

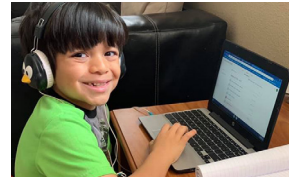


BOULDER VALLEY SCHOOL DISTRICT



2021-22 PROPOSED BUDGET

Boulder Valley School District
6500 E. Arapahoe Road, Boulder, CO 80303
303-447-1010, www.bvsd.org



2021-22 PROPOSED BUDGET

Prepared by: Business Services Division

Bill Sutter, SFO
Chief Financial Officer



BOULDER VALLEY SCHOOL DISTRICT

2021-22 Proposed Budget

Welcome



Thank you for reviewing the Boulder Valley School District annual Budget.

This is an unprecedented time in our country and in PK-12 education. There is no doubt that the past 18 months, during the pandemic, have been the most challenging in my career.

Adding to the stress of changing health guidelines and fluctuating enrollment numbers, we have faced many unknowns when it comes to the related economic crash and recovery efforts from our state and federal governments. This made the already difficult prospect of developing a PK-12 budget, in a state like Colorado where education funding is meager, even tougher. We have had to wait to see the impacts of inflation and legislative decisions, while depending on the support of our outstanding community, which consistently supports quality schools with their time, talent, and resources.

Needless to say, we have had to be nimble and flexible to navigate it all.

As always, the Board of Education and BVSD employees are committed to maximizing the resources allocated to the school district through effective instructional practices and efficient operations. During the pandemic, we looked to stretch those resources even further, ensure that our students had additional supports, our families did not go hungry and that our employees continued to receive a paycheck. If the true caliber of an institution is shown in the way that it handles crises, the Boulder Valley School District deserves its reputation as one of the best school districts in Colorado.

We always say that People are Our Strength in BVSD and that shone brighter than ever during this crisis.

The talented and experienced BVSD employees remain dedicated to providing excellent and equitable learning opportunities for every student in the district, even with the unknowns we are facing. The primary goal of the district is to prepare students for success in further study, employment, and participation in a global environment.

The budget presented in this document supports the commitment of BVSD to provide a high quality education for all students regardless of the uncertainty created by the COVID-19 pandemic.

Acknowledgements and Awards

Thank you to the dedicated Budget Services staff (Kari Albright, Christine Buchholtz, Christal Dominguez, Phil Winterbourne, Nicole Buffington, Gillian Luis, and Kim Carpentier) for their committed efforts in producing this document.



The Association of School Business Officials International (ASBO) presented the Meritorious Budget Award to the Boulder Valley School District for its annual budget for the fiscal year beginning July 1, 2019. This program promotes and recognizes excellence in developing, analyzing, and presenting a school system budget. This award is valid for a period of one year only. We have submitted the budget document to ASBO for the fiscal year beginning July 1, 2020, to determine its eligibility for another award.

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Board of Education Members



Kathy Gebhardt, Vice-President
District C

Richard Garcia
District G

Donna Miers
District E

Tina Marquis, President
District B

Kitty Sargent, Treasurer
District F

Stacey Zis
District D

Lisa Sweeney-Miran
District A



Superintendent's Cabinet

Dr. Rob Anderson
Superintendent

Bill Sutter, SFO
Chief Financial Officer

Mike Gradoz
Asst. Superintendent
of Human Resources

Andrew Moore
Chief Information Officer

Rob Price
Asst. Superintendent of
Operational Services

Kathleen Sullivan, J.D.
Legal Counsel

Robbyn Fernandez
Area Superintendent
(East Network Schools)

Randy Barber
Director of Communications &
Community Affairs

Margaret Crespo
Area Superintendent
(Southwest Network Schools)

Ginger Ramsey
Broomfield High School Principal

Samantha Messier, Ph.D.
Area Superintendent
(Northwest Network Schools)

Terry Mulford
Boulder Valley Education Association
President

Letter of Transmittal

Date: May 25, 2021
To: Dr. Rob Anderson, Superintendent
From: Bill Sutter, Chief Financial Officer *WMS*
Subject: 2021-22 Proposed Budget

The ensuing document contains information and details regarding the 2021-22 Proposed Budget for fiscal year July 01, 2021 – June 30, 2022. The Board of Education is scheduled to approve the 2021-22 fiscal year budget on June 08, 2021. This financial plan supports a quality education for all students, while maintaining financial stability within available resources.

The funding of public education in Colorado is a complex challenge. Amidst those challenges, the Boulder Valley School District aims to identify and fund active, interventionist approaches to student learning that provide excellent and equitable opportunities for all of its students, so that they may become successful Boulder Valley School District graduates. For the vast majority of our students, the district is meeting or exceeding student, teacher, and parent expectations. This point is proven by our consistent academic showing among the top three of Colorado's large front range school districts—and often the top district—as measured by state and national academic rankings.

For maximum learning and achievement to continue, budget considerations include the direct support provided in schools and classrooms as well as the operational support across the district. To do this, staff must keep current with state and federal regulations, develop curriculum and instruction to meet state standards, manage a multi-million dollar budget, and maintain the wide range of support operations within the organization. With multiple sources of revenue, federal and state mandates, and diverse stakeholders, it is important to ensure that the district's strategic plan guides resource allocations. The development of this budget takes into account these considerations relevant to the Boulder Valley School District and community at large.

This fiscal year's budget is built upon a 2020 inflation factor of 2.0 percent and the Budget Stabilization Factor (Negative Factor) being reduced by a significant \$479.7M from the 2020-21 fiscal year, resulting in the current amount being \$572.4M, with the Boulder Valley School District portion being \$19.3M. The remaining amount of the Budget Stabilization Factor represents a 6.8 percent reduction in total program funding. The Budget Stabilization Factor was instituted in fiscal year 2009-10 as a means of reducing the state's investment in K-12 education during the economic downturn. Following years of constrained state funding, it remains a significant challenge for the district to maintain current programs, continue to address critical needs in the areas of increasing the proficiency level of all students, addressing the social-emotional needs of students, and maintaining district operations in 63 facilities on over 700 acres, distributed across 500 square miles.

One new program in particular is included within the 2021-22 Proposed Budget which deserves special attention. On November 10, 2020, the BVSD Board of Education passed Resolution 20-33 - Addressing Equitable Discipline and Approaches to Student Conduct. This resolution directed the superintendent to:

- develop a timeline and budget to accelerate the work of Strategic Initiative 6a, specifically regarding the development and implementation of equitable disciplinary practices by developing a comprehensive plan to reduce disparities in school discipline, including ending the current SRO program
- use a process to develop the comprehensive plan that incorporates diverse voices of administrators, teachers, students, parents, and community partners, specifically including people who are BIPOC, LGBTQIA, and have disabilities
- assure the comprehensive plan incorporates the development of new school safety plans, revised intergovernmental agreements with BVSD's multiple law enforcement agencies, and opportunities for the community to learn about and provide input into school safety plans
- provide quarterly updates on the process to develop the comprehensive plan, and no later than May 1, 2021 in accordance with the Board's normal budget cycle, to present the comprehensive plan, including a target date for ending the current SRO program of January 2022.



Letter of Transmittal (continued)

This budget includes \$2.0M in funding to address the requirements set forth in the resolution. Final plans for staffing to include school safety staff and mental health supports which will be implemented by the deadline set in the resolution.

While the Colorado economic recovery continues to exceed expectations, there is some concern for the future due to enrollment declines in BVSD and across the state, coupled with the limited investment in PK-12 public education from the state legislature. This, largely constrained by Colorado's constitutional thicket of conflicting requirements and constraints regarding the investment in public services for all of Colorado's residents. The Boulder Valley School District is managing its operations in the near term, though priorities set by elected state officials for investing state resources continue to create budget challenges and dilemmas for the future regarding funding for public education. These factors necessitate prudent fiscal management to maintain the stability of the Boulder Valley School District. Meeting current educational needs must be balanced with an outlook toward the future.

This budget document details what we do, how we do it, and where the district is headed as an organization. It is always our goal to be accountable and responsive to the needs of our community within the projected resources available, and to operate the district with sound fiscal principles of integrity, responsibility, and a long-range financial vision. The district budget policies detailed in this book support this commitment.

This extensive document was prepared by the staff of the district's Business Services Division and, to the best of our knowledge and belief, the enclosed data are accurate in all material respects, and are reported in a manner to present fairly the financial position and planned operations of the Boulder Valley School District for the 2021-22 fiscal year.

Our Purpose

It is well-known in the community and in Colorado that the Boulder Valley School District (BVSD) is already among the highest achieving of Colorado's 178 school districts. What may not be as well-known is the shared determination of students, parents, teachers, administrators, and community leaders to make BVSD the educational answer for each student in the district regardless of circumstance or background. Each child brings a unique and worthwhile contribution to the learning community.

Vision

We develop our children's greatest abilities and make possible the discovery and pursuit of their dreams, which when fulfilled will benefit us all. We provide a comprehensive and innovative approach to education and graduate successful, curious life-long learners who confidently confront the great challenges of their time.

Mission

The mission of the Boulder Valley School District is to create challenging, meaningful and engaging learning opportunities so that all children thrive and are prepared for successful, civically engaged lives.

Value Statements

1. We respect the inherent value of each student and incorporate the strengths and diversity of students, families, staff and communities.
2. Societal inequities and unique learning needs will not be barriers to student success.
3. We address the intellectual growth, health and physical development, and social-emotional well-being of students.
4. We value accountability and transparency at all levels.

Strategic Plan



The Boulder Valley School District has developed a new Strategic Plan that we call ***All Together for All Students***. This ambitious, exciting, and comprehensive effort will guide BVSD for the next five years and aims at bringing everyone together to meet the needs of all students.

We believe that Boulder Valley is uniquely positioned because of its resources and outstanding educators to overcome the challenges we face, including an achievement gap that educators across Colorado and the nation have struggled to address.

Built upon a solid foundation




The new strategic plan was developed by BVSD educators utilizing the feedback of more than 1,400 staff members and more than 500 parents and community members. Superintendent Rob Anderson visited all 56 BVSD schools, every BVSD facility, and held six regional community forums in English and three in Spanish.

The new plan also builds upon the success of BVSD's previous strategic plan, The Success Effect and its three initiatives: Talent, Learning, and Partnerships.

Finally, the team reviewed a tremendous amount of data regarding student, school, and district performance as they crafted a plan to address some of BVSD's most pressing needs.

Student-focused

Our strategic plan is focused first and foremost on students. After analyzing volumes of data and feedback from educators and the community, BVSD set three Long Term Student Outcomes that will drive everything we do:

		
Ignite All students benefit from challenging and relevant educational opportunities.	Equip Reduce disparities in achievement	Soar Every student graduates empowered with the skills necessary for post-graduate success

More simply, our goal is to Ignite the passion of learning in every student, Equip them with the skills needed to overcome the achievement gap and to prepare them to Soar in whatever they do after school.



Strategic Plan (continued)

Starting Strong

While everything in the strategic plan is important, we also know that it is crucial that we pace ourselves. That is why we started with only six of the 13 initiatives:

- **PK-12 Pathways for Students.** Providing consistency and coherence across the entire BVSD system, so that students learn the most important things and build upon their learning from year-to-year.
- **Best Instructional Practices.** Establishment of effective instructional practices that meet diverse student needs.
- **One size doesn't fit all.** Every school is different, so we are setting up a system that more equitably shares resources based on the needs of schools and their communities.
- **Keep what works. Toss what doesn't.** School districts are notorious for keeping programs that don't work. We are assessing current and future programs to ensure they're beneficial for students.
- **Howdy Partner.** We know our goals are only achievable through effective partnerships with our community, including non-profits and businesses.
- **Everyone is welcome.** Our goal is to ensure that BVSD is a warm, welcoming, and safe environment for every student regardless of their background, race, gender, or other identifying characteristics. We aim to implement practices that challenge inequity and bias.

Customized for each school

The problem with most strategic plans is that they broadly implement ideas and supports from the district to all schools. Every school is expected to implement all initiatives, regardless of their situation. As a result, few are fully implemented.

In contrast, we believe that everyone cannot do everything the same if we all want to get better. We are customizing and vertically aligning support based on the specific needs of each school and community.

This also aligns with the district's recent reorganization. Schools have now been grouped in regional areas and district support staff have worked to meet with each school's leader to determine the best way to utilize resources that are the most impactful for students.

Learn more about the plan at bvsd.org/strategic-plan.

Strategic Plan (continued)

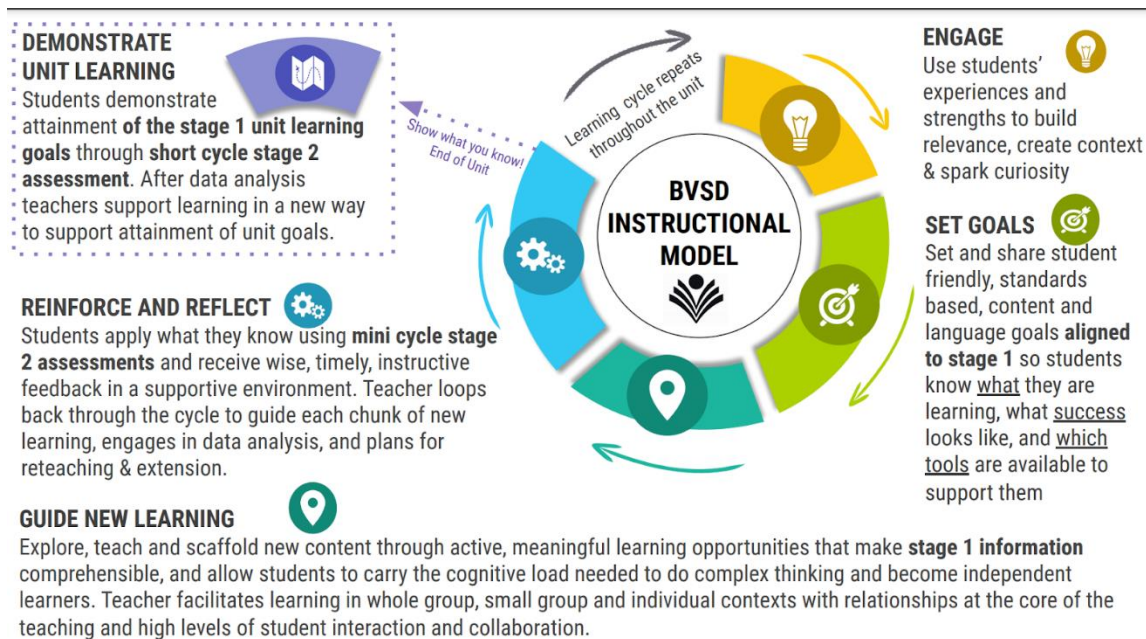
The Boulder Valley School District is moving from design to implementation with its [All Together for All Students Strategic Plan](#).

Following a thorough design process led by BVSD's teacher-leaders, educators across the district are now in the process of standing up the Four Pillars of Instruction and integrating culturally and linguistically responsive teaching practices, which will effectively address the many systemic issues that we believe have led to the district's historic achievement gaps.

Four Pillars of Instruction

The Multi-Tiered System of Supports provides our students with individualized support to meet both their academic and behavior challenges. The system includes Universal instructional Practices initiatives for all students, as well as more targeted support and acute interventions, when needed.

Common Instructional Model is a set of researched based teaching progression that, when used by educators, results in student engagement and growth.



Scope/Sequence BVSD educators have prioritized the State of Colorado standards and what order they should be taught from year to year, to ensure that students have the knowledge and skills they need as they build upon their learning from grade-to-grade – starting in preschool.

Balanced Assessment System as students are learning, it is critically important for us to check in with them along the way to see whether they've picked up the concepts we are teaching, or whether they may need additional support in specific areas. This is accomplished through a system of assessments, including interactive (during learning) and summative (end-of-unit) checkpoints that allow students to demonstrate what they have learned.

Culturally and Linguistically Responsive Teaching

Integrated in all of this work are efforts to ensure that our students are represented in our curriculum, supports are available to meet their specific needs so that, ultimately, every student feels welcomed and included in learning. We know excellence is only possible once we have addressed equity in our school district.

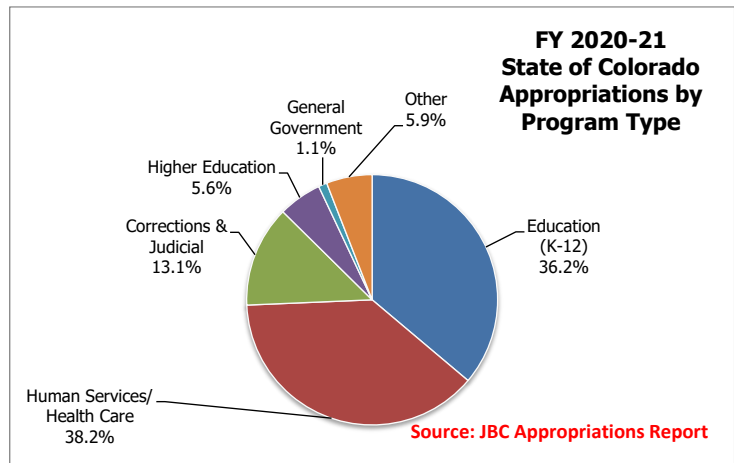
Performance Results

The Colorado Department of Education's 2019 District Performance Framework Report identifies BVSD as "Accredited: Low Participation" overall, with the district meeting accreditation targets for Academic Achievement, Academic Growth, and Postsecondary and Workforce Readiness. The district meets 95 percent Test Participation Rates in English Language Arts, Math, and Science, and Meets Requirements in Finance and Safety assurances. Data for 2020 was not available at the time of this publication.

Through the budget process, BVSD continues to target resources at the classroom level, differentiating resources for schools with concentrated populations of low income students, with the goal to increase the proficiency level of all students in accordance with district Long Term Outcomes as outlined in the Strategic Plan.

Understanding School Finance in Colorado

Every homeowner and business owner in Colorado pays property taxes for schools, along with sales taxes for police, fire, and other local public services. The Colorado state government is responsible for funding other public services such as prisons and transportation, in addition to determining the funding for schools. Each year, the budget crafted by the legislature and approved by the governor determines how much of the total state budget is allocated to education. The portion earmarked for K-12 education is then divided among 178 school districts throughout the state using formulas in the Colorado School Finance Act (SFA). These formulas determine how much money each district will receive per pupil as well as how much of that funding is paid by the state and how much is paid through local taxes. Data for fiscal year 2021-22 state appropriations was not available at the time of this publication.



