

Creation/Conversion of Pooled Custodial Positions

- Custodial Services has an increasing need for pooled custodial positions, allowing for appropriate, flexible staffing to address varying needs arising from the closing of schools, chronic vacancies at some locations and potential future programs. Converting ten (10) existing FTE to a pooled position reflects a budgetary need of \$636,840.00.

Retain Staffing to Support Campbell Elementary ECE Center

- Campbell Elementary School is to be closed and repurposed to an Early Childhood Education facility. The closure results in a two FTE reduction (counted in the 34.5 FTE Stop) the two FTE will remain with the Campbell Early Childhood Education Center. Providing custodial staffing to support the facility requires two (2) FTE, costing \$127,368.00.

Financial Summary of Starts

FTE and Activities to START	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to START
Realignment to Right Size Supplies and Services Budget	0.00	\$0.00	\$304,642	\$304,642
Pooled Custodial Positions	10.00	\$636,840	\$0.00	\$636,840
Staffing to Support Campbell ECE Center	2.00	\$127,368	\$0.00	\$127,368
		\$	\$	\$
			TOTAL START	\$1,068,850

*FTE amounts may not include Hourly positions

V. CONTINUE WITH NEW FUNDING SOURCE – OR EVALUATE FOR FUTURE CHANGE

Describe Activities to Continue with New Funding Sources:

Describe Activities to Continue and Evaluate for Future Change:

Financial Summary of Continued Work that Impacts General Fund

FTE and Activities to CONTINUE/ (DISCONTINUE)	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to CONTINUE / (DISCONTINUE)
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL	\$

*FTE amounts may not include Hourly positions

APPROVALS (electronic signatures are fine)	Name	Signature	Date
SUBMITTED BY	Mark Strelow Director, Custodial Services		
CABINET APPROVAL (if applicable)			
BUDGET OFFICE RECEIPT			

Note – receipt of the completed form does not constitute approval. The Superintendent retains the right to review and request changes to any/all budget forms. Budget proposals are brought as a sum total to the Board of Education for review and approval. Until such approval is obtained, new budgeted expenditures should not commence.

DEPARTMENTAL BUDGET FORM



DEPARTMENT(S): Facilities Services/Building Maintenance

DEPT ID(S): 93501

BUDGET OWNER: Tim Reed

I. DEPARTMENT OVERVIEW AND ALIGNMENT TO JEFFCO THRIVES

Department Overview: The department is responsible for providing building repairs and preventative maintenance for all Jeffco Facilities and related building mechanical equipment. This includes conducting Federal, State and City required inspections of systems contained in all Jeffco buildings per regulations and/or best practices.

The department uses high-quality materials that meet or exceed industry standards for the following services;

- Heating and cooling needs
- Electrical
- Plumbing
- Structural
- Clocks and bells
- Paging systems
- Fire alarms
- Roofing
- Glazing
- Carpet and tile work
- Capital planning
- Repairs (from fixing a door handle to replacing roof top HVAC units of building boiler system)
- Inspections (i.e. Boilers, fire sprinkler/alarms, hood, kilns, backflows)
- New work
- Preventive maintenance - three (3) visits to each site yearly covering all areas of the building.

These services/repairs are delivered by the in-house staff and approved vendors when required.

The Facilities Services team also provides input to the planning and implementation of Capital Reserve and/or Bond initiatives in conjunction with the Capital Project team.

Strategic Plan Alignment:

The goals of our department mimic that of the districts vision, mission, and values. Each day our teams set out to provide an optimal learning environment for the staff and students that is warm, safe, and dry. The operational efficiency is critical not only from a comfort standpoint but a protection of our physical assets, the efficient use of utilities, and maintaining buildings in an optimum condition.

Summary Changes to Budget: Creation of a preventative maintenance team by reallocating existing vacancies resulting in net savings, nominal increases to maintenance and repair, contracted services and materials and supplies budgets to alleviate the impact of inflation.

II. SUMMARY OF FORM CONTENTS

	Budget	FTE
Total Stops (Negative number)	(\$335,500)	-4.00
Total Starts Positive number	\$253,050	4.00
Continues w/ New Funding Source Budget Analyst Completes This	\$180,000	0.00
Net Change Positive or (Negative)	\$97,550	0.00
Current Year 22-23 Total Budget (as reference)	\$10,701,910	87.00

III. STOPS

Describe Stops: Closure of 16 elementary schools will result in a reconfiguration of the maintenance shops. There are FTE vacancies within the department that are proposed to be reassigned to a preventative maintenance program resulting in savings. There is a likelihood of additional savings associated with the closures that are to be determined depending on whether the buildings are 'mothballed', leased or used for other district functions.