In 2000, Colorado voters passed Amendment 23 to help safeguard Colorado K-12 funding. The amendment guarantees that state per pupil funding must increase annually by no less than the rate of inflation as determined by state government.

Fiscal Year	Total Program Funding	Negative Factor	Total Program Funding (after Negative Factor)	Per Pupil Revenue
2021-22	\$278,240,167	(\$18,870,882)	\$259,369,285	\$8,766
2020-21	280,004,593	(\$39,859,987)	240,144,606	7,894
2019-20	274,566,209	(\$19,286,294)	255,279,915	8,421
2018-19	263,061,533	(\$22,897,544)	240,163,989	8,058
2017-18	254,158,879	(\$28,061,865)	226,097,014	7,578
2016-17	246,518,892	(\$28,390,853)	218,128,039	7,348
2015-16	243,705,017	(\$28,830,177)	214,874,840	7,232
2014-15	234,494,200	(\$30,407,094)	204,087,106	6,940
2013-14	224,570,307	(\$34,630,570)	189,939,737	6,556
2012-13	216,944,133	(\$34,912,306)	182,031,827	6,376
2011-12	207,466,753	(\$26,835,213)	180,631,540	6,377
2010-11	202,435,712	(\$13,352,337)	189,083,375	6,715
2009-10	197,694,395	(\$4,562,150)	193,132,245	6,979
TOTAL NEGATIVE FACTOR		(\$330,897,272)		

When the recession hit Colorado government in 2007, the state initially met its requirements under Amendment 23. As the recession lengthened, Colorado legislators were faced with increasingly hard choices in funding state obligations and funding reductions that occurred in all public sectors. As a result of the Great Recession, the "negative factor", now known as the Budget Stabilization Factor, was implemented. The legislature determined that Amendment 23 only applied to "base" per pupil funding.

Understanding School Finance in Colorado (continued)

Under law, Colorado per pupil funding is made up of a base amount per student that is the same throughout the state. Added to this base are “factors” allocating additional per pupil funds by use of a state formula applied on a district-by-district basis. The factors include: poverty, cost of living, and size, and make up a large portion of Colorado’s per pupil funding.

Each year the legislature determines the amount of increased funding required under Amendment 23 and the School Finance Act. The Budget Stabilization Factor is then applied against this total dollar amount, reducing overall funding. Back in 2009, Colorado per pupil funding fell by more than \$1 billion statewide on an annual basis. Over the last several years, legislators have approved incremental buy-downs of the statewide deficit, however with the projected economic crash due to the COVID-19 global pandemic, the negative factor ballooned to \$1.2B in the 2020-21 fiscal year.

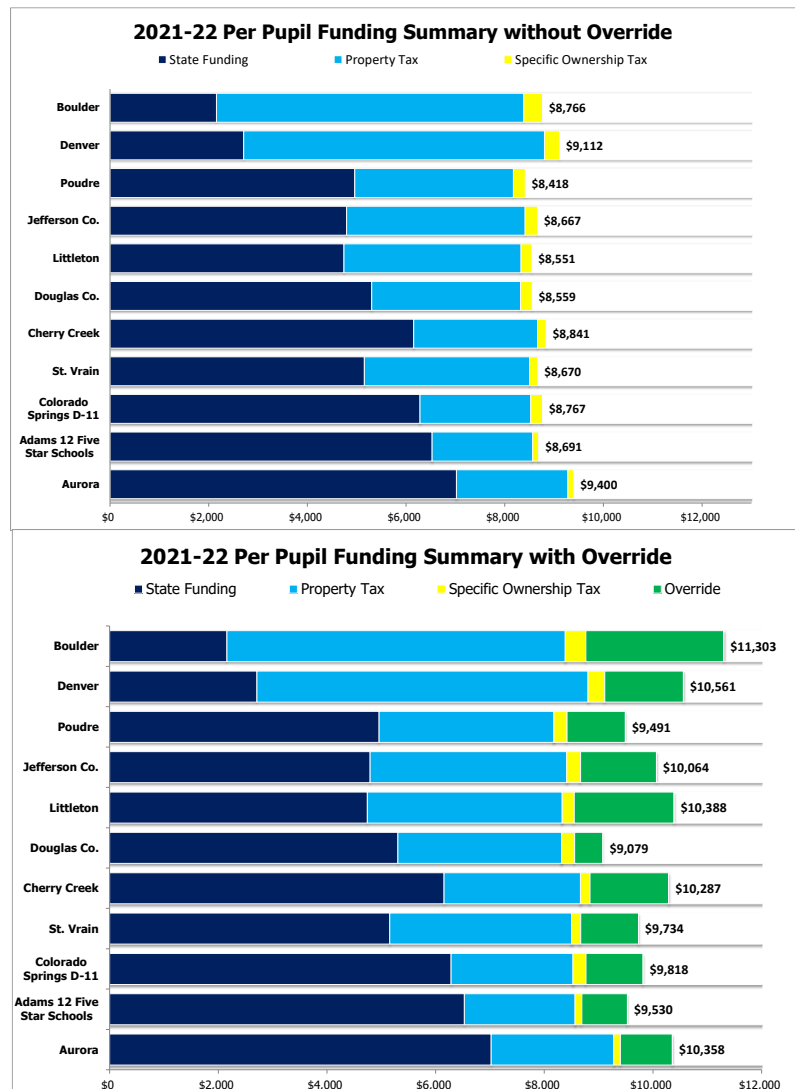
Who Determines How Much Funding Each School District Receives?

Equity in School Funding

While tax dollars are collected locally for education, the state legislature determines how much funding each school district will receive. The SFA is aimed at ensuring that all children in the state receive an equitable educational experience and has devised a formula that evaluates various factors and determines the funding needed to provide said experience in each school district. For the 2021-22 school year, it is estimated BVSD will receive \$8,766 for each student full-time equivalent (FTE).

State Equalization

Schools are funded from three sources: local property tax, state funds, and vehicle registration fees, known as Specific Ownership Tax (SOT). Although the state determines individual school district funding levels, the amount contributed from the three different sources varies according to local assessed property valuation. As evidenced in the charts shown on this page, because of higher assessed valuation, BVSD receives a larger portion of its revenue from local property taxes and therefore, the state contribution is less than peer districts. Conversely, those districts whose property assessed valuations are lower typically receive a greater portion of funding from the state.





Understanding School Finance in Colorado (continued)

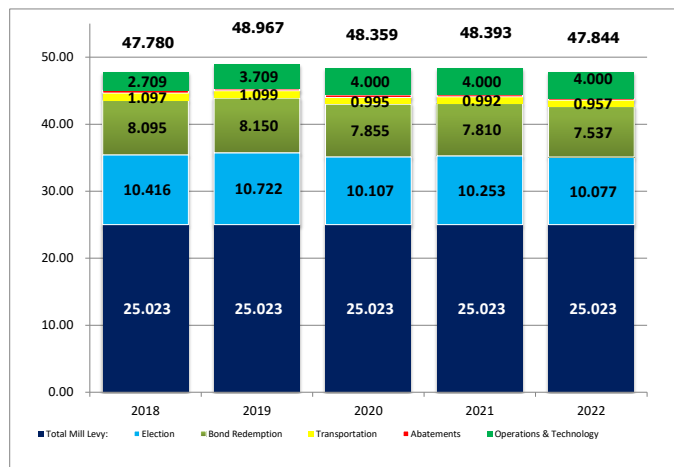
Local Referenda

Colorado law allows local school districts to ask voters to approve override funding for their district through an additional mill levy. BVSD voters generously approved school overrides in November of 2016, 2010, 2005, 2002, 1998, and 1991. This additional funding is capped by state law at 25 percent of total program funding. All override revenues come from increased property taxes; no additional state funding occurs. A district's authorization to raise and expend override revenues does not affect the amount of SFA funding the district receives.

Mill Levies

In 1994, the Colorado SFA was revised to create Title 11, Article 50 of the Colorado Revised Statutes, which determines the base revenue of the General Operating Fund for each school district. This 1994 revision set the standard mill levy at 40 mills for all districts. Then in 2007, due to dramatic increases in property values (assessed valuation) in some areas of Colorado (since 1994), the Act of 1994 was amended during the legislative session. This amendment froze the existing General Operating Fund mill levy for most districts in the state in order to reduce the pressure on state funding for local school districts.

For BVSD, the total 2021-22 mill levy is estimated at 47.844 mills, which is a 1.15 percent decrease from the prior year. The mill levy is applied to assessed valuation which is estimated to increase in 2021-22 by 3.5 percent or approximately \$258.0M, from the prior year, net of tax incremental financing (TIF) agreements. General Operating Fund mills have remained at 25.023 since 2006. The district's 1991, 1998, 2002, and 2010 budget override (referendum) elections result in a levy of 10.077 mills. The mill levy for abatements, refunds, and omitted property is 0.250 mills, bring the total General Operating Fund mill levy to 35.350 mills. The Bond Redemption Fund at 7.537 mills, the transportation mill levy at 0.957 mills, and the operations and technology mill levy at 4.000, bring the collective total mills for BVSD to 48.393 mills. Historical information on the district's assessed valuation is located in the Informational Section of this document.



Total 2020 assessed valuation for the 2021-22 fiscal year is estimated at: \$7,619,962,511
Transportation mills are capital construction mill levies.
Bond Redemption Mills are capital construction mill levies.
Operations & Technology mills are capital construction, technology, and maintenance mill levies.
Abatement Mills are related to assessed valuation appeals.
Election Mills are mills for additional funding in the form of overrides approved by voters.
Note increase for election mills in years following the 2010 referendum
General Fund Mills are associated with School Finance Act funding.

Changes in Debt

As of June 30, 2020, the district reported general obligation bond indebtedness of \$791,885,000 (not including bond premiums), capital lease of \$1,582,230, and long-term obligations for compensated absences of \$10,761,530. The annual principal and interest payments for fiscal year 2020 are \$57,458,900. The district will pay the last principal payment of existing debt on December 1, 2049.

Understanding School Finance in Colorado (continued)

How Does Supporting Education Impact Your Taxes?

Local tax money goes to the county treasurer who in turn distributes it to each governmental entity in the county.

Constitutional amendments that affect school funding:

Article X, Section 20 (TABOR Amendment)

Sets taxing and spending limits on all levels of government in the state, from special districts, such as fire protection and schools to county and state governments. This amendment's primary objective is to "restrain the growth of government" as stated in the Colorado Constitution. The most significant limitations from this amendment that impact school funding from the state are that it:

- requires voter approval of tax increases.
- limits revenue collections.
- limits spending.

The law also impacts district spending as it requires that a school district hold 3 percent of expenditures in reserve. This reserve can **only** be spent in an emergency, which excludes economic conditions, revenue shortfalls, or salary and fringe benefit increases. A statute change in 2009-10 now allows a district to hold a letter of credit or utilize real asset value (buildings) as this 3 percent reserve, rather than cash. BVSD continues to hold a 3 percent cash reserve for this requirement.



Amendment 23

In November of 2000, Colorado taxpayers approved Amendment 23 to the Colorado Constitution. This amendment identifies increases in funding to public elementary and secondary schools at a rate of inflation plus 1 percent for a total of 10 years, through the 2010-11 fiscal year, and then at the rate of inflation thereafter. The amendment's stated goal was to restore public education funding back to 1988 levels.

Referendum C

In November 2005, Colorado voters passed Referendum C, which temporarily overrides the current TABOR revenue formula that limits annual growth in state revenues to the rate of change of inflation plus population. With no increase to current tax rates, Referendum C allows the state to keep and spend the revenue it collects under current rates for five years. The revenue retained by this change will be used to fund healthcare, K-12 and higher education, pension plans for firefighters and police officers, and specifically identified Department of Transportation projects. The referendum's stated goal was to restore state budget cuts since 2001 and reset the base funding level.

Gallagher Amendment

In November 2020, Amendment B was passed by Colorado voters and repealed the Gallagher Amendment, which divided the state's total property tax burden between residential and nonresidential (commercial) property. This repeal allowed the Colorado State Legislature to freeze property tax assessment rates at the current rates (7.15% for residential property and 29% for non-residential property).

Doing the Math:

State law sets the property tax assessment rate. In the 2021 collection year, homeowners will pay an assessment rate of 7.15 percent of the actual assessed value of their home, while businesses will pay a 29 percent assessment rate.

Here's how the math works for each \$100,000 in home value:

- The 7.15 percent of assessed value is calculated to be \$7,150. That's the amount on which taxes are based.
- One tax mill is equal to 1 cent on \$10. So, \$7,150 in value multiplied by 0.001 equals \$7.15 per mill.
- In 2021, the BVSD tax rate is estimated at 47.844 mills or \$342.08 in taxes per year for each \$100,000 of assessed home value.

You can use the same formula to calculate your property taxes for your schools if you know your home's assessed value. The same calculations based on a 29 percent business rate net \$1,387.48 in school taxes for each \$100,000 of taxable business property.



Understanding School Finance in Colorado (continued)

Principal Issues Facing the District

The annual budget development process provides the opportunity for district decision-makers to align budget choices to the desired outcome of student success. The resulting annual spending plan is a blueprint for the district to provide quality instruction and educational programs for all students, in order to address the district's values. As part of the budget development process, the board strives to align human and financial resources with student needs in order to realize the greatest possible impact upon student achievement. This alignment of resources takes into consideration the principal issues facing the district as outlined below. Resource allocations were made with an effort to maximize the impact on students.

Limited Restoration of State Funding Although state revenues have rebounded from depressed levels, pressure continues on the legislature to limit the funding for K-12 education in Colorado. At the same time, some state programs and services are required to expand while others are expanded by legislative mandate. The statewide impact of the Budget Stabilization Factor remains at \$572.4M and \$19.3M for BVSD.

Increasing Student Proficiency BVSD has a large number of students who are not proficient on state assessments. Disaggregating assessment data allows resources and attention to be targeted on meeting the needs of students who require the greatest assistance. In the BVSD, a significant investment of local resources in early childhood education programs continues. These resources are targeted to help increase the proficiency level of all students in future years. A reorganization of district staff is being implemented for 2021-22 to realign the support structure for our school networks, driving resources and supports closer to the school level while providing the appropriate leadership functions. The goal is to have a consistent and universal approach with clear roles and responsibilities, as well as channels of authority. This became especially clear during the pandemic when difficult questions needed to be answered relatively quickly.

Unfunded State Mandates and Reforms In recent years, the Colorado legislature has implemented significant education reforms, including new state curriculum standards and assessments that rely on substantial school district investments in expanded technology, infrastructure, and equipment; and an annual principal and teacher evaluation system which requires ongoing investment in professional development and increased personnel to realize the intent of the legislation. Little or no targeted funding from the state has been added to specifically address these increased requirements and expectations.

Declining Enrollment BVSD's projected slight decline in enrollment into the near future poses many challenges. Although the Colorado School Finance Act softens the financial impact when districts experience declining enrollment, challenges still exist with regards to the cumulative effects of the loss of funding, inefficient staffing and underutilized facilities. As these overall student populations shift between grades, programs, and communities, a review of resource allocations between programs is necessary to determine adjustments to address the needs of those shifting student populations without additional resources.

Economic Conditions and Outlook

Analysis of 2020-21

The Colorado economic recovery continues to accelerate. The adopted 2020-21 School Finance Act included a significant funding cut to help balance the state's budget based on a projected economic crash for 2020-21. The per pupil funding cut from 2019-20 to 2020-21 was 4.7 percent, or \$392. The \$500M investment made in K-12 education by Governor Polis via the Coronavirus Relief Fund (CRF) via the CARES Act helped to offset the cuts. These one-time funds had significant restrictions and requirements for spending required of most federal funds.

Economic Conditions and Outlook (continued)

Analysis of 2020-21 (continued)

BVSD received:

- CRF - \$14.3M - Allocated to teacher salary and benefit costs relate to providing increased student instructional time during Fall 2020 when compared to Spring 2020.
- ESSER Connectivity Grant - \$165K - Used to purchase internet services for about 300 low income students to enable remote learning, as well as equipment to start an innovative school-based network providing long-term services.
- Reopening Schools Grant - \$1.4M - Used to purchase HEPA filters for school cafeterias, KN95 masks and other personal protective equipment, cleaning supplies, HVAC air filters and COVID testing.
- Connecting Colorado Students Grant - \$1.0M - Used to buy radio towers providing internet from all BVSD school buildings to neighborhoods with free, robust service to low income families and available to all students and staff with little long-term cost to the district.
- ESSER I Grant - \$1.5M - Used to purchase additional student and teacher Chromebooks, cameras, cleaning supplies and personal protective equipment for staff.
- ESSER II Grant - \$6.2M - The application has not been submitted yet, but grant request will include items such as extra nurses, health room staff and classroom monitors; a K-8 summer school to address learning loss, more air cleaning equipment, more COVID testing, increased unemployment insurance claim costs, more technology for students and more cleaning supplies and personal protective equipment for staff.
- ESSER III Grant - \$14.0M - Application has not been submitted yet, but grant request will include items such as addressing learning loss and opening schools safely in the fall.

After the supplemental state appropriation in January 2021, the 2020-21 statewide average per pupil funding for K-12 public education was \$8,123. The final per pupil revenue for BVSD was \$8,032. The 2020-21 General Operating Fund mid-year analysis for BVSD completed in February 2021, indicated the 2020-21 General Operating Fund budgeted ending fund balance of \$0.3M in excess of reserves is on target to grow to \$18.2M. Negotiations with district staff associations completed in late May, included a one-time payment of 1% of wages earned plus \$500 in lieu of a compensation increase in 2020-21. This payment will be made in July, 2021 and accrued back to the 2020-21 fiscal year. In addition to the General Operating Fund mid-year analysis, other funds have been reviewed and no longer require a General Fund transfer to balance as originally estimated in the 2020-21 Revised Budget. The results created an estimated \$7.0M in transfers from the Food Service, Athletics, and Transportation Funds that do not need to be made in the 2020-21 fiscal year. The one-time payment to employees is estimated at \$5.5M and the General Operating Fund ending balance is projected to be \$20.3M.

Analysis of 2021 Economic Forecast

Colorado

For more than 50 years, the Colorado Business Economic Outlook has been compiled by industry leaders in the state, and presented by the Business Research Division of the Leeds School of Business at the University of Colorado Boulder. The information below was selected directly from the Colorado Economic Forecast for 2021, presented on December 7, 2020. The entire report can be found at:

https://www.colorado.edu/business/sites/default/files/attached-files/2021_cbeo_book_lr_final.pdf

The unprecedented economic impacts of the COVID-19 pandemic has affected all aspects of the economy - some positively and some negatively. The breadth of impacts is too great to briefly describe, so it is important to follow the link above and review the full report for all the information contained within. The following excerpts provide an overview of the information particularly relevant to public education including employment, population, education and specific information for Boulder County.

Economic Conditions and Outlook (continued)

Analysis of 2021 Economic Forecast (continued)

The COVID-19 pandemic has caused a historic economic downturn in both Colorado and the nation, with record GDP and employment declines. While the economy has bounced back from the depths of the recession, much uncertainty remains around the pandemic and its recurring effects on the economy. Despite the downturn, a review of economic metrics reveals Colorado continues to outperform the nation in many areas; however, it has fallen behind in others. Real GDP declined 6.3% in Q2 2020 year-over-year, ranking Colorado fourth among the 50 states for the lowest decline, and the state's five-year compound annual growth rate (CAGR) ranks fifth, at 1.5%. Employment declined 4% year-over-year in October, ranking the state 16th overall, and the unemployment rate of 6.4% ranked the state 30th. Personal income grew 9.4% year-over-year in Q2 2020 in the state, ranking Colorado 36th in the nation. Likewise, per capita personal income grew 8.1%, ranking Colorado 40th. In 2019, the state's population added 67,000 people, ranking Colorado seventh for pace of growth. The labor force declined by 36,300 year-over-year, or 1.1%, in October 2020, ranking Colorado 25th for labor force growth. Reflecting both the young workforce and economic opportunity, Colorado's labor force participation ranked fifth-highest nationally, at 67.6% in October. Home values continued to appreciate, but at a slower rate, growing 3.7% in Q2 2020 year-over-year, ranking the state 35th.

While the economy has observed a healthy bounce back from the unprecedented lows in Q2 2020, the months ahead present large challenges, uncertainty, and many factors that could influence the direction of the recovery. A second wave of COVID-19 cases appears to be presenting itself as the U.S. heads into the winter season, again threatening hospital capacities and new government restrictions. Additional mandated lockdowns could present a blow to the already fragile economy. Restaurants that have managed to get by during the summer months due to outdoor seating could be severely impacted as the weather gets colder and indoor capacity remains muted. Other companies that have been surviving may not be able to withstand many more months of recessed demand.

Employment

Colorado has demonstratively been an employment growth state, recording 80 growth years and only eight years of job losses between 1940 and 2019. The COVID-19 pandemic in 2020, however, has brought nine consecutive years of job growth to an abrupt halt, impacting every industry in the state.

Most businesses in the economy are small businesses - 96.2% of wage and salary establishments have fewer than 50 employees (compared to 95.7% nationally). These small businesses represent 49% of jobs in Colorado (compared to 43.7% nationally).

After seven years of consecutive declines, the unemployment rate increased from 2.8% in 2017 to 3.2% in 2018. However, the labor market tightened in 2019, averaging 2.8% for the year. In 2020, the unemployment rate stood at 6.4% in October, ranking the state 30th, after falling from a record high 12.2% in April due to the pandemic. The unemployment rate is estimated to average 7.1% for 2020 and is projected to average 6.7% in 2021.

Economic Conditions and Outlook (continued)

Analysis of 2021 Economic Forecast (continued)

Population

COVID-19 will slow Colorado's population growth in the short run, with continued slowing births, increased deaths, and slowing migration. International migration contributes 20%-25% of Colorado's total net migration and it has all but come to a standstill. Population growth in 2020 is projected to slow to 55,000 from 67,000 in 2019. Growth is projected to continue to slow further to 53,000 in 2021 and then return to pre-COVID-19 levels by 2024. Through 2025, the forecast is for natural increase to remain in the low-20,000s and net migration to remain in the mid-40,000s to the low-50,000s. Growth is forecast to remain fairly strong from 2025-2030, driven by the retirements of baby boomers and the need for replacement workers. After 2030, population growth is expected to slow due to a slowing economy, continued slowing birth rates, an aging population, slowing labor force growth, and slowing international immigration. Although Colorado's population growth is forecast to slow over the next few decades, it is projected to continue to outpace the nation, growing at roughly twice the national rate. Colorado is forecast to increase from 1.7% of the U.S. population in 2019 to 2% by 2050.

The largest population growth by county continues to be along the Front Range. Between 2020 and 2030, the state's population is projected to increase by 743,000, with 87% of this increase, or 644,000 people, projected for the Front Range and 370,000 for the Denver Metro area. The North Front Range is expected to observe the fastest growth, at an annual average of 2%, or 149,000 people. The 2050 forecast for the state is 7.9 million, with 6.6 million along the Front Range, or 84% of the total population.

Education

The economic crash brought on by the pandemic in the spring of 2020 necessitated massive cuts to all aspects of state government. Since K-12 public education makes up about 36% of state general fund spending, the cut to K-12 education was a significant \$611 million. This more than doubled the Budget Stabilization factor, or the amount cut from the School Finance Act formula from \$572.4 million to \$1.17 billion. This is a 4.8% year-over-year reduction in per pupil funding, or about \$411 per pupil. While this may seem like a relatively small percentage of a reduction, all the expectations to deliver educational services in a safe and welcoming environment remained in place.

Undoubtedly, the \$500 million in CARES Act funds that Governor Polis distributed to school districts created short-term funding to allow districts to purchase technology devices, increase learning opportunities for students, and provide personal protective equipment, cleaning supplies, and additional cleaning staff to provide a safe and productive learning environment. The challenge is that these non-recurring Coronavirus Relief Fund resources must be used by December 30, 2020, which limits their usefulness for the continued expenditures related to the pandemic such as increased utility costs for improved air circulation, deep cleaning of facilities, substitute teachers, and addressing student learning deficiencies.

Economic Conditions and Outlook (continued)

Analysis of 2021 Economic Forecast (continued)

The outlook for the 2021-22 fiscal year has improved dramatically from June. Enrollment may continue to be subdued with uncertainties regarding vaccine availability, choices around homeschooling, and overall comfort level with sending children to school. Despite the uncertainties, the projected enrollment decline is very slight from the current year of approximately 1,000 students. Governor Polis' 2021-22 budget proposal, as released on November 2, restores K-12 funding back to 2019-20 levels, with increases for inflation. This proposal totals a funding restoration of \$811 million and brings the budget stabilization factor back to the amount in 2019-20 of \$572.4 million, translating into an average of \$492 per pupil more than 2019-20 funding, or a 5.8% increase. While the funding outlook remains positive for the time being, the upcoming FY21 state revenue forecasts in December 2020 and March 2021 will determine where the legislature is able to set the budget for K-12 education in 2021-22.

The summary 2021 forecast for Colorado, found on page 143 of the document states:

- Colorado will likely fall out of the top 10 states for employment growth in 2020 and 2021 given the service sector impact.
- Employment growth is projected in nine of the 11 industries in 2021.
- Changing consumer preferences, from housing to shopping, will continue to have disparate impacts on Colorado communities.
- Work-from-home behaviors will impact commercial real estate, transportation, retail sales, and workplace dynamics
- Population in 2021 will grow by the lowest number since 2003. The state will still add an estimated 53,300 people, with just 35,100 coming from net in-migration according to the State Demography Office.

Boulder County

Boulder County's economy is fueled by businesses in diverse industries, a highly educated workforce, visionary entrepreneurs, global industry leaders, a desirable quality of life, a world-class research university, and several national research labs. The county often outperforms the state and national economies in areas such as job growth, educational attainment, capital investment, and commercial real estate absorption.

The unprecedented COVID-19 global public health emergency affected individuals, businesses, and institutions throughout Boulder County in 2020. Coordinated efforts by county and city officials, community and business leaders, institutions, and nonprofit organizations to provide information, guidance, technical assistance, and financial support continue to help individuals and businesses address and adapt to the impacts of COVID-19. While the extent and duration of the pandemic and economic disruption are not yet clear, Boulder County's underlying economic strengths, robust pre-COVID economy, and collaborative environment will aid in its economic recovery.

Prior to the COVID-19 pandemic, Boulder County continued to post low unemployment rates and solid employment gains. After the coronavirus outbreak, the unemployment rate increased from 2.4% in February 2020 to 9.7% in April 2020. In September 2020, the Boulder County unemployment rate was 5.3% (not seasonally adjusted) compared to state unemployment of 6.2% and a national rate of 7.7% (not seasonally adjusted). Between September 2019 and September 2020, Boulder County employment decreased 7.8%, representing a loss of 15,700 jobs.

Economic Conditions and Outlook (continued)

Analysis of 2021 Economic Forecast (continued)

The area's large concentration of jobs in sectors with higher-than-average wages contributes to above-average incomes for area residents. Census Bureau data show the 2019 median household income for Boulder County residents was \$88,535, compared to \$77,127 for Colorado residents and \$65,712 for U.S. residents.

The Boulder County economy continues to benefit from a high concentration of companies and employment in key industry sectors such as aerospace, biotechnology, cleantech, information technology, natural and organic products, outdoor recreation, and tourism. In addition to the presence of well-established Fortune 500 companies, many startups and early-stage companies in these industries are based in Boulder County.

Fiscal Outlook for 2021-22

Governor Polis' November 1 proposed budget for 2021-22 included funding adjustments for a slight state-wide Pre-K12 enrollment decline, inflation at 2.5 percent, and a reduction to the Budget Stabilization Factor of \$601.0M. The net projected PPR increase for BVSD was \$897, or 11.3 percent. While this increase is significant, this restoration of funding is following the significant funding cut noted in the analysis of 2020-21. Included in the Governor's proposal is a statewide enrollment decline of 0.12 percent, but the Legislative Council Staff initial district-specific projection for BVSD student decline was at 0.43%/-130 students. Historically, the Governor's budget has been considered a "floor" for K-12 funding, with additional resources being allocated during the legislative session.

With the improving 2020-21 economic outlook and the state's 2020-21 supplemental budget process, the governor's budget request was updated to address changes in state-wide student counts and local revenue sources, but also a lower inflation rate of 2.0 percent. These changes reduced the investment needed to reduce the Budget Stabilization Factor to the proposed level. This was largely due to the reduction of students in public schools as a result of the COVID-19 pandemic.

At the time of the production of this document, the Budget Stabilization Factor reduction to statewide total program funding as calculated in the SFA remains at \$572.4M, or 6.8 percent. For BVSD, this negative factor equates to \$19.3M in annual lost state revenues, as calculated through the SFA. Typically, the legislature has completed its 120 day session by early May. In 2021, the session was delayed a month and is scheduled to end on June 12. Although the School Finance Act has not been adopted, all indications point to the funding being adopted as proposed, with the potential for a slight increase in funding that can be addressed in the revised budget process if necessary.

After the state sets the total funding for K-12 public education, each local district determines how to fund its specific system and allocate resources to every school within its district.

Economic Conditions and Outlook (continued)

Fiscal Outlook for 2021-22 (continued)

Assumptions and Estimates

The development of the BVSD comprehensive budget is guided by the Strategic Plan, applying resources strategically, while supporting operational activities to ensure basic business functions, operations, compliance, risk-mitigation, health and safety as appropriate. Within these strategic areas, resources are applied as determined by a set of priorities, assumptions and estimates that change from year to year. For the 2021-22 fiscal year, the following data and preliminary estimates are being utilized during the initial planning phase of budget development. As always, the board's adoption of a balanced budget will be guided by available funding, policy requirements and student needs.

- Inflation - Denver-Aurora-Lakewood Core Consumer Price Index (CPI)
 - September Legislative Council Staff projection: 1.7%
 - Governor's 2021-22 budget proposal: 2.5%
 - December Legislative Council Staff projection: 2.0%
 - 2020 US Bureau of Labor Statistics final: 2.0%
- Employee compensation and contract adjustments
 - Longevity, salary schedule movement, working conditions
 - 3.0% employee salary cost of living adjustment (COLA)
 - Health/Dental Benefits: 2.0% district rate increase
- Student population
 - 2019-20 - 162 decline
 - 2020-21 - 1,621 decline
 - 2021-22 - 275 increase / 1,508 3-year decline
- Staffing adjustments
 - Declining enrollment changes - maintain staffing ratios
 - Restore 2020-21 1x classroom staffing
 - Remote synchronous learning staffing
 - 1X staffing to address the short term student decline
- Budget Stabilization Factor reduction (improvement)
 - Statewide total Budget Stabilization Factor: \$572.4M
 - Incremental statewide reduction: \$479.7M
 - Incremental BVSD reduction: \$16.5M (compared to 2020-21)
 - BVSD total Budget Stabilization Factor: \$19.3M
- Contractual price escalations and operational expenditures
- Implementation of updated strategic initiatives
- Remediation for impacted student learning in 2020-21
- Reserves for continuing COVID-19 related impacts
- Federal funding for continuing COVID-19 impacts

School Finance Act Funding

The funded pupil count, which is the number of full-time students enrolled in a district, is the real driver of school funding. The SFA identifies a per pupil funding amount, and the number of full-time students enrolled in a district determines the amount of total funding the district receives. However, not all students (preschool students for example) attend school on a full-time basis; the funded pupil count is different from the total enrollment. The official pupil count occurs each October and results in the funded pupil count numbers.

When projecting student enrollment, the budget implications are substantial if expected growth is not realized. If a shortfall in actual enrollment occurs as compared to projections, this information is generally received after the close of the first quarter of the fiscal year, and many staffing and programmatic changes cannot be made without significant impacts to students. For this reason, the district generally undertakes a reasonable, yet conservative, projection methodology to reduce the risk of a funding shortfall compared to expected revenues.

The BVSD projected state per pupil revenue (PPR) for 2021-22 is \$8,766 (slightly rounded). This PPR is 11 percent more than what was budgeted in 2020-21. Total program funding, defined by the SFA, is projected to be \$259.3M, an increase of \$19.3M from the BVSD 2020-21 Revised Budget. This figure does not include the estimated uncollectable property taxes due to the timing of tax collections. The table below shows what the impact would be to the district's funding with fewer students.

The Funding Equation (21-22 budgeted)

Per Pupil Revenue:	(PPR)	\$8,766
Funded Pupil Count:	x(FPC)	29,588

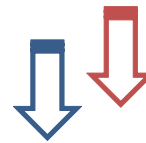
School Finance Act Funding: **\$259,369,285**

**Fewer Students =
Fewer Dollars**

Opportunity Cost in Dollars of 100 Fewer Students

Per Pupil Revenue:	(PPR)	\$8,766
Funded Pupil Count:	x(FPC)	(100)

School Finance Act Funding: **(\$876,600)**

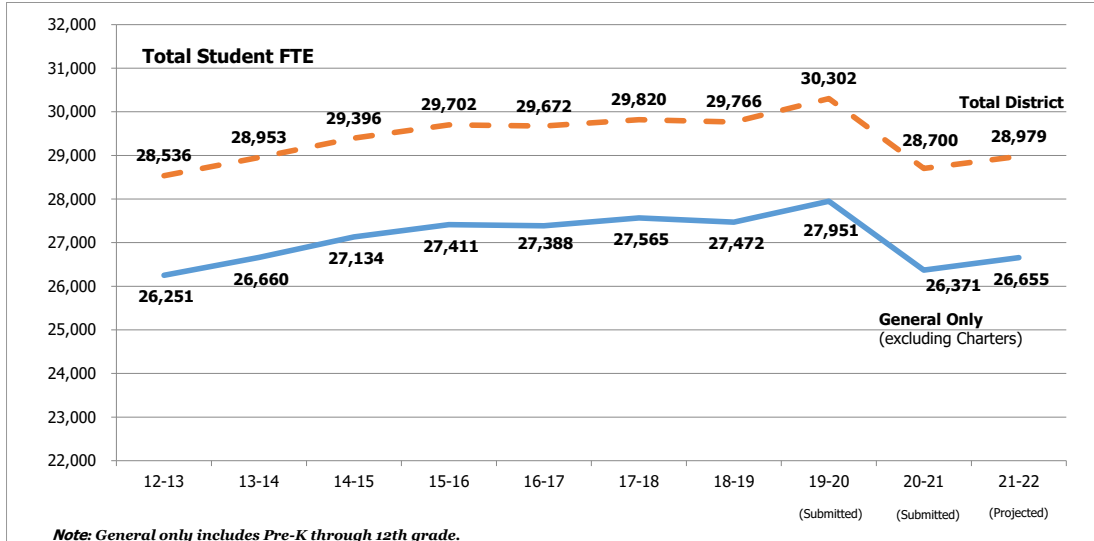


*Calculations may not be exact due to rounding



Enrollment FTE Projections

The initial 2021-22 enrollment FTE projections indicate a slight increase of total student enrollment. The chart below reflects a slight increase in enrollment FTE during 2021-22 fiscal year. The following four charts show the historical change in BVSD enrollment.



District-Wide Enrollment

The total number of BVSD students in the fall of 2021 shows an estimated increase of 276.0 students compared to the October 1, 2020, enrollment. For the funded pupil count, preschool through twelfth grade students who are part-time, based upon a student's attendance and academic schedule, are counted as 0.50 FTE.

	2020-21 Revised	2020-21 Submitted	2021-22 Proposed	COMPARISONS 2020-21 Revised to 2021-22 Proposed	2020-21 Submitted to 2021-22 Proposed
Total Funded Enrollment (Heads)	29,097.0	29,096.0	29,372.0	275.0 / 0.95%	276.0 / 0.95%
Total Funded Student Full Time Equivalent (FTE)	28,700.0	28,699.0	28,978.5	278.5 / 0.97%	279.5 / 0.97%
Add'l FTE due to averaging	1,710.4	1,711.2	609.6		
Total Funded Pupil Count (FTE)*	30,410.4	30,410.2	29,588.1	-822.3 / -2.70%	-822.1 / -2.70%
* If the Total Funded Pupil Count FTE exceeds the Total Funded Student Full Time Equivalent, the funded pupil count is averaged.					

District-Wide Student FTE

Examination of enrollment reveals that K-12 General Operating Fund in-person student FTE increased by 904.0, while online FTE decreased by 619.5; the K-12 Charter School FTE decreased by 5.0 FTE; special education and the Colorado Preschool Program remained the same.