Financial Summary of Stops:

FTE and Activities to STOP	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to STOP
Filter Changes – Closed Buildings	0.00	(\$0.00)	(\$4,000)	(\$4,000)
Reassignment of Personnel due to 16 school closures	4.00	(\$)	(\$331,500)	(\$331,500)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
			TOTAL STOP	(\$335,500)

*FTE amounts may not include Hourly positions

IV. STARTS

Describe Starts: Create Preventative Maintenance (PM) group. Due to the labor shortage of HVAC trade technicians the department has not been able to fill those vacant positions. As a result, implementation of the preventive maintenance program suffers because the technicians must focus on addressing immediate problems. The program allows us to hire entry level people into the preventative maintenance program and do routine tasks such as filter and belt changes, greasing and oiling procedures and routine inspections.

Financial Summary of Starts				
FTE and Activities to START	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to START
3-PM Crew – R20	3.00	\$174,600	\$	\$174,600
1 Group Leader – R-30	1.00	\$78,450	\$	\$78,450
		\$	\$	\$
		\$	\$	\$
			TOTAL START	\$253,050

*FTE amounts may not include Hourly positions

V. CONTINUE WITH NEW FUNDING SOURCE – OR EVALUATE FOR FUTURE CHANGE

Describe Activities to Continue with New Funding Sources: Increase in the cost of material, third party services and labor over a number of years has not been recognized. Areas requiring third party inspection/servicing/certification include boilers, chillers, kitchen hoods and fire systems, water treatment, backflows, elevators, fire alarm sprinkler systems. These are systems that maintenance technicians are not trained or certified to inspect. IT has requested that Building Maintenance assume the service contract for maintaining the Ed Center and Quail Building One data centers, the cost is estimated at \$30,000. Materials and supplies have been impacted by inflation affecting purchasing power, resulting in line items going significantly over budget in order to properly support building equipment and systems.

Describe Activities to Continue and Evaluate for Future Change:

Financial Summary of Continued Work that Impacts General Fund				
FTE and Activities to CONTINUE/ (DISCONTINUE)	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to CONTINUE / (DISCONTINUE)
731000 Contracted Services	0.00	\$0.00	\$30,000	\$30,000
746000 Const. Main./Repair	0.00	\$0.00	\$50,000	\$50,000
840000 Maint. Materials/Supplies	0.00	\$0.00	\$100,000	\$100,000
		\$	\$	\$
			TOTAL	\$180,000

*FTE amounts may not include Hourly positions

APPROVALS (electronic signatures are fine)	Name	Signature	Date
SUBMITTED BY	Tim Reed		2/10/2023
CABINET APPROVAL (if applicable)			
BUDGET OFFICE RECEIPT			

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DEPARTMENTAL BUDGET FORM



DEPARTMENT(S): Human Resources

DEPT ID(S): Division Wide

BUDGET OWNER: Jenifer Jones, CHRO

I. DEPARTMENT OVERVIEW AND ALIGNMENT TO JEFFCO THRIVES

Department Overview:

Vision: The vision of Jeffco Public Schools Human Resources department is to be a trusted partner so employees can make their biggest impact in service to our students.

Mission: The mission of the ONE HR team is to partner with employees, schools and departments to find, retain, and grow our employees through a service-oriented model focused on providing expert consultation, assistance and solutions. We are committed to cultivating a values-based culture in which #TeamJeffco thrives.

The work in our ONE HR department includes Talent Acquisition, Employee and Labor Relations, HR Operations, Compensation, Benefits and Leaves, Employee Assistance Program, HR programs, including employee evaluations, guest teachers, Reception and the Welcome Center, which is our call center. At the present time HR has 48.25 FTE. While the HR service partners support managers, directors, principals, etc. the majority of the HR team's work is done at the Ed Center and is not directly supporting in schools.

Strategic Plan Alignment:

Priority 2: Our People. Our Strength. Initiative 1: Strategically recruit high performing employees and offer competitive compensation.

In order to be able to strategically recruit, the Talent Acquisition (TA) team has expanded by moving some roles from HR Operations to the TA team. Recruitment is important but maybe equally important is the applicant's positive experience in the onboarding process. By moving team members from Operations to TA we have increased their role to elevate the work they do as onboarders. This change was budget neutral and culture positive!

We have also reclassified a position to solely focus on Compensation. However, the work to be done in compensation cannot be done by one person, even if that is their sole responsibility in an organization of 14K employees. We are engaging with an external party to complete our internal equity analysis, which is a step for us to understand where the gaps are within compensation for our JCAA and JESPA groups.

Initiative 2: Develop a multi-year, cyclical professional development plan that addresses the needs of all employee groups within the realm of professional practices, compliance and legal requirements and revise the current performance management process used for central office employees to include a focus on continuous feedback and coaching.

Both action steps have an impact on the work that HR will need to do. Currently there is not a training function in HR, therefore, our managers are not set up for success to manage many of the employee relations issues that come their way. A concrete example is that managers have not been equipped with the necessary knowledge and training

regarding the Master Agreements, thus many issues end up in a grievance process which takes time and energy away from the more important work that requires a manager/leader's attention.

Additionally, while we have an evaluation process for all of our employees, the system itself is not getting us where we need to be. Many of our JCAA and JESPA employees have not been afforded coaching conversations, feedback on their performance and an end of year rating on a consistent basis. To move us forward we need dedicated resources to revise the current performance management process used for central employees to include a focus on continuous feedback and coaching.

Priority 3: Our Operations. Our Foundation

Action steps in this priority include implementing service-oriented architecture for HR and to implement a partner structure that effectively supports all school and district leaders in executing human resource functions. That currently does not exist.

Summary Changes to Budget:

Significant changes have occurred within the HR department to include the move of Employee Relations from Legal to HR, a repurposing of some of the vacancies to have dedicated resources for compensation and the merger of some of the HR Operations team to Talent Acquisition team. With each vacancy there has been intentionality to build an HR structure where we can better serve our clients, which includes 14,000 Team Jeffco employees.

II. SUMMARY OF FORM CONTENTS

	Budget	FTE
Total Stops (Negative number)	(\$831,995)	(7)
Total Starts Positive number	\$1,660,750	10
Continues w/ New Funding Source Budget Analyst Completes This	\$0	0
Net Change Positive or (Negative)	\$828,755	3
Current Year 22-23 Total Budget (as reference)	\$6,165,402	48.25

III. STOPS

Describe Stops:

We will stop the HR programs team for a reduction of 4 FTE. In order to develop our manager's skills in key areas of hiring, retention, performance management, and employee relations we need to stop the programs team who are mainly working at the tactical rather than the strategic level of HR.

Based upon the EAP data over the past several years the numbers do not justify the current level of FTE. Counseling is a service that the EAP provides. Kaiser and Aetna also offer counseling services in their plans. There are other services EAP offers but with better alignment between the PD team, the Ombudsman and the HR Partner team those services can be absorbed.

We are also eliminating an HR Technician position that has been vacant for at least the past 8 months.

Financial Summary of Stops:

FTE and Activities to STOP	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to STOP
HR Program Team Reduction	(4)	(\$522,518)	(\$0)	(\$522,518)
EAP Counselor Staff Reduction	(2)	(\$222,516)	(\$0)	(\$222,516)
HR Technician – Operations	(1)	(\$86,961)	(\$0)	(\$86,961)
		(\$)	(\$0)	(\$)
	(7)		TOTAL STOP	(\$831,995)

*FTE amounts may not include Hourly positions

IV. STARTS

Describe Starts:

In order to get to outcomes and measures of success outlined in Jeffco Thrives, the HR department needs to restructure. The restructure is based upon best practice in HR and a robust service delivery model that includes feedback loops from the HR Centers of Excellence (COE) that include Performance Management, Talent Acquisition, Benefits and Leaves, and HR Operations to the clients and from the clients to the COE's.

Based upon alignment to support the work in the Schools Division, we will partner with the Community Superintendents and take off their plates the ER issues that get in the way of them being the instructional leaders for their articulation areas. In the new HR model, each partner will be matched with a Community Superintendent. The Operations team will also have a dedicated HR Partner. This is a very much needed position as the culture and climate in many of the operational departments is not optimal for our employees to do their best work. Our current reality is that grievances from JESPA continue to consume many managers' time. The HR Partner, as a neutral party, will work to improve relationships by coaching, mediating and problem solving.

By leveraging the partner model the ER/LR team will be able to focus on union relationships, The TA team can focus on recruiting, particularly to recruit teachers and leaders of color so that our workforce resembles the students we serve. Partners would also be responsible for reviewing data on the performance management including which teachers are trending towards a less than effective rating, supporting leaders with PIPs, etc.

To ensure career pathways for the HR Professional, we would build the partner team to include the Executive Director, who would also have a group of clients and be responsible for the work of the HR Partner team. The two Senior Managers would also have clients and three partners to supervise.

Lacking in our current HR department is the documentation of key processes as well as a data dashboard. The consulting services would be used to build our manual of standard operating procedures and set up structures for the cyclical process that occur within the HR department. A concrete example to better illustrate what is meant here is this.

We are currently not tracking teacher evaluation data in ways that can be helpful to the Community Superintendents. If we could couple teacher performance data with student achievement data the CSs could have a very different conversation with school leaders. If all of our teachers are effective, how do we explain our achievement levels in reading, for example? We are currently not tracking performance data in ways that can be helpful to the Community Superintendents.

In order to make progress on our compensation work, an additional FTE is being proposed. The work to be done cannot be done by a single employee. While we have moved our PMC process into the ticketing system that process still weighs heavily on the compensation COE. As the district continues to be strategic and creates new jobs to meet the new challenges, the volume of new job descriptions, the reclassification of jobs and the upcoming audit will need more FTE to respond to the challenges.

Lastly, HR is looking to purchase a software solution to host our job descriptions. Alongside the tech solution comes the ability for us to do market analysis in house at a much more efficient rate than how it's done now.