	2020-21 Revised	2020-21 Submitted	2021-22 Proposed	COMPARISONS 2020-21 Revised to 2021-22 Proposed	2020-21 Submitted to 2021-22 Proposed
K-12 General FTE	25,086.5	25,085.5	25,989.5	903.0 / 3.60%	904.0 / 3.60%
K-12 Charter FTE*	2,329.0	2,329.0	2,324.0	-5.0 / -0.21%	-5.0 / -0.21%
Preschool FTE	378.0	378.0	378.0	0.0 / 0.00%	0.0 / 0.00%
Online FTE	906.5	906.5	287.0	-619.5 / -68.34%	-619.5 / -68.34%
Total Student Full Time Equivalent	28,700.0	28,699.0	28,978.5	278.5 / 0.97%	279.5 / 0.97%
Add'l FTE due to Averaging	1,710.4	1,711.2	609.6		
Total Funded Pupil Count	30,410.4	30,410.2	29,588.1	-822.3 / -2.70%	-822.1 / -2.70%
*Funded enrollments may vary slightly from actual enrollments if a charter school enrolls students above the contracted amount.					

District-Wide Preschool Enrollment

The chart below summarizes the total number of BVSD preschool students enrolled. Students may qualify for eligibility through the Colorado Preschool Program, special education, or pay tuition at identified preschool locations. In the 2021-22 Proposed Budget preschool district-wide enrollment table below, there are 441 Colorado Preschool Program (CPP) students and 266 special education students projected.

	2020-21 Revised	2020-21 Submitted	2021-22 Proposed	COMPARISONS 2020-21 Revised to 2021-22 Proposed	2020-21 Submitted to 2021-22 Proposed
Colorado Preschool Program	441.0	441.0	441.0	0.0 / 0.00%	0.0 / 0.00%
Special Education	266.0	266.0	266.0	0.0 / 0.00%	0.0 / 0.00%
Not-eligible for funding	1.0	1.0	0.0	-1.0 / -100.00%	-1.0 / -100.00%
Tuition	87.0	87.0	231.0	144.0 / 165.52%	144.0 / 165.52%
Total PK Enrollment	795.0	795.0	938.0	143.0 / 17.99%	143.0 / 17.99%



Allocation of Budgets to Schools

Each BVSD school is allocated resources on the basis of projected enrollment. Various formulas are used which address the allocation of:

- Staff FTE – teachers, paraprofessionals, principals, office personnel, custodians, and other staff
- Operating Dollars – for supplies, copier costs, equipment, staff development, and leadership, (textbook funds are budgeted centrally and distributed to schools based on a textbook adoption calendar)

The goal of instructional staffing allocations is to ensure that resources are distributed equitably among the district's schools. They are based on district-wide per student ratios that are set specifically for each grade level. As overall enrollment fluctuates or as the student population shifts between levels, the staffing is then adjusted to maintain each of the ratios. Variances above and below may occur when student populations shift between schools and across grades. If budget constraints prevent the funding of expected ratios in the current year, the funding of staffing ratios will generally be a budget priority in the following fiscal year.

School-based 2.25 percent budget cuts implemented in 2010-11 to address the significant state budget shortfalls as a result of the Great Recession were partially reset/reinstated in 2018-19. This includes both staff FTE and operating dollars. The operating dollars were restructured as a weighted student formula to address student characteristics including poverty, special education, and English language development. Staffing allocations have been updated to create uniform allocations across instructional levels.

Demographic Overview

The Boulder Valley School District is located near the foothills of the Rocky Mountains approximately twenty miles northwest of Denver. BVSD's boundaries encompass approximately 500 square miles in Boulder, Broomfield, and Gilpin Counties and contain a population of approximately 211,000. The communities of Boulder, Louisville, Lafayette, Erie, Superior, Broomfield, Nederland, Ward, Jamestown, and Gold Hill are served.

Each school provides information about specific programs, services, and activities offered on their individual school websites. A list of schools with links to their websites can be found on the district website at: <https://www.bvsd.org/>.

Facilities

Schools

29 Elementary Schools
4 K-8 Schools
8 Middle Schools
1 Middle/Senior High School
7 Senior High Schools
5 Charter Schools
1 Online School (Boulder Universal)
55 Total Schools

Athletic Fields

13 Artificial Turf Fields

Programs and Administration Buildings

1 Technical Education Center
1 Preschool Facility
1 Education Center
3 Bus Terminals (Lafayette, Boulder, Nederland)
1 Middle/Senior Special Education School
1 Multi-Use Building (Sombrero Marsh)
8 Total

District Populations

The district's student population is a diverse group made up of special education students, English language learners, talented and gifted students, and students eligible for free and reduced lunch.

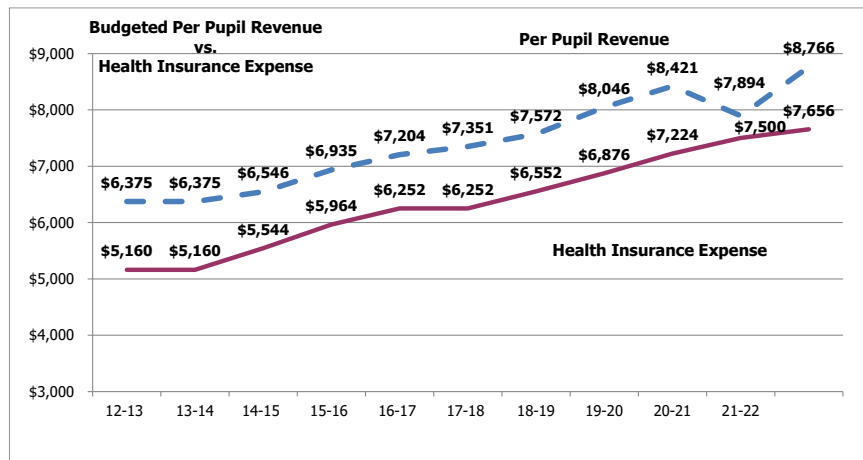
Student Enrollment Category	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
CDE Preschool-12 Student Membership	30,908	31,247	31,189	31,282	31,169	31,000	29,240
Funded Membership	30,566	30,875	30,837	30,985	30,880	30,718	29,097
Student Membership Not Funded	342	372	352	297	289	282	143
English Language Learners	2,561	3,129	3,021	3,012	2,757	2,806	2,302
ELL % of Funded Membership	8.3%	10.1%	9.8%	9.7%	8.9%	9.1%	7.9%
Free/Reduced Lunch Status	6,188	6,836	6,487	5,993	6,516	6,280	5,715
FRL Status % of Funded Membership	20.2%	22.1%	21.0%	19.3%	21.1%	20.5%	19.6%
Talented & Gifted	4,443	4,629	4,614	4,280	4,022	4,452	4,280
TAG % of Funded Membership	14.5%	15.0%	15.0%	13.8%	13.0%	14.5%	14.7%
Out of District	2,426	2,488	2,516	2,501	2,472	2,358	2,359
OOD Students % of Funded Membership	7.9%	8.1%	8.2%	8.1%	8.0%	7.7%	8.1%
Special Education	3,028	3,152	3,345	3,508	3,695	3,761	3,623
SpEd Students % of Funded Membership	9.9%	10.2%	10.8%	11.3%	12.0%	12.2%	12.5%

Employee Compensation

Education is a profession that relies on people – teachers and support personnel. Personnel costs (salaries and benefits) account for 91 percent of the district's General Operating Fund total expenditures.

BVSD provides district-paid benefits and offers additional benefits that can be purchased by the employee. The past 10 years are marked by a distinct rise in the rate of increasing healthcare costs. Since 2012-13, costs have grown 48.4 percent, averaging 4.8 percent per year on an annualized basis, while per pupil revenue has only increased 37.5 percent (3.8 percent per year) over the same time period. Employee benefits have also been reduced to mitigate cost increases.

In an effort to further contain these increases, the district has moved to self-insured healthcare and dental plans. The cost of health benefits directly affects the dollars available for other employee compensation.





Personnel Trends

The estimated number of 2021-22 budgeted full-time employees in BVSD in all funds, including Charters, is 3,832.296. This is an increase of approximately 0.85 percent from the 2020-21 fiscal year. The General Operating Fund will slightly increase FTE to maintain staffing resources. Position totals are expected to remain relatively constant into the near future.

	2017-18	2018-19	2019-20	2020-21	2021-22
Classroom Teachers	1765.219	1750.38	1784.628	1759.346	1748.264
Other Teachers	162.749	184.157	189.258	183.084	190.493
Psychologists/Social Workers/OT/PT/Nurses	125.768	126.423	124.499	130.595	135.361
Admin/Principals	164.149	165.709	168.459	172.959	174.309
Professional Support	120.6475	132.9755	130.576	132.476	143.612
Technical Support	52.813	53.837	53.837	54.837	55.827
Paraeducators/Liaisons/Monitors	551.399	557.402	565.409	564.793	577.254
Office/Administrative Support	246.869	253.754	251.473	246.026	245.980
Trades and Services	556.146	554.730	555.745	555.726	561.196
TOTAL FTE:	3,745.759	3,779.368	3,823.885	3,799.842	3,832.296

Budget Development Process

School boards and superintendents in all 178 Colorado districts face many budget challenges. At BVSD, driving forces considered by the board and the superintendent for the 2021-22 budget include: employee compensation, additional student-centric resources to address student needs in the areas of school safety, social-emotional support, curriculum materials and a significant \$17.4M investment committed over three years to differentiated funding to close the achievement and opportunity gaps and disproportionality. With this, there are still continuing challenges with the state tax and revenue policies, the impact of decisions made by the legislature, and the investment in hiring and retaining high quality staff through a competitive compensation structure.

This Proposed Budget was prepared considering the needs and values of students, parents, employees, and taxpayers. Throughout the stages of the budget process, the board must balance the needs of all stakeholders with the fiscal responsibility it has to the taxpayers. Although BVSD students exceed in aggregate the state average on all universally administered performance measures, achievement gaps exist for certain targeted groups. The budget development process brings to the forefront the needs of all students, and allows funding decisions to be made that provide the necessary resources to address the district's strategic plan.

BVSD began the budget process with the development of a calendar as presented to the Board of Education on December 08, 2020. The calendar outlines the following steps:

Governor Polis' November 1 proposed budget for K-12 public education in 2021-22 included funding adjustments for a slight state-wide Pre-K12 enrollment decline, inflation at 2.0 percent, and a reduction to the Budget Stabilization Factor of \$601.0M. The net projected PPR increase for BVSD was \$897, or 11.3 percent. While this increase is significant, this restoration of funding is following the significant funding cut noted in the Fiscal Analysis of 2020-21. Although Colorado enjoys one of the most robust local economies in the country, the fiscal constraints contained within Article X, Section 20 of the Colorado constitution, the state legislature cannot make decisions to allocate the necessary resources to public services to meet the needs of a growing population, crumbling infrastructure and investing for the future.

With the improving 2020-21 economic outlook and the state's 2020-21 supplemental budget process, the governor's budget request was updated to address changes in state-wide student counts and local revenue sources. These changes reduced the investment needed to reduce the Budget Stabilization Factor to the proposed level. This was largely due to the reduction of students in public schools as a result of the COVID-19 pandemic.

Budget Development Process (continued)

At the time of the production of this document, the Budget Stabilization Factor reduction to statewide total program funding as calculated in the SFA remains at \$572.4M, or 6.8 percent. For BVSD, this negative factor equates to \$19.3M in annual lost state revenues, as calculated through the SFA. Typically, the legislature has completed its 120 day session by early May. In 2021, the session was delayed a month and is scheduled to end on June 12. Although the School Finance Act has not been adopted, all indications point to the funding being adopted as proposed, with the potential for a slight increase in funding that can be addressed in the revised budget process if necessary.

After the state sets the total funding for K-12 public education, each local district determines how to fund its specific system and allocate resources to every school within its district.

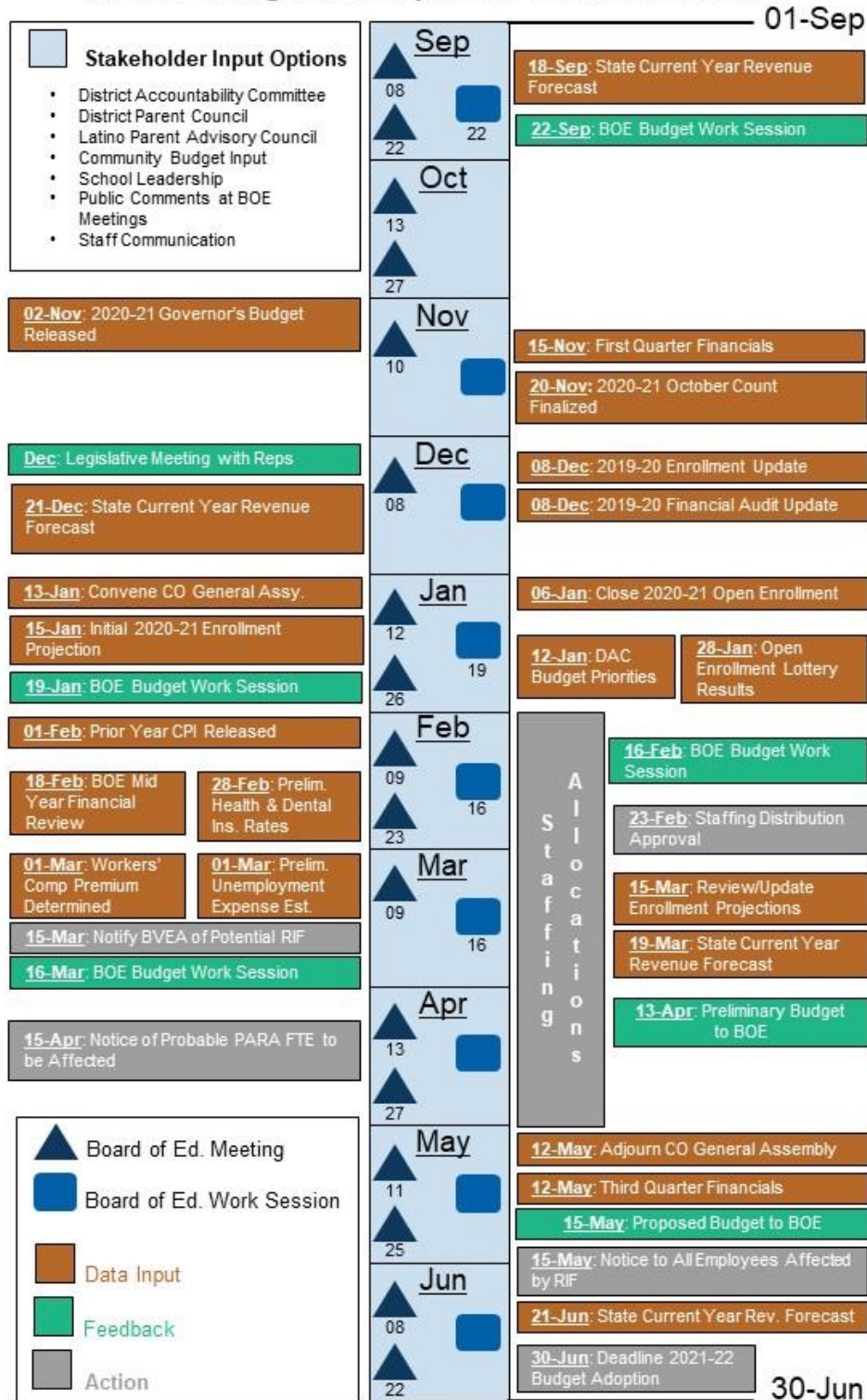
The budget development process is outlined below:

1. Planning – Development of a course of action regarding the range of state funding changes.
2. Gathering Input – A dialogue regarding community values and priorities to consider in developing BVSD's annual budget.
3. Results – Processing the input gathered to frame the creation of the budget.
4. Analysis – Reviewing the assumptions, projections, and priorities with the Board of Education.
5. Preliminary Budget – An unbalanced initial budget guided by the strategic plan, projections, and known data to provide decision points for discussion.
6. Proposed Budget – A budget version including expected resources, projected uses, and incorporation of necessary adjustments to create a balanced budget.
7. Budget Adoption – Statutory requirement to adopt a balanced budget by June 30 for the ensuing fiscal year.
8. Budget Revision – Adjustment of the annual budget to include final year-end financial data and student enrollment through the first two months of the school year and any relevant new financial information.
9. Amending the Budget – Transfers of funds between accounts during the fiscal year to adjust for changing conditions or needs.

The following chart summarizes the process, timelines, and decision points of the budget development process for both the adopted and revised budgets. From year to year, the timeline varies only slightly as statutory and contractual deadlines provide the milestones for the process. Similarly, information and data generally becomes available in a parallel timeline to the previously mentioned milestones with variations driven largely by the legislative process.

Budget Development Process (continued)

2021-22 Budget Development Process Milestones



All Funds

Appropriation 2021-22

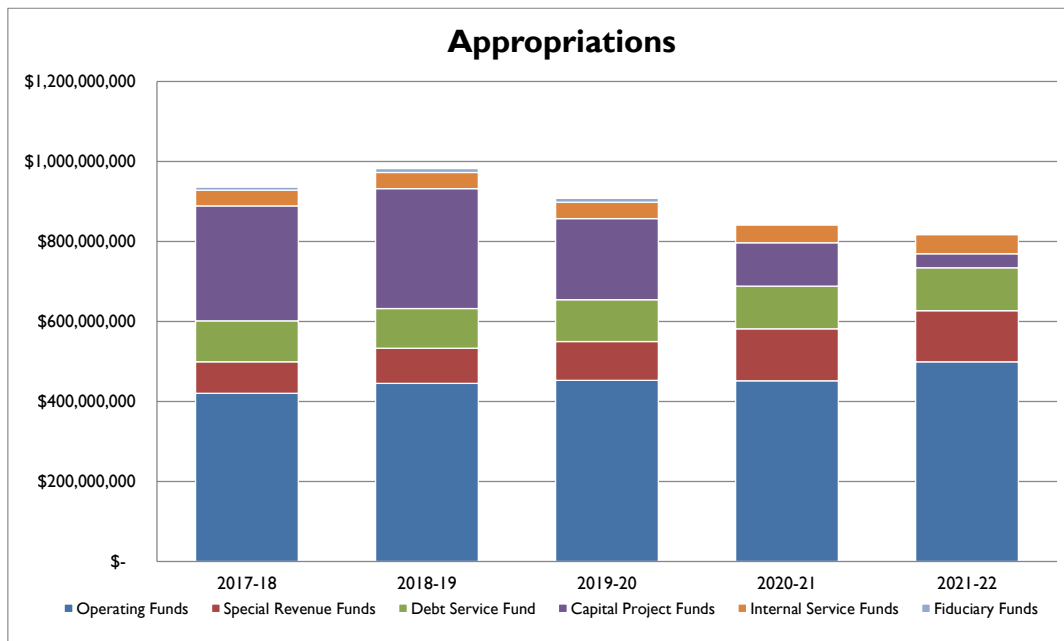
The adoption of the budget by the Board of Education includes the formal approval of both the Budget Resolution and the Appropriation Resolution, as defined in Colorado State Statute 22-44-103(1). The resolutions set the maximum amount of funds which can be utilized in a given fiscal year. All available resources are appropriated through this process and each accounting fund is included in each of the resolutions. A board of education of a school district shall not expend any moneys in excess of the amount appropriated by resolution for a particular fund, C.R.S. 22-44-115(1).