Financial Summary of Starts

FTE and Activities to START	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to START
Exec Director of HR Partners	1	\$180,622	\$0	\$180,622
Senior Manager – HR Partners	2	\$288,457	\$0	\$288,457
Managers – HR Partners	6	\$809,042	\$0	\$809,042
Compensation Analyst	1	\$124,413	\$0	\$124,413
Consulting Services	0	\$0	\$100,000	\$100,000
Payfactors	0	\$0	\$35,000	\$35,000
Non-Salary	0	\$0	\$123,216	\$123,216
	10		TOTAL START	\$1,660,750

*FTE amounts may not include Hourly positions

V. CONTINUE WITH NEW FUNDING SOURCE – OR EVALUATE FOR FUTURE CHANGE

Describe Activities to Continue with New Funding Sources: N/A

Describe Activities to Continue and Evaluate for Future Change:

We are currently evaluating our ER tracking system, Isight. There are better tools on the market, and PS does contain an ER tracking component, although Jeffco has never used that functionality. We will use the 23-24 school year to evaluate our options, knowing that in a couple of years we will have a new ERP.

Depending on what we learn through the internal equity analysis we may need to re-allocate \$50K to do market analysis. Douglas County is currently doing a market analysis and we may be able to access their information.

Financial Summary of Continued Work that Impacts General Fund

FTE and Activities to CONTINUE/ (DISCONTINUE)	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to CONTINUE / (DISCONTINUE)
Compensation Consulting	0	\$	\$50,000	\$50,000
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL	\$50,000

*FTE amounts may not include Hourly positions

APPROVALS (electronic signatures are fine)	Name	Signature	Date
SUBMITTED BY			
CABINET APPROVAL (if applicable)			
BUDGET OFFICE RECEIPT			

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DEPARTMENTAL BUDGET FORM



DEPARTMENT(S): Payroll

DEPT ID(S): 93210

BUDGET OWNER: Lynn Acker

I. DEPARTMENT OVERVIEW AND ALIGNMENT TO JEFFCO THRIVES

Department Overview: Our mission is accurate and timely processing of monthly payroll

The Jeffco Public Schools Payroll Department is responsible for processing pay adjustments, leaves, terminations, garnishments, and other employee actions affecting pay. Other responsibilities of the team include generating year-end tax forms, reconciling withholding accounts, establishing payroll policies and procedures, and maintaining employee payroll records and reports required by the Jefferson County School District, State and Federal governmental agencies. In addition, the department provides one-on-one assistance to employees regarding payroll issues and questions.

Serving 16,500 active employees, issuing - 150,000 payments per year, average of 15659 W-2's over last 23 years, average of 11628 1095C's over last 8 years. Zero % of payroll staff work in schools and/or with students day-to-day, 100% of the payroll staff work in a support site.

Strategic Plan Alignment: - Priority 2: Our People. Our Strength. Hiring payroll staff with actual payroll experience with proper salary. Provide learning opportunities and guidance to build the depth within the payroll team, strengthening knowledge and compliance. Succession planning, cross training, documentation of processes, education of team members to maintain excellence.

High expectation of integrity and diligence maintained by the payroll team, in collaboration with Schools and Departments, Human Resources, Benefits, Information Technology and our employees - allow us to provide timely, accurate, and exceptional service to all employees.

Summary Changes to Budget:

No change to FTE. Commitment to monitor overall District change in staffing with focus on increased efficiencies, education/training for end users to reduce errors, and excellent customer service

II. SUMMARY OF FORM CONTENTS

	Budget	FTE
Total Stops (Negative number)	(\$0.00)	0.00
Total Starts Positive number	\$0.00	0.00
Continues w/ New Funding Source Budget Analyst Completes This	\$0.00	0.00
Net Change Positive or (Negative)	\$0.000	0.00
Current Year 22-23 Total Budget (as reference)	\$986,750	9.00

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III. STOPS

Describe Stops:

Financial Summary of Stops (list dollars as negative amounts, reflecting the savings of the stops)

FTE and Activities to STOP	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to STOP
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
			TOTAL STOP	(\$)

*FTE amounts may not include Hourly positions

IV. STARTS

Describe Starts:

Financial Summary of Starts

FTE and Activities to START	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to START
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL START	\$

*FTE amounts may not include Hourly positions

V. CONTINUE WITH NEW FUNDING SOURCE – OR EVALUATE FOR FUTURE CHANGE

Describe Activities to Continue with New Funding Sources:

Describe Activities to Continue and Evaluate for Future Change:

No change in FTE and will be reevaluated over next fiscal year. Commit to providing services as described and commit to monitor overall district staffing changes, with a focus on increasing efficiencies, end-user training to reduce errors, exceptional customer service

Financial Summary of Continued Work that Impacts General Fund (add rows if necessary)

FTE and Activities to CONTINUE/ (DISCONTINUE)	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to CONTINUE / (DISCONTINUE)
	0.00	\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL	\$

*FTE amounts may not include Hourly positions

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APPROVALS (electronic signatures are fine)	Name	Signature	Date
SUBMITTED BY	Lynn Acker, CPP Payroll Director	Physically signed to Brenna on 2/21/2023	2/21/2023
CABINET APPROVAL (if applicable)			
BUDGET OFFICE RECEIPT			

Note – receipt of the completed form does not constitute approval. The Superintendent retains the right to review and request changes to any/all budget forms. Budget proposals are brought as a sum total to the Board of Education for review and approval. Until such approval is obtained, new budgeted expenditures should not commence.

DEPARTMENTAL BUDGET FORM



DEPARTMENT(S): Purchasing Department

DEPT ID(S): 94710

BUDGET OWNER: Brett Adams

I. DEPARTMENT OVERVIEW AND ALIGNMENT TO JEFFCO THRIVES

Department Overview: The Purchasing department is comprised of fifteen fulltime employees who support learning across the district. The Purchasing Department, as provided by board and district policy, is charged with assisting budget owners across the district in proper expenditure of funds and helping ensure the district is using all funds in the best manner possible.

Strategic Plan Alignment: Our Learners. Our Future. – The Purchasing Department supports access to, attainment of, and establishing strong contractor relationships to facilitate of access to resources and materials for all leaders and learners district wide. The Purchasing Department supports contractual relationships that help facilitate extended student experiences throughout their educational experiences.

Our People. Our Strength. – The Purchasing Department is striving to improve communication, support and understanding of the value public procurement brings to our district. The department supports a culture of ingenuity, collaboration and

Our Operations. Our Foundations. – The Purchasing Department directly supports the Facilities and Capital Construction department through procurements and contracts. Purchasing is working in collaboration with Capital Construction to restructure the procurement process and increase the response to opportunities within our District from capable and trustworthy contractors.

The Purchasing Department by practice, and policy assist all schools and departments with conversations of best use of funds, long-term sustainable solutions and best practice recommendations.

Our Community. Our Legacy. – The purchasing department supports ongoing efforts across multiple departments to strategically partner with community organizations and opportunities for students through contract work, cost free initiatives to the district and outreach to our community. The Purchasing department is working to bolster our reputation for our fiduciary responsibility both internally to the district and to our community.

Summary Changes to Budget: - The purchasing department has reduced the overall FTE count by 1.5. One employee has been moved to ESSER focused activities. This position will end along with the conclusion of ESSER funding. The .5 FTE was surrendered and not filled when the vacancy occurred.

II. SUMMARY OF FORM CONTENTS

	Budget	FTE
Total Stops (Negative number)	(\$134,659)	-1.50
Total Starts Positive number	\$20,000	0.00
Continues w/ New Funding Source Budget Analyst Completes This	\$0.00	0.00
Net Change Positive or (Negative)	\$114,659	-1.50
Current Year 22-23 Total Budget (as reference)	\$1,868,741	15.00

III. STOPS

Describe Stops: The Purchasing Department has moved one (1) FTE from a generally funded position, to a ESSER grant funded position. At the end of the funding opportunity (Sept 30, 2024) this position will be stopped.

The Purchasing Department agreed to not fill a secretary position, at .5 FTE through purchasing and .5 FTE through accounts payable. This position has been stopped.

The Purchasing Department has two (2) FTE funded through the 2018 Bond in Capital Construction (as provided in the Bond language). Withstanding additional funding opportunities, such as a new bond, these position will be stopped at the end of the funding opportunity (June 30, 2025)

During FY2022 the Purchasing Department utilized salary underspend to fund a contract with a recruiting agency. The contract was largely unsuccessful and will not be continued in the future. (\$5500.00). At this time, all positions within the department (15 FTE) are staffed.

Financial Summary of Stops

FTE and Activities to STOP	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to STOP
Secretary	-0.50	(\$46,990)	(\$0.00)	(\$46,990)
Buyer Tech II	-1.00	(\$87,669)	(\$0.00)	(\$87,669)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
			TOTAL STOP	(\$134,659)

*FTE amounts may not include Hourly positions

IV. STARTS

Describe Starts: In service to the District the Purchasing department maintains an ever-widening contract list and list of obligations (such as digital licensing) with expiration date, spend levels, etc. To provide a better user experience and service to the district a digital tool is needed to manage agreements and obligations by purchasing staff and partner district staff. The estimated cost of this tool is \$20,000 initially with an ongoing investment of \$10- 15,000

Financial Summary of Starts

FTE and Activities to START	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to START
Contract management software	0.00	\$0.00	\$20,000	\$20,000
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL START	\$20,000

*FTE amounts may not include Hourly positions

V. CONTINUE WITH NEW FUNDING SOURCE – OR EVALUATE FOR FUTURE CHANGE

Describe Activities to Continue with New Funding Sources:

Describe Activities to Continue and Evaluate for Future Change: The Purchasing Department has a sizable training budget (\$16,600) in the past, this budget was used for conference attendance and any unplanned or over utilized spending (such as technology needs across the department).