						2021-22
Fund	Expenditures		Reserves	Transfers Out	Ending Balance	Appropriation
Operating Funds						
General Operating Fund	\$	313,209,576	\$ 33,869,097	\$ 64,971,507	\$ 61,671	\$ 412,111,851
Charter Schools		30,215,417	883,131	-	8,038,286	39,136,834
PERA On-Behalf		7,000,000	-	-	-	7,000,000
Differentiated School Support Fund		3,604,667	108,140	-	7,101,193	10,814,000
Technology Fund		3,815,061	444,452	-	1,150,749	5,410,262
Athletics Fund		3,323,265	98,485	-	-	3,421,750
Preschool Fund		7,799,855	358,996	51,469	-	8,210,320
Risk Management Fund		5,493,860	1,608,153	-	-	7,102,013
Community Schools Fund		5,625,932	168,778	150,000	-	5,944,710
Operating Funds Sub-Total	\$	380,087,633	\$ 37,539,232	\$ 65,172,976	\$ 16,351,899	\$ 499,151,740
Special Revenue Funds						
Food Services Fund	\$	10,262,885	\$ 110,529	\$ -	\$ -	\$ 10,373,414
Governmental Grants Fund		33,800,000	-	-	-	33,800,000
Transportation Fund		17,756,072	1,065,364	-	-	18,821,436
Operations & Technology Fund		33,173,280	875,639	-	14,807,283	48,856,202
Student Activities Fund		11,450,000	300,000	-	4,547,237	16,297,237
Special Revenue Funds Sub-Total	\$	106,442,237	\$ 2,351,532	\$ -	\$ 19,354,520	\$ 128,148,289
Debt Service Fund						
Bond Redemption Fund	\$	57,077,650	\$ -	\$ -	\$ 49,910,705	\$ 106,988,355
Debt Service Fund Sub-Total	\$	57,077,650	\$ -	\$ -	\$ 49,910,705	\$ 106,988,355
Capital Project Funds						
2014 Building Fund	\$	18,092,600	\$ -	\$ -	\$ 9,068,146	\$ 27,160,746
Capital Reserve Fund		6,632,370	1,168,202	-	-	7,800,572
Capital Project Funds Sub-Total	\$	24,724,970	\$ 1,168,202	\$ -	\$ 9,068,146	\$ 34,961,318
Internal Service Funds						
Health Insurance Fund	\$	36,473,899	\$ 7,251,872	\$ -	\$ -	\$ 43,725,771
Dental Insurance Fund		2,707,497	1,457,757	-	-	4,165,254
Internal Service Funds Sub-Total	\$	39,181,396	\$ 8,709,629	\$ -	\$ -	\$ 47,891,025
Fiduciary Funds						
Private Purpose Trust Fund	\$	35,000	\$ -	\$ -	\$ 1,318,178	\$ 1,353,178
Front Range BOCES Custodial Fund		310,000	329,849	-	-	639,849
Fiduciary Funds Sub-Total	\$	345,000	\$ 329,849	\$ -	\$ 1,318,178	\$ 1,993,027
GRAND TOTAL:	\$	607,858,886	\$ 50,098,444	\$ 65,172,976	\$ 96,003,448	\$ 819,133,754

All Funds (continued)

Five Year Appropriations by Fund Type

Fund Type	2017-18	2018-19	2019-20	2020-21	2021-22
Operating Funds	\$ 420,853,119	\$ 445,632,333	\$ 452,872,556	\$ 451,835,307	\$ 499,151,740
Special Revenue Funds	78,560,702	87,397,661	96,958,020	129,887,453	128,148,289
Debt Service Fund	102,270,865	99,277,243	104,972,642	106,865,855	106,988,355
Capital Project Funds	287,523,003	300,068,957	202,529,148	108,293,868	34,961,318
Internal Service Funds	39,144,200	40,265,264	40,971,615	44,823,637	47,891,025
Fiduciary Funds	7,575,627	9,575,091	9,630,091	1,973,627	1,993,027
Total	\$935,927,516	\$982,216,549	\$907,934,072	\$843,679,747	\$819,133,754



All Funds Overview

General Operating Fund

The General Operating Fund is the core operating fund of the district and accounts for the majority of all instructional and operational expenditures of the district. Included in this fund are categorical programs (e.g., special education, gifted and talented education, vocational education, transportation, and E.L.P.A. (English Language Proficiency Act)). A major source of funding to the General Operating Fund is received through the state's School Finance Act, established by the state legislature, which identifies a per pupil funding amount, and the number of full-time students enrolled in a district to determine the amount of total funding. This Fund is developed so that the total of annual ongoing expenditures and transfers does not exceed annual revenues and contains an ending fund balance that complies with state statute and district policy.



Differentiated School Support

The Differentiated School Support Fund was created in FY22 and is used to track spending of resources allocated to schools as part of the district's Strategic Plan. Through a tiered system of school requirements, supports, and accountability metrics which drive the allocation of resources, the goal is to help close the opportunity and achievement gap in the District. A weighted and differentiated funding model was implemented to distribute resources to schools identified with levels of Flexible, Targeted, and High support needs. The table below outlines the differentiated levels and per pupil tiered approach to funding:

- Flexible (Base Amount) / Targeted (x2) / High (x10)
 - All Students - \$50 / \$100 / \$500
 - Special Education - \$50 / \$100 / \$500
 - Free and Reduced Lunch - \$75 / \$150 / \$750
 - English Language Development - \$50 / \$100 / \$500

PERA On-Behalf Fund

As a component of Senate Bill 18-200, the state is required to make a direct on-behalf payment of \$225.0 million to Colorado PERA each year. The payment is allocated based on the proportionate amount of annual payroll to the School Division Trust Fund, State Division Trust Fund, Judicial Division Trust Fund, and Denver Public Schools Division Trust Fund. Generally accepted accounting principles require the district to report its proportionate share of on-behalf payments as both a revenue and expenditure. Because on-behalf payments have no financial impact on district operations, the revenues and expenditures have been recorded in a new stand-alone fund, so as to not distort ongoing district activities. Because the necessary calculations are not provided to the district by Colorado PERA until after year end, budgeted amounts represent a conservative estimate based on prior year data.

Technology Fund

The Technology Fund was established for digital device procurement, software updates, and technical support. The program maintains technologies by bi-annual allocations to each school based on student counts. The allocations are used to purchase Chromebooks, tablets, desktops, laptops, projectors, large screen TVs, document cameras, and other technology for use in the classroom and administrative functions. This fund includes activity related to 1:Web and the Cart:Web Program. Estimated carryover amounts are for projects that span multiple years. Current year funding includes revenues from the Federal E-Rate reimbursement program. Timing of equipment purchases affect the carryover balance in this fund.



All Funds Overview (continued)

Athletics Fund

The district-wide Athletics Fund provides for interscholastic athletics in grades 8 through 12 and intramural athletics at all grade levels. Athletic programs at charter schools are funded from each charter school's individual allocation.

Preschool Fund

The preschool general fund includes sessions of preschool in 20 elementary schools and the Mapleton Early Childhood Center. The program has a nine month schedule. The Community Montessori has a five day a week, half-day program, with an extended half-day option available.

While the district is required to track the use of Colorado Preschool Program (CPP) funds by the use of state chart of accounts, it is not required to have a separate fund. As a result, the CPP Fund has been combined with the Preschool Fund beginning with the 2018-19 fiscal year. CPP is a no-cost preschool program for eligible families that supports students who have identified risk factors that can impact school success and/or may lead to achievement gaps.

Community Schools Fund

The Community Schools Fund provides the community with educational and enrichment opportunities through extended use of BVSD facilities. The Community Schools Program is self-supporting, utilizing program tuition and community use fees for operational expenses. The fund provides the following programs:

- 1) School Age Program
- 2) Community Use
- 3) Lifelong Learning
- 4) Community Connections: A Student Resource Guide
- 5) Preschool Enrichment
- 6) Early Connections – Infant/Toddler Care

Charter School Fund

The Charter School Fund consists of five charter schools: Boulder Preparatory, Horizons K-8, Peak to Peak K-12, Summit Middle, and Justice High. The schools have separate governing boards but are dependent upon the district for the majority of their funding.

Governmental Designated-Purpose Grants Fund

The Governmental Designated-Purpose Grants Fund is the vehicle for receipt and expenditure of categorical funds. The district receives numerous local, state, and federal grants which have varying fiscal years. These grant funds supplement the regular district educational programs.

Transportation Fund

The Transportation Fund's purpose is to account for the revenue and expenses associated with providing bus transportation for students for regular school attendance and for extra curricular activities such as field trips, athletics, and music events.

All Funds Overview (continued)

Operations and Technology Fund

The Capital Construction, Technology, and Maintenance Fund has been established to account for activity which was authorized with funds made available from the passage of the 2016 Ballot Measure. Voters approved an operational mill levy which will fund a portion of the ongoing maintenance, custodial, security, and technology expenditures in the General Fund. Resources from the levy will allow investment for ongoing preventative maintenance and repairs to extend facility life. The Board of Education set the levy to 4 mills in December 2019 which is the maximum amount allowed by voter approval.

Food Services Fund

The Food Services Program serves approximately 13,000 meals per day using the new culinary center to serve 51 schools, Head Start Programs and two schools outside of the school district. The program is primarily dependent on Food Service revenue from 170 serving days.

Risk Management Fund

The Risk Management Fund accounts for the costs of the district's property and liability insurance, workers' compensation insurance, loss prevention services and coordinates the overall risk management activities for the district. Fluctuations in property and workers' compensation insurance premiums may cause corresponding changes in transfer from the General Fund.

Bond Redemption Fund

The Bond Redemption Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs. The size of the mill levy for the Bond Redemption Fund is determined by the amount of the yearly requirement for the payment of principal and interest on the outstanding bonds.

2014 Building Fund

The 2014 Building Fund includes the proceeds from the sale of \$576.5M in general obligation bonds. These funds will be used to implement projects identified in the [Facilities Master Plan](#) as approved by the Board of Education on August 12, 2014. The voter approved total Bond Program of \$576.5M includes improvements to school facilities and sites, programmatic space, health and physical development, educational innovation, school replacement, Early Childhood Education, information technology, a new school in Erie, and specialized Special Education services.

Health Insurance Fund

The Health Insurance Fund is an internal service fund used to account for claims, administrative fees, and stop loss insurance coverage for the district's self-funded health insurance employee benefit program. Employees have the choice of participating in the district's self-funded plan administered by United Healthcare or a traditional plan offered by Kaiser Permanente. The district contributes an annual premium per eligible employee. Employees have the option to purchase dependent coverage. In addition, the district contributes \$15 per employee towards an Employee Assistance Program.



All Funds Overview (continued)

Dental Insurance Fund

The Dental Insurance Fund is an internal service fund used to account for claims and administrative fees of the district's self-funded dental insurance employee benefit program. The district contributes an annual premium per eligible employee. Employees have the option to purchase dependent coverage.

Capital Reserve Fund

The Capital Reserve Fund may be used for land acquisition and land improvements; and for the construction of new facilities, or for the remodel of existing facilities, including the acquisition of equipment and furnishings. Vehicles, software licensing agreements and computer equipment may also be acquired through the Capital Reserve Fund.

Private Purpose Trust Fund

Trust and Agency Funds are used to account for assets held by the district in a trustee capacity or as an agent for individuals, private organizations, and special activity groups within the district. This Fund is comprised of Expendable Trust Funds, Nonexpendable Trust Funds, and Agency Funds.

Student Activities Fund

This fund is provided to account for receipts and disbursements from student activities and district fundraising.

Front Range BOCES Fund

The Front Range BOCES Fund is a custodial fund to account for activities of the Front Range BOCES. The district has an intergovernmental agreement, under which the district processes contributions and non-personnel expenditures of the Front Range BOCES. The district is acting only in a fiduciary (custodial) capacity on behalf of the Front Range BOCES.

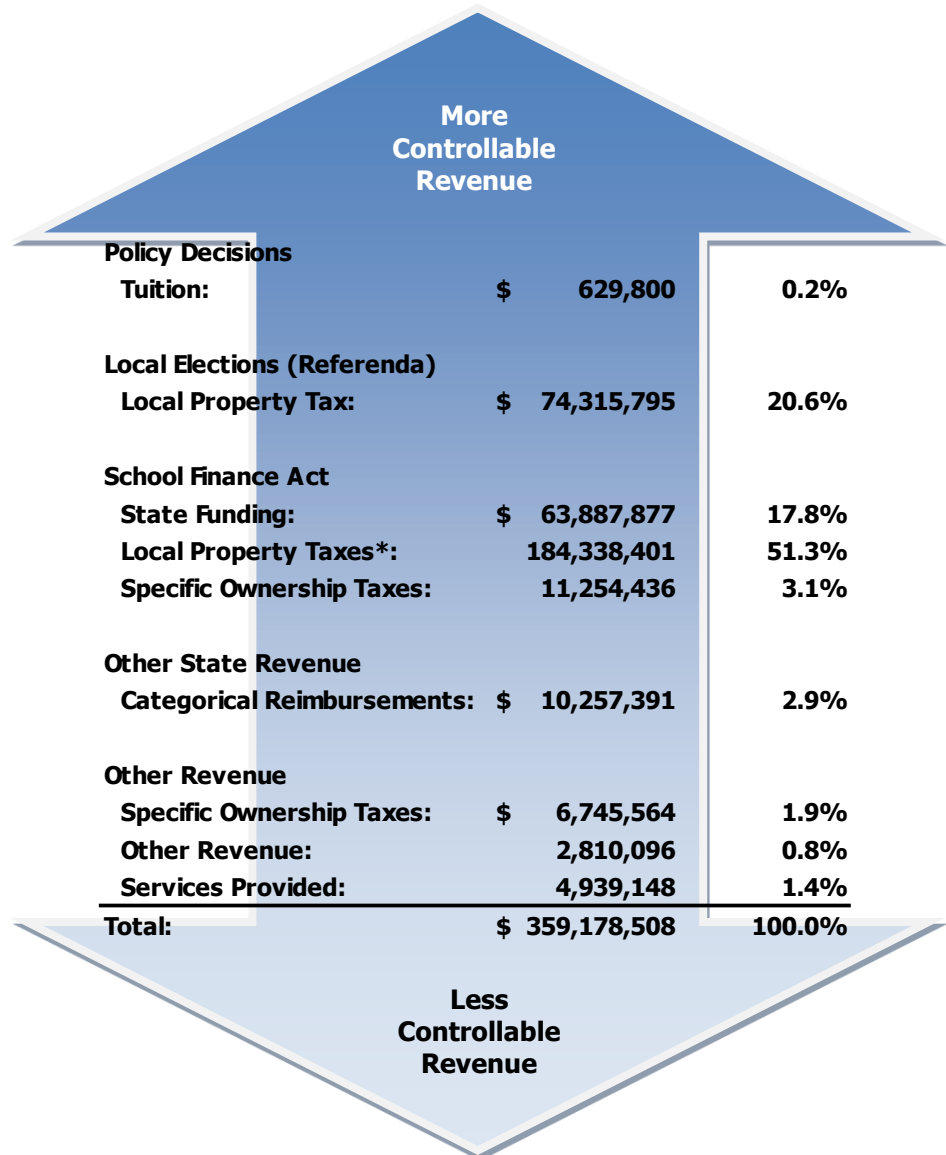
General Operating Fund

Revenue Sources

- The Board of Education can make policy decisions on what the district charges for its tuition and fees. This controllable revenue source comprises only 0.2 percent of total General Operating Fund revenue.
- The BVSD electorate has control over passing local property tax increases for school funding which represents 20.6 percent of the district's 2021-22 budgeted revenue. The board can only recommend placing a referendum on the ballot.
- The Colorado legislature determines BVSD's revenue from the SFA. BVSD voters have some control over who their state representatives are and how they vote on education issues. This less controllable revenue, combined with categorical reimbursements, totals 75.1 percent of BVSD's 2021-22 budgeted revenue. The board has no control over the SFA.
- Other revenue including non-equalized specific ownership tax, other revenues, and services provided, make up the remaining 4.1 percent of BVSD's budgeted revenue, and are controlled primarily by economic factors completely outside of the district's control.

There are a variety of factors that impact the amount of money the district receives in its General Operating Fund from its different funding sources. The district and/or its constituents have more control over some factors than others. As you can see from the diagram below, the smaller funding sources are typically the ones over which the district has more control. For example, the district or the schools can control what kind of fundraising projects to have and how that money is to be used. However, at the other end of the spectrum, there is virtually no control over how many children live in the district and attend our schools.

In the 2021-22 fiscal year, the district projects the following revenue sources and amounts in the General Operating Fund:



*includes abatements and delinquent local property taxes

General Operating Fund (continued)**Summary of Assumptions**

2021-22 Total Resources: \$411.9M

- \$23.3M increase in revenue from the 2020-21 Revised Budget is comprised of:
 - An increase in the beginning balance.
 - An increase in School Finance Act revenue that is the result of a per-pupil revenue increasing based on decreasing the budget stabilization factor and funding of COLA in the base.
 - Slight decrease in Mill Levy Property Tax revenue that is indexed at 25.0 percent of School Finance Act funding as this is calculated on Total Program which is before the budget stabilization factor is applied due to lower student enrollment.
 - Removal of one-time revenue budget increase in Property Tax Credit and Abatements.
 - Flat state categorical funding.
 - Removal of prior year READ Act revenue which had been deferred.
 - An increase in revenue from Services Provided to Charters.