The request is to continue funding training at \$16,600 for the department. The staff of the Purchasing department have largely been in their positions less than 12 months. Extension training is still needed. The department is formalizing a training plan that will allow all purchasing agents and buyers to become certified in Public Procurement by professional associations. This increases the reputation of the department, the ability to be flexible in addressing changing need and concern across the district (regarding acquisition of goods and services) and provides the necessary background for employees across the department.

As processes are streamlined and efficiencies entered the Purchasing department may be able to remove one additional FTE position. This will attribute to a 4.5 FTE reduction over two years.

Efficiencies include, process improvement through enhanced ERP deployments, contract management software to streamline contracting and contract management functions, increased engagements with strategic partners reducing the need for repeating known need procurements (for example technology supplies and equipment, software licenses, etc.)

Financial Summary of Continued Work that Impacts General Fund

FTE and Activities to CONTINUE/ (DISCONTINUE)	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to CONTINUE / (DISCONTINUE)
Continuing Education	0.00	\$0.00	\$0.00	\$0.00
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL	\$0.00

*FTE amounts may not include Hourly positions

APPROVALS (electronic signatures are fine)	Name	Signature	Date
SUBMITTED BY	Brett Adams	Brett Adams	Feb. 9, 2023
CABINET APPROVAL (if applicable)			
BUDGET OFFICE RECEIPT			

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DEPARTMENTAL BUDGET FORM



DEPARTMENT(S): Site Maintenance

DEPT ID(S): 93604

BUDGET OWNER: Noel Harryman

I. DEPARTMENT OVERVIEW AND ALIGNMENT TO JEFFCO THRIVES

Department Overview: The site maintenance department provides mission-critical services relative to snow/ice removal, athletic fields, playgrounds, and parking lots, at over 160 sites. Site Maintenance comprises 52 employees with a variety of skills, education, and certifications. Programs have been designed to provide predictive and preventive maintenance. The scope of responsibilities includes, but is not limited to the following aspects:

- Irrigation
- Fencing
- Small Project Support
- Construction Management Support
- Weed Control and Fertilization
- Site Furnishings, running track, tennis courts
- Snow/ice removal (keeping schools sites operating safely during winter weather)
- Athletic fields (providing safe and attractive natural/synthetic playing surfaces)
- Playgrounds (providing safe areas of play for students according to state, federal and district guidelines)
- Paved parking lots and sidewalks (creating and maintaining safe surfaces to avoid trips, slips, and falls for staff and the public)
- Landscape (establishing and maintaining attractive school sites that are welcoming to the public)

Strategic Plan Alignment: The goals of our department mimic that of the district's vision, mission, and values. Each day our teams set out with the focus of student safety, outdoor engagement, and overall appearance. The importance of outdoor spaces for learning, play, or simply connecting with each other adds lasting value to the district and the community. The physical appearance and conditions of school sites provide a sense of student and community ownership.

Summary Changes to Budget: Increased regulation and material requirements necessary to support Early Childhood playgrounds. Increases to services and supply budgets that partially offset the effects of inflation.

II. SUMMARY OF FORM CONTENTS

	Budget	FTE
Total Stops (Negative number)	(\$0.00)	0.00
Total Starts Positive number	\$50,000	0.00
Continues w/ New Funding Source Budget Analyst Completes This	\$0.00	0.00
Net Change Positive or (Negative)	\$50,000	0.00
Current Year 22-23 Total Budget (as reference)	\$5,572,113	49.00

III. STOPS

Describe Stops:

Financial Summary of Stops:

FTE and Activities to STOP	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to STOP
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
			TOTAL STOP	(\$)

*FTE amounts may not include Hourly positions

IV. STARTS

Describe Starts: Additional playground fall zone material due to increase in PreK playgrounds

Financial Summary of Starts

FTE and Activities to START	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to START
Playground Material-License/ Regulation	0.00	\$0.00	\$50,000	\$50,000
	0.00	\$0.00	\$	\$
	0.00	\$0.00	\$	\$
		\$	\$	\$
			TOTAL START	\$50,000

*FTE amounts may not include Hourly positions

V. CONTINUE WITH NEW FUNDING SOURCE – OR EVALUATE FOR FUTURE CHANGE

Describe Activities to Continue with New Funding Sources: Nominal increases in line items to compensate for the reduction in purchasing power due to inflation.