2021-22 Total Expenditures: \$313.3M

- \$8.9M increase in expenditures from the 2020-21 Revised Budget is comprised of:
 - Total compensation increase related to 3 percent COLA, step increases based, health and PERA rate benefit increases. Additional staff FTE for formula adjustments for classroom teacher, Art/Music/PE teachers, and paraeducators. Additional high school counselors and high school Social Worker and Psychologist FTE also included in ongoing.
 - Ongoing Middle Level Teacher FTE for response for planning time and school support and security in Security and Mental Health operation.
 - The removal of 2020-21 one-time expenditures.
 - Ongoing expenditure increase for utilities, ERP and other Information Technology support, career and technical education program expansion, concurrent enrollment tuition support, curriculum materials and other fees, contracts and services.
 - One-time expenditures for curriculum materials, continue unit development and product completion, targeted intervention resources, student and staff Title IX training, equal school day transition support, career and technical education program development, utilities due to increased air handling, three year software uses pilot, communication support, set up for new security staff, and other fees, contracts and services.

2021-22 Total Reserves: \$33.9M

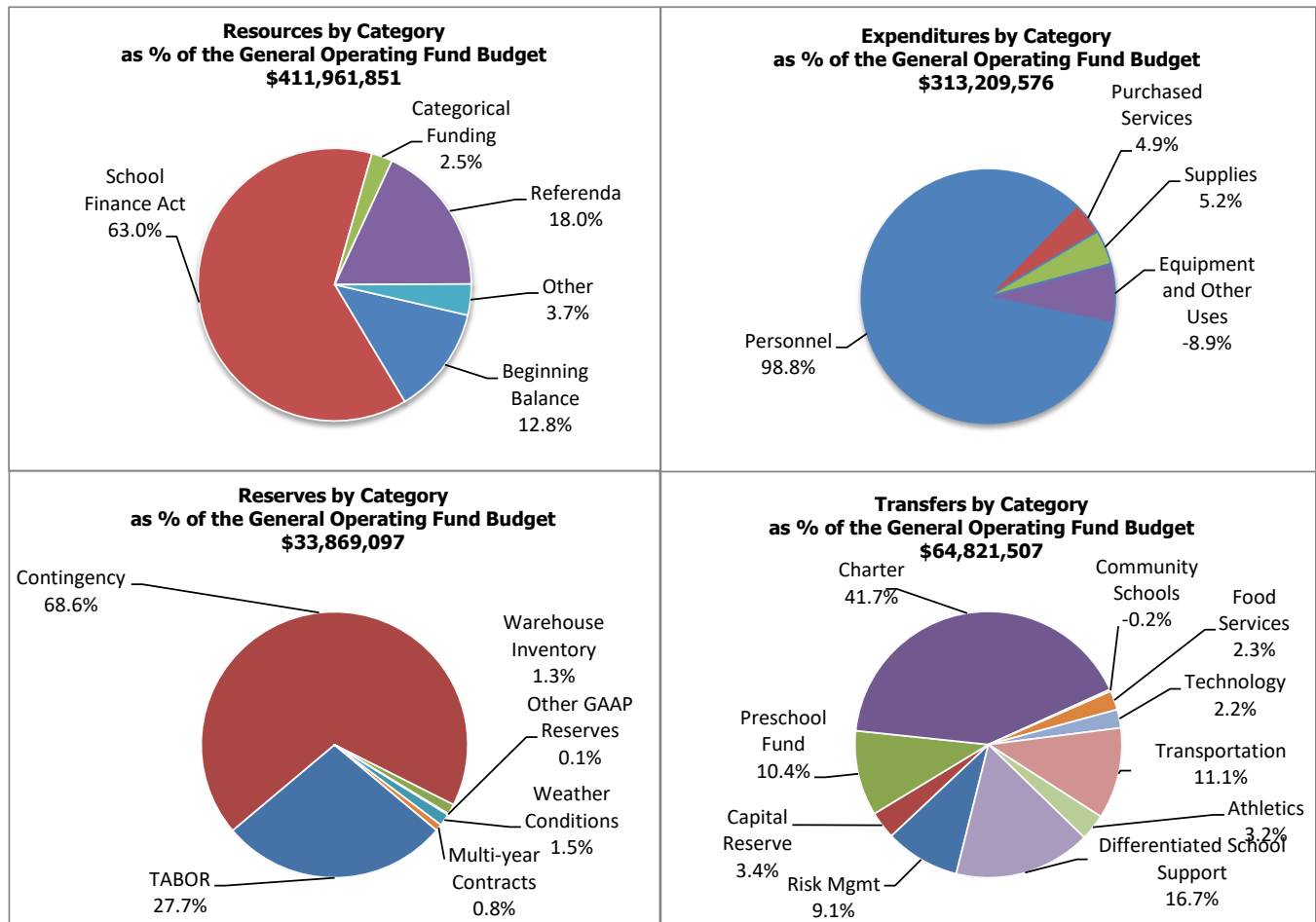
- \$0.8M net increase in Reserves from the 2020-21 Revised Budget is comprised of:
 - An overall increase in expenditures will result in an increase of required TABOR and contingency reserves.
 - An increase in the multi-year funding contract reserve to align with contract.

General Operating Fund (continued)

Summary of Assumptions (continued)

202-22 Total Transfers: \$64.8M

- \$13.8M net increase in Transfers from General Operating Fund from the 2020-21 Revised Budget is comprised of:
 - Removal of any one-time 2019-20 transfer due to COVID and virtual learning.
 - Increase of ongoing transfers to funds related to 3 percent COLA, step increases, and health and PERA rate benefit increases.
 - Increase to the Risk Management Fund both ongoing and one-time.
 - Increase to Capital Reserve Fund ongoing.
 - Reduction of transfer to Food Services for efficiencies gained with the Culinary Kitchen.
 - Increase one-time in Technology Fund to fund a 5th grade 1:WEB program rollout.
 - Increase ongoing transfer to Charter Fund per negotiated contracts with charter schools to reflect increase in Per Pupil Revenue.







Note: Graph percentages may total other than 100 percent due to rounding.



General Operating Fund (continued)

Stretching Your BVSD Dollar

	17-18 REVISED BUDGET	18-19 REVISED BUDGET	19-20 REVISED BUDGET	20-21 REVISED BUDGET	21-22 PROPOSED BUDGET	% of Total	
INSTRUCTION	\$205,555,871	\$211,496,156	\$225,838,325	\$216,962,979	\$226,059,938	72.18%	
Regular Education	154,725,678	158,925,869	171,272,159	161,218,548	168,681,593	53.86%	
Special Education	37,261,529	39,653,672	41,394,684	42,762,928	43,362,430	13.84%	
Career and Technical Education	3,226,489	2,560,998	2,555,446	2,564,756	3,167,420	1.01%	
Cocurricular Education and Athletics	1,257,399	1,202,069	1,271,553	1,135,066	1,157,232	0.37%	
Culturally and Linguistically Diverse Education	7,377,748	7,416,604	7,870,911	7,648,930	7,971,754	2.55%	
Talented and Gifted Education	1,707,028	1,736,944	1,473,572	1,632,751	1,719,509	0.55%	
INSTRUCTIONAL SUPPORT	\$27,180,451	\$29,759,014	\$32,745,265	\$32,496,629	\$31,596,408	10.09%	
Student Services	14,375,905	15,723,501	17,026,660	17,143,524	17,251,504	5.51%	
Instructional Staff Support	12,804,546	14,035,513	15,718,605	15,353,105	14,344,904	4.58%	
SCHOOL ADMINISTRATION AND OPERATIONS	\$37,963,096	\$41,901,853	\$38,992,701	\$33,070,685	\$33,359,527	10.65%	
School Administration	22,930,943	23,861,869	24,299,734	25,999,515	26,456,011	8.45%	
Operations and Maintenance	15,032,153	18,039,984	14,692,967	7,071,170	6,903,516	2.20%	
DISTRICT WIDE SERVICES AND COMMUNITY OBLIGATIONS	\$17,823,652	\$18,278,107	\$20,179,956	\$21,739,121	\$22,193,703	7.08%	
General Administration	4,446,927	4,607,932	4,750,317	4,428,539	5,014,552	1.60%	
Business Services	4,647,533	4,464,732	4,721,532	4,946,999	5,171,768	1.65%	
Central Services	8,729,192	9,205,443	10,708,107	12,363,583	12,007,383	3.83%	
GRAND TOTAL	\$288,523,070	\$301,435,130	\$317,756,247	\$304,269,414	\$313,209,576	100.00%	

Footnotes:

- 1 Category is a grouping of like SRE accounts within the CDE Chart of Accounts.
- 2 Group is a direct title of the SRE (Special Reporting Element) within the CDE Chart of Accounts.
- 3 Program is the Program or Project title from the CDE or BVSD Chart of Accounts.
- 4 % of total equals budgeted dollars divided by the grand total

General Operating Fund (continued)

Budget Adjustment Plan

The 2021-22 Proposed Budget adjustment plan provides a detailed listing of significant changes to the expenditure budget for the General Operating Fund from the 2020-21 Revised Budget to the current year budget.

All Program Areas		
Provides \$3.1M and \$6.4M increases in step & 3 percent COLA raises respectively, \$2.1M for variable benefits related to the step and COLA raises, \$0.5M for Health and Dental Rate increase of 2 percent, \$1.4M for Horizontal Lane Changes, employee group compensation and internal re-classifications, and an estimated \$2.6M in savings in salaries and benefits from the turnover of senior staff. For 2021-22, the state COLA rate is 2 percent, however, compensation has been built on a 3 percent increase. Staffing formulas for staff have been adjusted due to enrollment impact.		
Instruction		Dept.
Remove 2019-20 School Resource Allocation Carryover	\$ (1,003,696)	All Schools
Remove 2019-20 School Textbook Carryover	(3,555,318)	All Schools
Remove 2019-20 Department and School Carryover	(30,211)	District Wide
Remove 2019-20 READ Act Literacy Carryover	(172,481)	District Wide
Subtotal Changes In Carryover Funds	\$ (4,761,706)	
Add Ongoing Middle Level Teachers response for planning time	\$ 1,150,000	Middle Level
Add Ongoing Curriculum Materials	500,000	District Wide
Add Ongoing Career and Technical Education (2.4FTE plus non-personnel)	350,000	Career and Technical Education
Add Ongoing Concurrent Enrollment tuition support	98,000	Secondary Level
Add Ongoing Fees, Contracts & Services	21,000	District Wide
Subtotal Changes In Ongoing Funding	\$ 2,119,000	
Remove One-time Special Education legal settlements	\$ (400,000)	Special Education
Remove One-time Staffing Reserve	(2,000,000)	District Wide
Remove One-time Dyslexia support (year 3 of 3)	(34,000)	Reading Department
Remove One-time COVID Related Needs	(460,000)	District Wide
Remove One-time Staffing (Classroom Monitors, Substitutes, Elem Paras, COVID Tracking)	(4,253,656)	District Wide
Remove One-time Career and Technical programming	(144,289)	Career and Technical
Remove One-time Boulder Universal Support	(250,000)	Boulder Universal
Add One-time Staffing Reserve	3,000,000	District Wide
Add One-time Curriculum Materials	2,000,000	District Wide
Add One-time Kindergarten Enrollment Marketing	51,000	Elementary Level
Add One-time Equal School Day Transition	150,000	Elementary Level
Add One-time Career and Technical programming	150,000	Career and Technical
Subtotal Changes in One-Time Funding	\$ (2,190,945)	
Instruction Total	\$ (4,833,651)	
Instructional Support Programs		
Remove 2019-20 BVPA Tuition Reimbursement	\$ (33,219)	District Wide
Remove 2019-20 Medicaid Program Carryover	(1,030,228)	Nursing Services
Remove 2019-20 Reading Materials Rollout Carryover	(55,430)	Reading Department
Remove 2019-20 Standards and Curriculum Carryover	(106,000)	Curriculum and Standards
Remove 2019-20 Department Carryover	(56,759)	District Wide
Subtotal Changes In Carryover Funds	\$ (1,281,636)	
Add Ongoing Psychologist/Social Worker (1.8FTE)	\$ 224,000	Special Education
Add Ongoing Student Assessment system	147,000	Planning and Assessment
Add Ongoing Counselors (1.699FTE)	190,000	High Schools
Subtotal Changes in Ongoing Funding	\$ 561,000	
Remove One-time Curriculum Assessment System	\$ (148,795)	Curriculum and Standards
Remove One-time UVA Partnership	(137,000)	Elementary Education
Remove One-time Standards and Curriculum (year 3 of 4)	(152,180)	Curriculum and Standards
Remove One-time Department Requests	(77,695)	District Wide
Add One-time Continued Unit Development and Product Completion	586,000	Curriculum and Standards
Add One-time Targeted Intervention Resources (Strategy Units)	100,000	District Wide
Subtotal Changes in One-Time Funding	\$ 170,330	
Instructional Support Programs Total	\$ (550,306)	



General Operating Fund (continued)

Budget Adjustment Plan (continued)

School Administration and Operations		
Remove 2019-20 Department Carryover	\$ (63,431)	Operations
Subtotal Changes In Carryover Funds	\$ (63,431)	
Add Ongoing Security school support (12FTE)	\$ 1,429,000	District-Wide
Add Ongoing Mental Health school support (5.5FTE)	545,000	District-Wide
Add Ongoing Utilities and Maintenance support	416,200	District-Wide
Add Ongoing Auditor Fees	8,000	District-Wide
Subtotal Changes in Ongoing Funding	\$ 2,398,200	
Remove One-time Sustainability Management System	\$ (5,000)	District-Wide
Remove One-time Student, Staff and Vendor Access Badging	(23,000)	District-Wide
Remove One-time Employee Uniform Replacement	(10,000)	Operations
Remove One-time Vortex Infrastructure Implementation	(10,000)	Security
Remove One-time Custodial Equipment	(9,238)	Operations
Add One-time Utilities and Maintenance support	469,000	District-Wide
Add One-time Professional Development	15,000	District-Wide
Subtotal Changes in One-Time Funding	\$ 426,762	
School Administration and Operations Total	\$ 2,761,531	
District-Wide Services/Central Administration		
Remove 2019-20 Professional Learning Carryover	\$ (193,735)	Professional Learning
Subtotal Changes In Carryover Funds	\$ (193,735)	
Add Ongoing Software	\$ 645,000	Information Technology
Add Ongoing Equipment Repair (1.0FTE)	46,000	Information Technology
Add Ongoing BVEA leadership	70,000	District-Wide
Add Ongoing Communications support	10,000	Communications
Subtotal Changes in Ongoing Funding	\$ 771,000	
Remove One-time Strategic Plan Implementation	\$ (250,000)	Strategic Initiatives
Remove One-time Unemployment Insurance	(500,000)	District-Wide
Remove One-time Professional Development HR Support	(58,326)	Human Resources
Remove One-time ERP Implementation	(35,000)	District-Wide
Remove One-time SharePoint Continuation	(50,000)	District-Wide
Remove One-time Information Technology	(242,000)	District-Wide
Remove One-time COVID Disinfecting Materials, Custodial Services, COVID testing	(975,230)	District-Wide
Remove One-time Department Requests	(74,573)	District-Wide
Remove One-time Utilities	(868,000)	District-Wide
Remove One-time Final Site (Year 1 of 4)	(9,929)	Information Technology
Add One-time Title IX Staff and Student Training	110,000	District-Wide
Add One-time Information Technology	150,000	Information Technology
Add One-time Communications support	143,000	Communications
Subtotal Changes in One-Time Funding	\$ (2,660,058)	
District-Wide Services/Central Administration Total	\$ (2,082,793)	
All Program Areas Total	\$ 8,638,718	

General Operating Fund (continued)

Summary of Changes in FTE

2020-21 REVISED BUDGET	2,856.882	FTE
ADMINISTRATION CHANGES		
603 DEPUTY SUPERINTENDENT'S OFFICE	Change	1.000
Budget Reorganization Ongoing - Deputy Superintendent	1.000	
604 LEGAL OFFICE	Change	1.000
Add Ongoing - Title IX Director	1.000	
605 CURRICULUM, ASSESSMENT & INSTRUCTION	Change	5.000
Add One Time - Continued Unit Development TOSA	2.000	
Add One Time - Continued Unit Development Coordinator	1.000	
Budget Reorganization Ongoing - Assistant Superintendent of Student Opportunity & Access	1.000	
Budget Reorganization Ongoing - Academic Services Specialist	1.000	
Budget Reorganization Ongoing - Coordinator School Leadership to Director Strategic Initiatives	0.000	
607 STRATEGIC INITIATIVES	Change	1.000
Budget Reorganization Ongoing - Asst. Superintendent of Strategic Partnerships & School Support	1.000	
621 EAST NETWORK	Change	(1.000)
Budget Reorganization Ongoing - Assistant Superintendent	(1.000)	
622 SOUTHWEST NETWORK	Change	(1.000)
Budget Reorganization Ongoing - Assistant Superintendent	(1.000)	
623 NORTHWEST NETWORK	Change	(2.000)
Budget Reorganization Ongoing - Assistant Superintendent	(1.000)	
Budget Reorganization Ongoing - Office Assistant	(1.000)	
635 DISTRICT-WIDE INSTRUCTION	Change	6.000
Add Ongoing - Restorative Justice Coordinator	0.500	
Add Ongoing - Mental Health Advocates	5.500	
Budget Reorganization - Strategic Partnership Director	(1.000)	
Budget Reorganization - Assistant Superintendent of Schools	1.000	
643 ENVIRONMENTAL SERVICES	Change	12.125
Add Ongoing - School Officers	11.000	
Add Ongoing - Security Services Manager	1.000	
Add Ongoing - Custodial	0.125	
668 COMMUNICATIONS DEPARTMENT	Change	2.000
Add Ongoing - Social Media Coordinator	1.000	
Add Ongoing - Coordinator, Translation Services	1.000	
687 HUMAN RESOURCES	Change	(1.000)
Remove One-Time District Nurse COVID Support	(1.000)	
Remove One-Time HR Compliance Specialist	(0.500)	
Add Ongoing - BVEA TOSA Vice President	0.500	
689 INFORMATION TECHNOLOGY	Change	1.000
Add Ongoing - Equipment Repair Technician	1.000	
698 HEALTH SERVICES	Change	0.500
Add Ongoing - School Nurse, Medicaid	0.600	
Remove One-Time School Nurse Consultant	(0.100)	
SUBTOTAL ADMINISTRATION FTE ADDITIONS (REDUCTIONS)	24.625	



General Operating Fund (continued)

Summary of Changes in FTE (continued)

SCHOOL CHANGES	Change
Staffing Formula - Elementary Teachers	16.510
Remove One-Time Elementary Teachers	(26.098)
Staffing Formula - Middle School Teachers	1.605
Remove One-Time - Middle School Teachers	(9.520)
Staffing Formula - High School Teachers	(5.544)
Staffing Formula - Elementary Paras	1.088
Staffing Formula - Middle School Paras	0.083
Staffing Formula - High School Paras	(0.180)
Staffing Formula - Elementary Specials	2.914
Add Budget Reorganization Secondary FTE resources	(0.164)
Add Budget Reorganization Talented and Gifted	(0.084)
Add Budget Reorganization Special Education Department	(5.926)
Add Middle School Teachers for response for planning	10.000
Add High School Counselors	1.699
Add Career and Technical Education Teachers	2.400
Add Special Education - Social Worker/Psychologists	1.800
SUBTOTAL SCHOOL FTE ADDITIONS (REDUCTIONS)	(9.417)
TOTAL STAFFING FTE ADDITIONS/REDUCTIONS	15.208
2021-22 PROPOSED BUDGET	<u>2,872.090</u> FTE

Capital Projects

The two funds that comprise this section are the Building Fund and the Capital Reserve Fund. Each fund records revenue as well as capital expenditures incurred for upgrades, replacements, constructing, repairing, or equipping fixed assets within the district.