Describe Activities to Continue and Evaluate for Future Change:

Financial Summary of Continued Work that Impacts General Fund

FTE and Activities to CONTINUE/ (DISCONTINUE)	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to CONTINUE / (DISCONTINUE)
			TOTAL	

*FTE amounts may not include Hourly positions

APPROVALS (electronic signatures are fine)	Name	Signature	Date
SUBMITTED BY			
CABINET APPROVAL (if applicable)			
BUDGET OFFICE RECEIPT			

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DEPARTMENTAL BUDGET FORM



DEPARTMENT(S): Utilities

DEPT ID(S):

BUDGET OWNER: Tim Reed

I. DEPARTMENT OVERVIEW AND ALIGNMENT TO JEFFCO THRIVES

Department Overview: The Facilities department manages the budgets for the following utilities: electricity, natural gas, propane, water/waste water, stormwater and refuse and dump fees.

Strategic Plan Alignment: Priority 3: Our Operations. Our Foundation are Goal 1: Physical Environment and Operational Services in Jeffco contribute to instruction excellence and extraordinary student experiences. Providing a comfortable working environment while being responsible in the use of resources guiding principles in managing the utility budget.

Summary Changes to Budget:

II. SUMMARY OF FORM CONTENTS

	Budget	FTE
Total Stops (Negative number)	(\$1,075,141)	0.00
Total Starts Positive number	\$3,137,500	0.00
Continues w/ New Funding Source Budget Analyst Completes This	\$0.00	0.00
Net Change Positive or (Negative)	\$2,062,359	0.00
Current Year 22-23 Total Budget (as reference)	\$17,921,000	0.00

III. STOPS

Describe Stops: Reductions in the utilities usage at schools scheduled to close in summer 2023 plus Allendale and Zerger. Water and Wastewater will not be reduced as much as other utilities due to irrigation requirements.

Financial Summary of Stops:

FTE and Activities to STOP	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to STOP
Reduce Usage at 16 Sites	0.00	(\$0.00)	(\$1,075,414)	(\$1,075,414)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
			TOTAL STOP	(\$1,075,414)

*FTE amounts may not include Hourly positions

IV. STARTS

Describe Starts:

Financial Summary of Starts

FTE and Activities to START	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to START
Electricity	0.00	\$0.00	\$1,878,200	\$1,878,200
Natural Gas	0.00	\$0.00	\$30,000	\$30,000
Water and Sanitation	0.00	\$0.00	\$750,000	\$750,000
IT to Facilities Jeffco Net Budget Reorganization	0.00	\$0.00	\$479,300	\$479,300
			TOTAL START	\$3,137,500

*FTE amounts may not include Hourly positions

V. CONTINUE WITH NEW FUNDING SOURCE – OR EVALUATE FOR FUTURE CHANGE

Describe Activities to Continue with New Funding Sources:

Describe Activities to Continue and Evaluate for Future Change: In the first seven months of FY 2023 there has been a reduction of 1,513,454 kWh over the same period FY 2022, however, the FY 2023 electrical bill increased \$567,907 over that period. The district continues to invest in LED lighting and energy efficient equipment but cannot generate enough savings through consumption to offset rising rates. The proposed increase recognizes that it is necessary to address current conditions in the energy market.

The natural gas market has stabilized in the \$2-\$3 per dekatherm range. Similar to power, there over the first seven months there has been a decline of 44,946 dekatherms and a \$16,991 decline in cost. A nominal increase in the natural gas budget is requested.

The department has been advised by water purveyors of a 7% increase in rates. Over the first seven months of FY 2023 there was an increase of 2,817,635 Kgal of water. Facilities is reviewing starting irrigation in April and closing it down end of September, instead of beginning in March and ending in October. Weather permitting this should reduce irrigation related consumption and better control the budget.

Financial Summary of Continued Work that Impacts General Fund

FTE and Activities to CONTINUE/ (DISCONTINUE)	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to CONTINUE / (DISCONTINUE)
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL	\$

*FTE amounts may not include Hourly positions

APPROVALS (electronic signatures are fine)	Name	Signature	Date
SUBMITTED BY			
CABINET APPROVAL (if applicable)			
BUDGET OFFICE RECEIPT			

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DEPARTMENTAL BUDGET FORM



DEPARTMENT(S):	Financial Services
DEPT ID(S):	93200
BUDGET OWNER:	Brenna Copeland

I. DEPARTMENT OVERVIEW AND ALIGNMENT TO JEFFCO THRIVES

Department Overview:

The financial services office includes the CFO and the EA and provides leadership to the entire Financial Services division, including budget, accounting, grants, accounts payable, payroll, purchasing and risk management. The CFO has a fiduciary duty to the district and is the designee for the Superintendent in various financial oversight and management functions. The teams within Financial Services provide important customer service to schools and departments within the district to ensure they can function effectively in support of Jeffco students.