2014 Building Fund

Summary

The Building Fund records the revenues and expenditures related to the \$576.5M capital improvement bond issue approved by voters on November 4, 2014. The funds will be utilized in accordance with the [Educational Facilities Master Plan](#) that was approved by the Board of Education on August 12, 2014.



In April 2015, BVSD issued the first set of bonds for the \$576.5M capital improvement bond issue. The bids received reflect the bond market's very high level of confidence in the district, which results in lower interest cost for taxpayers. Proceeds from the \$250.0M issuance will fund the first phase of the bond program.

In March 2017, BVSD issued the second set of bonds for the \$576.5M capital improvement bond issue. Boulder Valley's bonds are rated by Moody's (Aa1), Standard & Poor's (AA+), and Fitch (AA+). The rating from Standard & Poor's represents an upgrade to the district's prior AA rating and is the highest rating assigned by Standard & Poor's for any Colorado school district. Proceeds from the \$190M issuance will fund the next phase of the bond program.

On March 6, 2019, the district issued the third set of bonds for the \$576.5M capital improvement bond issue. Proceeds for the \$136.5M issuance are currently funding bond projects.

Assessing the need

In 2012, the Board of Education directed staff to complete an assessment of the condition of Boulder Valley School District facilities and appointed the Capital Improvement Planning Committee, comprised of staff and community members, to work with district staff to identify and prioritize capital improvement needs and advise the Board of Education regarding the long-term facility needs of the district.

A complete building and site assessment was performed on all district buildings, encompassing over 4.5 million square feet of district assets. In addition, the committee identified capital improvement needs that extend beyond those of specific schools and will strengthen district infrastructure as well as expand educational opportunities for students.

Educational Facilities Master Plan

This work is the basis for this Educational Facility Master Plan which identifies \$576.5M in capital projects that will improve learning environments in all schools. Nearly 50 percent of the plan is committed to extending the life of existing buildings by investing in building structures and systems such as roofs, electrical, plumbing and heating, ventilation, and air conditioning systems. In addition, schools will get a much needed boost in aesthetics with new flooring, paint, and ceilings.

The plan also will upgrade learning spaces to support modern instructional practices, expand early childhood education, enhance security, and renovate district support facilities. Three elementary schools have been identified to be replaced because the buildings have become so deteriorated it is more prudent to replace the schools than invest in the existing facility. To meet anticipated enrollment demands, a new school campus will be constructed in Erie to serve students in preschool through eighth grade.



Capital Projects (continued)

Building Fund (continued)

Citizens' Bond Oversight Committee

The Board of Education has convened a Citizens' Bond Oversight Committee (CBOC) to monitor and provide independent review of the projects in the Bond Program. Such monitoring and review is intended to provide a high level of accountability and communication on behalf of the Board of Education to the citizens of the district.

The 18-member committee will be comprised of representative district stakeholders including teachers, principals, parents and community members. The group will meet for the first time in spring 2014 and will serve for the duration of the Bond Program.

Bond Program Commitments

BVSD made commitments to provide substantial communication of its efforts, to meet regularly with CBOC, and to include school community participation in the design activities at each school. In addition, the district will incorporate energy-efficient 'green' strategies into projects and will meet the safety and security goals so important to the students, staff, and community.

The district has committed to:

- Produce regular communication updates on the district website and for school newsletters;
- Meet regularly with CBOC;
- Present to the Board of Education on a regular basis;
- Convene Design Advisory Teams (DAT) at every school to engage the communities in the design process of building projects and;
- Address safety and security measures at each building as feasible.

Please note that the BVSD Capital Reserve Fund will continue to support school efforts as before and will provide value-added benefits to bond projects as justified.

Bond Program's Benefit to the Environment

BVSD has made an organizational commitment to sustainability through district policy and the Sustainability Management System (SMS). The SMS is a comprehensive approach for identifying and coordinating existing efforts, establishing baselines, defining sustainability for BVSD, and creating plans to integrate sustainability into operations and curriculum. The SMS was updated in 2014 and set new five-year goals in four areas: buildings, materials flows, transportation, and education with an overarching theme of climate. The work included in the Educational Facility Master Plan provides significant opportunity to advance the district towards these goals, particularly in the areas of green building and climate.

Capital Projects (continued)

Building Fund (continued)

Project List

Educational Facilities Master Plan Budget	
	Budgeted Amount
Facility Condition (includes over \$8M for Security in school allocations)	\$235,770,000
Program Compatibility	\$46,270,000
Health and Physical Development	\$29,890,000
Sustainability	\$14,820,000
Educational Innovation	\$19,350,000
School Replacement	
Creekside	\$17,410,000
Douglass	\$20,570,000
Emerald	\$18,070,000
<i>School Replacement Subtotal</i>	\$56,050,000
District-wide Support Campus	
Construct new Transportation facility	\$15,940,000
Construct Technology Training Center and renovate administrative offices	\$19,170,000
Construct District Kitchen	\$10,060,000
Renovate Maintenance/Warehouse building	\$2,340,000
<i>District-wide Subtotal</i>	\$47,510,000
District-wide radio upgrade	\$850,000
IT	
Internet and system stability	\$8,430,000
Integrated audio enhancement for every classroom	\$3,510,000
Extend BVSD Internet to select affordable housing projects	\$390,000
<i>IT Subtotal</i>	\$12,330,000
Early Childhood Education	
Extend full-day kindergarten opportunities	\$13,800,000
Extend preschool options to more schools	\$8,550,000
<i>Early Childhood Education Subtotal</i>	\$22,350,000
Construct school in Erie	\$39,700,000
Centralized Special Education services	\$6,500,000
Master Plan Subtotal	\$531,390,000
Inflation	\$37,230,000
Program Reserve	\$7,900,000
Master Plan Budget Total	\$576,520,000



Capital Projects (continued)

Capital Reserve Fund

Summary

Boulder Valley School District is committed to providing safe and healthy environments for students to learn. This commitment is reflected in three existing board policies:

- Safe Schools – Policy ADD
- Building and Grounds Security – Policy ECA
- Building and Grounds Maintenance – Policy ECB

Colorado statutes limit the options for governmental entities to fund significant capital projects. Any tax increase or issuance of debt must be approved by a vote of the local electorate. Due to this constraint, major capital projects are generally reserved for bond issuances. This funding constraint forces the district to defer maintenance on facilities to a level where the limited funds available are allocated to projects for health and safety needs and protection of the facility, as noted in items #1 and #2 below. Over 75 percent of the budgeted project expenditures fall within these two project types. Due to the limited funding available for capital projects, the policies identified above are taken into consideration when developing the annual capital projects list.

During the budget development process for the capital projects fund, district staff discuss the projects being considered. A determination is made whether these projects have the potential for significant impact on short- or long-term cost reductions or increases of operational budgets. If the potential for significant impact is a concern, further analysis will be performed to determine the impact and address it through the district's budget process.

District staff evaluate project requests and prioritize those requests based on the following criteria:

1. Health/Safety – Does an unsafe or unhealthy condition exist for students and staff?
2. Protection of the facility – Will the district incur excessive costs in the future if the system is not replaced or repaired? Will other areas of the facility deteriorate if this system is not repaired or replaced?
3. Improve the educational program – Is a facility change necessary to deliver an adequate instructional program?
4. Replacement of depreciated items.
5. What is the impact on the district operating budget and/or services for non-routine projects?

Capital Projects (continued)

Impacts of Capital Projects on General Fund

Major capital improvements paid for with bond funds and capital reserve funds are budgeted in the Building Fund and Capital Reserve Fund respectively. Additional operating costs incurred as a result of identified improvements typically consist of increased utility, custodial, and maintenance costs, which are budgeted in the General Operating Fund.

Capital Reserve

The projects that impact the operating budget fall into four major operational areas:

Health/Safety: These projects support the repairs, replacements, or construction tasks related to conditions in a district building or school grounds which are potential threats to the safety or health condition of students or staff.

Mechanical Systems: These projects include upgrades, replacement, and major repairs to HVAC, electrical systems, and plumbing systems within the district's facilities. These upgrades result in a savings to the operating budget through improved efficiency and reduced maintenance runs for repairs on failing equipment and false alarms triggered by warning systems.

Maintenance Support: These projects include repairs and new construction to school buildings and grounds which protect capital investments and support a quality educational program.

Vehicle Replacement: This project is the scheduled replacement of the bus and maintenance vehicle fleet. The replacement of aging vehicles realizes a savings through improved fuel efficiency and reduced maintenance and repairs. The change to more fuel efficient vehicles will result in a slower growth of both use of fuel and expense rather than a reduction in total use or cost. The expansion of curb-to-curb service for special needs students has drastically increased in recent years. The savings realized from these more efficient vehicles will help to slow the growth of this mandated expense as well as the significant increase in the cost of fuel.

The majority of projects are identified as falling into one or more of the stated criteria.

In the 2021-22 Proposed Budget the district added \$500K in ongoing funds for replacing buses.



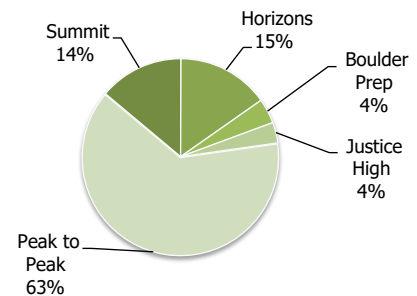
Charter School Fund

Summary

The funding for each charter school is based on charter enrollment and contract agreements between the school and BVSD.

There are five charter school component units in BVSD's Charter School Fund: Boulder Preparatory High School, Horizons K-8 School, Peak to Peak Charter School, Justice High School, and Summit Middle Charter School.

Percentage of Total Charter School Fund



	2021-22 Summit Budget	2021-22 Horizons Budget	2021-22 Boulder Prep Budget	2021-22 Justice High Budget	2021-22 Peak to Peak Budget
BEGINNING BALANCE	\$ 1,339,712	\$ 1,000,000	\$ 450,600	\$ 451,719	\$ 6,016,543
REVENUE:					
Per-Pupil Funding:	\$ 3,103,164	\$ 3,050,568	\$ 832,770	\$ 718,812	\$ 12,666,870
Override Election Revenue	910,670	938,740	241,508	199,869	3,808,517
Other State Revenue	25,224	97,053	22,549	22,869	417,778
Fundraising Revenue:	50,000	37,700	-	-	352,900
Athletic Fees	16,500	-	-	-	-
Instructional Fees	24,000	-	-	-	-
Misc. Revenue	-	381,390	-	5,000	1,383,083
CDE Capital Construction:	54,000	48,591	26,530	24,000	417,605
TOTAL REVENUE	\$ 4,183,558	\$ 4,554,042	\$ 1,123,357	\$ 970,550	\$ 19,046,753
TOTAL RESOURCES	\$ 5,523,270	\$ 5,554,042	\$ 1,573,957	\$ 1,422,269	\$ 25,063,296
TOTAL EXPENDITURES:	\$ 4,204,959	\$ 4,669,944	\$ 1,235,704	\$ 965,588	\$ 19,139,222
EMERGENCY RESERVE	\$ 124,007	\$ 135,490	\$ 33,701	\$ 29,117	\$ 560,816
TOTAL EXPENDITURES/EMERGENCY RESERVE AND TRANSFERS	\$ 4,328,966	\$ 4,805,434	\$ 1,269,405	\$ 994,705	\$ 19,700,038
ENDING BALANCE	\$ 1,194,304	\$ 748,608	\$ 304,552	\$ 427,564	\$ 5,363,258
PROJECTED ENROLLMENT:	Summit 354.0	Horizons 348.0	Boulder Prep 95.0	Justice High 82.0	Peak to Peak 1,445.0

Fund Balance Requirements

In order to meet the challenges of school funding in Colorado and BVSD, the board adopted Policy DB in spring 2005, which dictated a minimum level of year-end fund balance in order to ensure the district's ongoing financial health. To further bolster the district's financial position and address the current economic challenges, the Board of Education updated this policy in January 2009, strengthening the requirements of the policy. The policy restricts the district from using one-time money for ongoing expenditures. This ensures programs are sustained with ongoing revenue. In addition, current policy specifies the amount to be held as a contingency reserve.

Following the requirements of this policy means BVSD will have to make annual budget adjustments so that new expenditures do not exceed new revenues and a moderate level of reserves is maintained. Because the district has, in the past, funded necessary programs with fixed revenues provided by override funds, the cost of these programs will eventually exceed the fixed revenue stream. Using the policy now means the district can make smaller adjustments over time rather than making dramatic cuts when the cost of programs has outgrown revenue sources.

The original policy was recommended by BVSD's external auditors and commended by the Colorado Department of Education's accreditation consultant. The recent update to the policy was crafted by the district's audit committee with input from the district's external financial advisors.

The **two key elements** of the policy are spending limitations and reserve requirements as follows:

Spending Limitations:

- The General Operating Fund budget will be developed so that the total of annual ongoing expenditures and transfers do not exceed annual revenues.
- If the General Operating Fund ends any fiscal year with an ending balance beyond required reserves, this amount can only be used for one-time uses in subsequent years.
- One-time uses are defined as expenditures, transfers and/or reserves committed to by the district for a finite period of time, on a non-recurring basis.

Reserve Requirements:

- The General Operating Fund budget will be developed containing an ending fund balance equal to required reserves including the TABOR reserve plus a minimum of a 4.0 percent contingency reserve. The need for additional reserves shall be reviewed annually.
- Funds in the contingency reserve shall not be spent without board approval. The request for approval must include a plan for ensuring that the expenditure will not exceed the fixed dollar amount approved by the board, and must also include a plan for replenishing the reserve within two years from first dispersal.
- The budgets for all other funds will be developed to include, at a minimum, the required TABOR reserve.
- The General Operating Fund budget will be developed on a GAAP basis.

In the fund financial statements, governmental funds report fund balance classifications that comprise a hierarchy based primarily on the extent to which the district is bound to honor constraints on the specific purposes for which amounts in those funds can be spent. Fund balances are classified as follows:

- Nonspendable fund
- Restricted fund balance
- Committed fund balance
- Assigned fund balance
- Unassigned fund balance

The 2021-22 Proposed Budget has been developed in compliance with these fund balance requirements.



Compliance Statements

The following statements were prepared by the state's Financial Policies and Procedures Committee to comply with certain requirements in state statute.

This budget's revenue projections were prepared using information provided by the Colorado Department of Education, the county assessor, the federal government, and other sources using methods recommended in the *Financial Policies and Procedures Handbook*. These budget expenditure estimates were prepared based on program needs, enrollment projections, mandated requirements, employee contracts, contracted services, and anticipated changes in economic conditions using methods described in the *Financial Policies and Procedures Handbook*. Beginning fund balances and revenues equal or exceed budgeted expenditures and reserves.

This budget includes the audited revenues, expenditures, and fund balances for the last completed fiscal year. Audited figures are detailed in BVSD's Comprehensive Annual Financial Report and are available for review on the district's website (www.bvsd.org), in the district's business office, the Colorado Department of Education, or the state auditor's office.

The 2021-22 Proposed Budget was prepared in compliance with the revenue, expenditures, tax limitation, and reserve requirements of Section 20 of Article X of the State Constitution.

Governing Policies

The following main sections of policies guide the Boulder Valley School District through the budget development and implementation process as well as policies that direct operational procedures of the district. A detailed description of each policy associated within each section can be found in the Appendix located in the Informational Section of this document.

Section A: Foundations and Basic Commitments - Contains policies, regulations, and exhibits regarding the district's legal role in providing public education and the basic principles underlying school board governance.

Section B: Board Governance and Operations - Includes policies regarding how the school board is appointed or elected, how it is organized, how it conducts meetings, and how the board operates.

Section C: General School Administration - Contains policies, regulations, and exhibits on school management, administrative organization, and school building and department administration.

Section D: Fiscal Management - Includes the policies on school finances and the management of funds. Policies on the financing of school construction and renovations are included in Section F, Facilities Development.

Section E: Support Services – Contains policies on non-instructional services and programs, particularly those on business management.

Section F: Facilities Development - Contains policies on facility planning, financing, construction, and renovation. Also includes the topics of temporary facilities and school closings.

Section G: Personnel - Contains policies that pertain to all district employees.

Section H: Negotiations - Contains policies guiding negotiating procedures.

Section I: Instruction - Contains policies regarding instruction, curriculum, resources, and achievement.

Section J: Students – Includes policies regarding student admissions, attendance, rights and responsibilities, conduct, discipline, health and welfare, and school-related activities.

Section K: School-Community Relations - Contains policies, regulations, and exhibits on parent and community involvement in schools.

Section L: Education-Agency Relations - Policies include school district's relationship with other education agencies – including other school systems, regional or service districts, private schools, colleges and universities, educational research organizations, and state and national educational agencies.

Document Summary

This concludes the Executive Summary portion of the **INTRODUCTORY SECTION**. The purpose of this document is to help the reader understand school finance issues and the process used to create a budget that is fiscally responsible and supports the needs of all students for the upcoming year. The 2021-22 Proposed Budget document provides summary information for a broad look at the financial plan of the district.

The school district's budget is a living document representing the investment our community makes in educating its children. Each year, the district evaluates programs, staffing patterns, and other expenditures in relation to the strategic directions set by the Board of Education, with particular emphasis on student achievement. We are proud of the fact that this community places a premium on academic achievement for all children.

This budget reflects the vision, mission, values, and goals of the Boulder Valley School District to provide educational services to its students to the end that the attainments of their goals as members of society are enhanced. The recent economic impacts as a result of COVID-19, improvement of educational services, and a projected decrease in the student population created challenges to maintain necessary expenditures within the limits of available resources and restrictions imposed by the state legislature.