Jeffco Thrives (list 1-2 Action Steps and/or Initiatives that are focuses next year and why):

Two areas of focus from the Jeffco Thrives plan for the 2023-24 school year include:

- Improving overall operational service to schools and departments (specifically, the action step regarding the enterprise resource planning (erp) system planning work)
- Increasing transparency, engagement and understanding of core resource allocation processes (specifically the action step regarding capital financial planning and reporting)

These initiatives are found in Priority 3: Our Operations. Our Foundation

Summary Changes to Budget:

The departments within financial services have completed separate budget forms outlining their stops, starts and continues (with evaluation). This form outlines the creation of a new team within Financial Services focused on Financial Planning & Analysis, particularly in regards to our capital finances.

II. SUMMARY OF FORM CONTENTS

<i>(fill this out last)</i>	Budget	FTE
Total Stops (Negative number)	(\$5,000)	0.00
Total Starts Positive number	\$619,448	4.00
Continues w/ New Funding Source Budget Analyst Completes This	\$0.00	0.00
Net Change Positive or (Negative)	\$614,448	4.00

Current Year 22-23 Total Budget (as reference)	\$0.00	0.00
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III. STOPS

Describe Stops (what, who, rationale – including positions that you plan to repurpose)

The teams within Financial Services have described activities and FTEs to stop doing that will be a partial offset to activities contemplated across our teams to start.

The CFO is reducing \$5k from non-personnel budgeted expense in FY24, primarily reflecting lower contracted services and other office support purchases.

Financial Summary of Stops (list dollars as negative amounts, reflecting the savings of the stops)

FTE and Activities to STOP	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to STOP
Misc non-personnel	N/A	(\$)	(\$5,000)	(\$5,000)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
		(\$)	(\$)	(\$)
			TOTAL STOP	(\$5,000)

*FTE amounts may not include Hourly positions

IV. STARTS

Describe Starts (what, who, rationale – including anything you propose to repurpose)

The CFO will hire and staff a new team for FY24 that focuses on financial planning and analysis (FP&A). This group will enable financial services to take ownership of our multi-year financial capital plans, in coordination with colleagues in the Facilities division that will continue to own the analysis of facility needs and budgeting to cover project-related expenses. The new FP&A team will add 4.0 FTE to financial services at the following levels:

- Director/Executive Director
- Manager/Senior Manager
- Analyst
- Technician

Duties will include developing a multi-year capital plan, managing and overseeing district-wide investments, preparing for and overseeing any capital financing transactions in the future, leading preparation of reports in regards to capital spending, overseeing treasury management including transactional work to move cash balances on a daily basis.

In addition, the district plans to contract with an external Municipal Advisor to provide ongoing independent advice on financial planning. This advisor will be hired through a public process, consistent with the district’s procurement policies. The scope of work will include advising the district on the multi-year capital plan, analyzing opportunities to refinance existing debt to the district’s financial advantage, modeling scenarios to raise additional capital funding, etc. The Director of FP&A will co-manage the relationship with the Municipal Advisor, alongside the CFO. (Estimated Cost ~ \$85k/year)

The new team will also be provided a small budget for typical expenses including professional development/training, supplies & materials, computer equipment, mileage and incidentals (Estimated Budget ~ \$30k/year)

In addition, this team will welcome 4.0 FTE that currently perform the district's enrollment analysis and forecasting, as well as geographic information systems work. This planning function currently exists within the Facilities Division. As the district continues to adapt programs, services and budgets to a declining enrollment reality, this team's work will be essential to the long-term financial planning and budgeting in the district. Moving the planning team to this new FP&A team will ensure that all financial planning reflects detailed analysis of enrollment trends and building capacity.

Financial Summary of Starts (add rows if necessary)

FTE and Activities to START	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to START
Director or Executive Director, FP&A	1.0	\$164,430	\$	\$164,430
Manager or Sr Manager, FP&A	1.0	\$143,550	\$	\$143,550
Analyst, Financial & Investments	1.0	\$114,354	\$	\$114,354
Technician, Treasury (R24)	1.0	\$82,114	\$	\$82,114
Municipal Advisory Services (external)	N/A	\$0	\$85,000	\$85,000
Office Supplies & Budget	N/A	\$0	\$30,000	\$30,000
			TOTAL START	\$619,448

*FTE amounts may not include Hourly positions

V. CONTINUE WITH NEW FUNDING SOURCE – OR EVALUATE FOR FUTURE CHANGE

Describe Activities to Continue with New Funding Sources: (identify current source vs. FY24 source)

Describe Activities to Continue and Evaluate for Future Change: (if any)

Financial Summary of Continued Work that Impacts General Fund (add rows if necessary)

FTE and Activities to CONTINUE/ (DISCONTINUE)	FTE*	FTE Budget (incl benefits)	Non- Personnel Budget	Sum of Budget to CONTINUE / (DISCONTINUE)
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
		\$	\$	\$
			TOTAL	\$

*FTE amounts may not include Hourly positions

APPROVALS (electronic signatures are fine)	Name	Signature	Date
SUBMITTED BY	Brenna Copeland	Digitally signed	

CABINET APPROVAL (if applicable)			
BUDGET OFFICE RECEIPT			

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