This budget is a prudent plan that balances the many needs of our students within the economic realities of our state and district. The members of the Board of Education have provided outstanding support for the educational services of the district, and the budget reflects the commitment of the board and the community for quality educational programs.

The remaining sections of this document provide detailed and supplementary information to support the budgets as presented.

The **ORGANIZATIONAL SECTION** provides detailed information on the Boulder Valley School District's government profile, its facilities, and geographical area. It provides insights into the district's vision, goals, and strategies in the context of supporting student achievement. It details the district's administrative structure, operating departments along with accounting descriptions of fund types, revenue and expenditure classifications, budget, and management practices that regulate operations.

The **FINANCIAL SECTION** provides all the information necessary to understand the structure of the district's financial documents; detailed budget schedules for all funds are included to provide historical financial standings along with debt obligations. Included are a five-year beginning balance, revenue, expenditure, transfers, emergency reserves, and ending balance for all of the district's funds including staffing formulas. Sub-sections include General Operating Fund, Other Funds, and the Charter School Fund detailing five years of revenues and expenditures and providing program and staffing summaries.

The **INFORMATIONAL SECTION** includes enrollment trends, historical data comparisons, data, charts, and assorted information in support of the budgets. This section is intended to help the reader have a better understanding of the history and future of the district as a growing entity. Sub-sections include the Appendices and Glossary that provide historical information on the Boulder Valley School District's assessed valuation, mill levies, enrollment and pupil count funding, the Colorado Department of Education critical dates, and terms used in the budget document.

The 2021-22 Proposed Budget line item detail is available for public review in PDF format on the Boulder Valley School District's website under Financial Transparency section at:
<https://www.bvsd.org/about/financial-transparency/budget>.

For additional district financial information, readers should refer to the Comprehensive Annual Financial Report for the June 30, 2020, fiscal year-end, which is also available on the district's Business Services Division web page.





BOULDER VALLEY SCHOOL DISTRICT

ORGANIZATIONAL SECTION

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Profile of the Government

Boulder Valley School District RE-2 (BVSD) is a public school district and body corporate, organized and existing under the School District Organization Act of 1965, Article 30, Title 22, and Colorado Revised Statutes. The district has the authority to determine its own budget, levy taxes or set rates or charges, and issue bonded debt without approval from the state or by another government, making BVSD fiscally independent.

Originally organized in 1860, the district was reorganized in 1961 to include numerous smaller districts. There is a seven member Board of Education, elected by the citizens of Boulder, Broomfield, and Gilpin Counties, that govern the district. Board members serve four-year terms, with four members elected every two years; they are term-limited at two terms.

BVSD is located in Boulder County near the foothills of the Rocky Mountains, approximately twenty miles northwest of Denver. Its boundaries encompass approximately 500 square miles in Boulder, Broomfield, and Gilpin Counties and contain a population of approximately 211,000. The communities of Boulder, Louisville, Lafayette, Erie, Superior, Broomfield, Nederland, Ward, Jamestown, and Gold Hill are served. Residents within the district, particularly in the more densely settled urban areas where most of the population resides, participate in the large and increasingly diverse front-range economy, which includes the cities of Denver, Boulder, and Longmont and the growing communities in between. The city of Boulder is home to the University of Colorado, Boulder Campus, and is a significant stabilizing force for the local economy. Other major employers in the area include Oracle Inc., IBM Corporation, Ball Corporation, numerous federal research laboratories, and other smaller software, research, manufacturing, and pharmaceutical firms.

BVSD provides a full and challenging range of educational programs and services authorized by Colorado State Statute including kindergarten through grade twelve education in elementary, middle, and high schools; Special Education; Career Technical Education; an Online Education program; and Culturally and Linguistically Diverse Education; and numerous other educational and support programs. In addition, the district offers preschool programs through the Colorado Preschool Program, Community Montessori focus school, and the Special Education program. The district also has five charter schools that comprise the Charter Funds of the Boulder Valley School District: Summit Middle Charter School, Horizons K-8 School, Boulder Preparatory High School, Justice High School, and Peak to Peak Charter School.

Budget Decisions Shaped by Goals and Financial Constraints

A school district budget is a dynamic entity, structured to achieve the goals of the district within the environment of current economic conditions and political will. The BVSD superintendent is guided by the district's goals and community priorities in creating the annual budget. It evolves year to year to address current conditions. Each year our community is invited to play a role in developing the budget. We continually strive to help our community understand the complexities of our budget by publishing several documents to explain the budget and its development. It can be difficult to see long-term trends, therefore, one purpose of this document is to give a historical perspective on how public education in Colorado, and specifically Boulder, arrived at its current state.

Given the constraints of available resources, BVSD re-examines priorities each year and uses the budget development process to allocate funding to maximize student achievement. Over time, the district has faced challenges, utilized advances in technology, enhanced the advantages of the district's economies of scale, and modified programming to maximize student learning.

Plan and Assess for Continuous Improvement

Increasingly, state and federal regulations determine the environment in which BVSD must operate, from establishing funding levels to setting academic achievement standards. As the district is presented with new budgetary challenges to address, it is continuously modifying and improving its methods of analyzing data to anticipate future challenges. We constantly monitor business environmental factors such as inflation, tax collection rates, and state legislation in order to examine cost trends for a variety of items during the development of the budget.

Vision, Mission and Value Statements

It is well known in our community and in Colorado that the Boulder Valley School District (BVSD) is already among the highest achieving of Colorado's 178 school districts. What may not be as well-known is the shared determination of our students, parents, teachers, administrators, and community leaders to make BVSD the educational answer for each student in our district regardless of circumstance or background. Each child brings a unique and worthwhile contribution to our learning community.

Vision

We develop our children's greatest abilities and make possible the discovery and pursuit of their dreams, which when fulfilled will benefit us all. We provide a comprehensive and innovative approach to education and graduate successful, curious life-long learners who confidently confront the great challenges of their time.

Mission

The mission of the Boulder Valley School District is to create challenging, meaningful and engaging learning opportunities so that all children thrive and are prepared for successful, civically engaged lives.

Value Statements

1. We respect the inherent value of each student and incorporate the strengths and diversity of students, families, staff and communities.
2. Societal inequities and unique learning needs will not be barriers to student success.
3. We address the intellectual growth, health and physical development, and social-emotional well-being of students.
4. We value accountability and transparency at all levels.

Strategic Plan

The Boulder Valley School District has developed a new Strategic Plan, that we call **All Together for All Students**. This ambitious, exciting, and comprehensive effort will guide BVSD for the next five years and aims at bringing everyone together to meet the needs of all students.

We believe that Boulder Valley is uniquely positioned because of its resources and outstanding educators to overcome the challenges we face, including an achievement gap that educators across Colorado and the nation have struggled to address.



Built upon a solid foundation

The new strategic plan was developed by BVSD educators utilizing the feedback of more than 1,400 staff members and more than 500 parents and community members. Superintendent Rob Anderson visited all 56 BVSD schools, every BVSD facility and held six regional community forums in English and three in Spanish.

The new plan also builds upon the success of BVSD's previous strategic plan, The Success Effect and its three initiatives: Talent, Learning, and Partnerships.

Finally, the team reviewed a tremendous amount of data regarding student, school, and district performance, as they crafted a plan to address some of BVSD's most pressing needs.

Student-focused

Our strategic plan is focused first and foremost on students. After analyzing volumes of data and feedback from educators and the community, BVSD set three Long Term Student Outcomes that will drive everything we do:

All students benefit from challenging and relevant educational opportunities
Reduce disparities in achievement
Every student graduates empowered with the skills necessary for post-graduate success

More simply, our goal is to Ignite the passion of learning in every student, Equip them with the skills needed to overcome the achievement gap and to prepare them to Soar in whatever they do after school.

Starting Strong

While everything in the strategic plan is important, we also know that it is crucial that we pace ourselves. That is why we started with only six of the 13 initiatives. Here is a quick rundown:

- **PK-12 Pathways for Students.** Providing consistency and coherence across the entire BVSD system, so that students learn the most important things and build upon their learning from year-to-year.
- **Best Instructional Practices.** Establishment of effective instructional practices that meet diverse student needs.
- **One size doesn't fit all.** Every school is different, so we are setting up a system that more equitably shares resources based on the needs of schools and their communities.

Strategic Plan (continued)

- **Keep what works. Toss what doesn't.** School districts are notorious for keeping programs that don't work. We are assessing current and future programs to ensure they're beneficial for students.
- **Howdy Partner.** We know our goals are only achievable through effective partnerships with our community, including non-profits and businesses.
- **Everyone is welcome.** Our goal is to ensure that BVSD is a warm, welcoming and safe environment for every student regardless of their background, race, gender or other identifying characteristics. We aim to implement practices that challenge inequity and bias.

Customized for each school

The problem with most strategic plans is that they broadly implement ideas and supports from the district to all schools. Every school is expected to implement all initiatives, regardless of their situation. As a result, few are fully implemented.

In contrast, we believe that everyone cannot do everything the same if we all want to get better. We are customizing and vertically aligning support based on the specific needs of each school and community.

This also aligns with the district's recent reorganization. Schools have now been grouped in regional areas and district support staff have worked to meet with each school's leader to determine the best way to utilize resources that are the most impactful for students.

Learn more about the plan at bvsd.org/strategic-plan.

Data Driven

We will develop measures that will help drive the critical work of the district. A focus upon Return on Investment (ROI) will focus resources on the most beneficial initiatives in the district, and allow staff to stop doing what is not working; benchmark performance both locally and nationally with similar, high performing districts; and develop targets that will focus efforts on student outcomes. In order to establish a baseline, BVSD pulled together as much data as possible regarding the state of the school district, including state assessment results, district culture and climate surveys and much, much more. This collective data resulted in:

Long Term Outcomes

Our new Strategic Plan will be focused on the needs of our students. For this reason, BVSD administrators, employees, parents and community members have three Long Term Student Outcomes -- specific, student-focused, measurable results that we want our students to achieve across the district.

Strategic Themes

Strategic Themes are areas that must be addressed to achieve long-term outcomes.

Strategic Plan (continued)

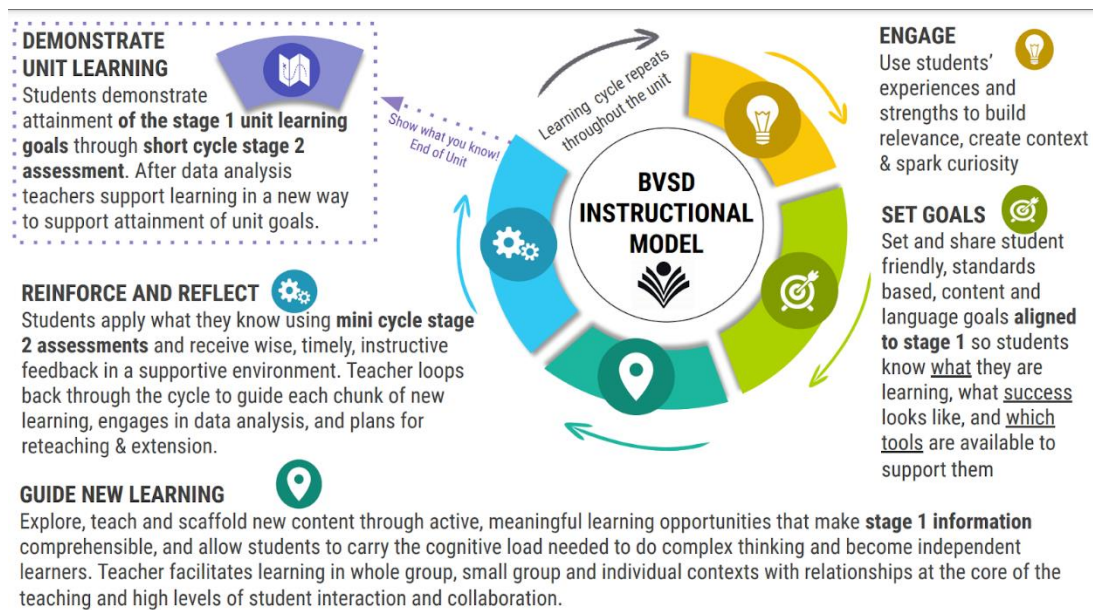
The Boulder Valley School District is moving from design to implementation with its [All Together for All Students Strategic Plan](#).

Following a thorough design process led by BVSD's teacher-leaders, educators across the district are now in the process of standing up the Four Pillars of Instruction and integrating culturally and linguistically responsive teaching practices, which will effectively address the many systemic issues that we believe have led to the district's historic achievement gaps.

Four Pillars of Instruction

The Multi-Tiered System of Supports provides our students with individualized support to meet both their academic and behavior challenges. The system includes Universal instructional Practices initiatives for all students, as well as more targeted support and acute interventions, when needed.

Common Instructional Model is a set of researched based teaching progression that, when used by educators, results in student engagement and growth.



Scope/Sequence BVSD educators have prioritized the State of Colorado standards and what order they should be taught from year to year, to ensure that students have the knowledge and skills they need as they build upon their learning from grade-to-grade – starting in preschool.

Balanced Assessment System as students are learning, it is critically important for us to check in with them along the way to see whether they've picked up the concepts we are teaching, or whether they may need additional support in specific areas. This is accomplished through a system of assessments, including interactive (during learning) and summative (end-of-unit) checkpoints that allow students to demonstrate what they have learned.

Culturally and Linguistically Responsive Teaching

Integrated in all of this work are efforts to ensure that our students are represented in our curriculum, supports are available to meet their specific needs so that, ultimately, every student feels welcomed and included in learning. We know excellence is only possible once we have addressed equity in our school district.

Budget Development Process

School boards and superintendents in all 178 Colorado districts face many budget challenges. At BVSD, driving forces considered by the board and the superintendent for the 2021-22 budget include: employee compensation, additional student-centric resources to address student needs in the areas of school safety, social-emotional support, curriculum materials and a significant \$17.4M investment committed over 3 years to differentiated funding to close the achievement and opportunity gaps and disproportionality. With this, there are still continuing challenges with the state tax and revenue policies, the impact of decisions made by the legislature, and the investment in hiring and retaining high quality staff through a competitive compensation structure.

This Proposed Budget was prepared considering the needs and values of students, parents, employees, and taxpayers. Throughout the stages of the budget process, the board must balance the needs of all stakeholders with the fiscal responsibility it has to the taxpayers. Although BVSD students exceed in aggregate the state average on all universally administered performance measures, achievement gaps exist for certain targeted groups. The budget development process brings to the forefront the needs of all students, and allows funding decisions to be made that provide the necessary resources to address the district's strategic plan.

BVSD began the budget process with the development of a calendar as presented to the Board of Education on December 08, 2020. The calendar outlines the following steps:

Governor Polis' November 1 proposed budget for K-12 public education in 2021-22 included funding adjustments for a slight state-wide Pre-K12 enrollment decline, inflation at 2.0 percent, and a reduction to the Budget Stabilization Factor of \$601.0M. The net projected PPR increase for BVSD was \$897, or 11.3 percent. While this increase is significant, this restoration of funding is following the significant funding cut noted in the Fiscal Analysis of 2020-21. Although Colorado enjoys one of the most robust local economies in the country, the fiscal constraints contained within Article X, Section 20 of the Colorado constitution, the state legislature cannot make decisions to allocate the necessary resources to public services to meet the needs of a growing population, crumbling infrastructure and investing for the future.

With the improving 2020-21 economic outlook and the state's 2020-21 supplemental budget process, the governor's budget request was updated to address changes in state-wide student counts and local revenue sources. These changes reduced the investment needed to reduce the Budget Stabilization Factor to the proposed level. This was largely due to the reduction of students in public schools as a result of the COVID-19 pandemic.

At the time of the production of this document, the Budget Stabilization Factor reduction to statewide total program funding as calculated in the SFA remains at \$572.4M, or 6.8 percent. For BVSD, this negative factor equates to \$19.3M in annual lost state revenues, as calculated through the SFA. Typically, the legislature has completed its 120 day session by early May. In 2021, the session was delayed a month and is scheduled to end on June 12. Although the School Finance Act has not been adopted, all indications point to the funding being adopted as proposed, with the potential for a slight increase in funding that can be addressed in the revised budget process if necessary.

After the state sets the total funding for K-12 public education, each local district determines how to fund its specific system and allocate resources to every school within its district.

Input Gathering and Analysis In order to seek a broad range of input from the community, the district conducted many budget information/discussion meetings. These included:

- Seven public budget worksessions with the Board of Education
- Five Board of Education meetings with specific budget agenda topics
- Numerous meetings with district stakeholder groups and the District Leadership Team



Budget Development Process (continued)

These meetings provided opportunities for the district's stakeholders to hear relevant budget information as well as give feedback to the superintendent and Board of Education regarding the development of the 2021-22 budget.

Also, district staff maintains a "BVSD Financial Transparency" section within the district's website to present significant amounts of district financial information and links to other data sources with the goal of providing transparency and increasing understanding regarding all financial aspects of the district. This website aligns with the state statute related to fiscal transparency. The link can be found on the main page of the district's website at www.bvsd.org.

Finally, Board of Education meetings held from January through June provide an opportunity for the general public to contribute direct input to the board regarding the budget, as agenda item IV at each meeting is set aside for public participation. Each speaker is allotted two minutes to discuss district topics of interest to the individual that are germane to district functions. The board takes public comments into consideration during the budget development process.

Preliminary Budget After reviewing the input from the board, enrollment projections and the most current revenue assumptions, the superintendent and his senior staff prepared a preliminary budget. The preliminary budget was presented to the board for discussion and review during a worksession on April 13, 2021, and again as a study item at the regular Board of Education business meeting on April 13, 2021.

Proposed Budget The proposed budget reflects staff compensation of steps and lanes on salary schedules, a 3.0 percent cost of living adjustment, savings from staff turnover, and a 2.0 percent increase to the district-paid health insurance premium. The proposed budget also incorporates numerous investments to support students, staff and operational functions of the district.

- School mental health supports and safety staff as a replacement for school resource officers
- Curriculum materials, development and support
- Funding to increase middle school planning time
- Differentiated funding for schools based on student need and improvement goals
- Utilities and other contractual inflationary increases

Further details are included in the "Budget Adjustment Plan" in the Introductory Section of this document.

Budget Adoption After the presentation of the 2021-22 Proposed Budget on May 25, 2021, the Board of Education is scheduled to adopt the 2021-22 budget on June 08, 2021.

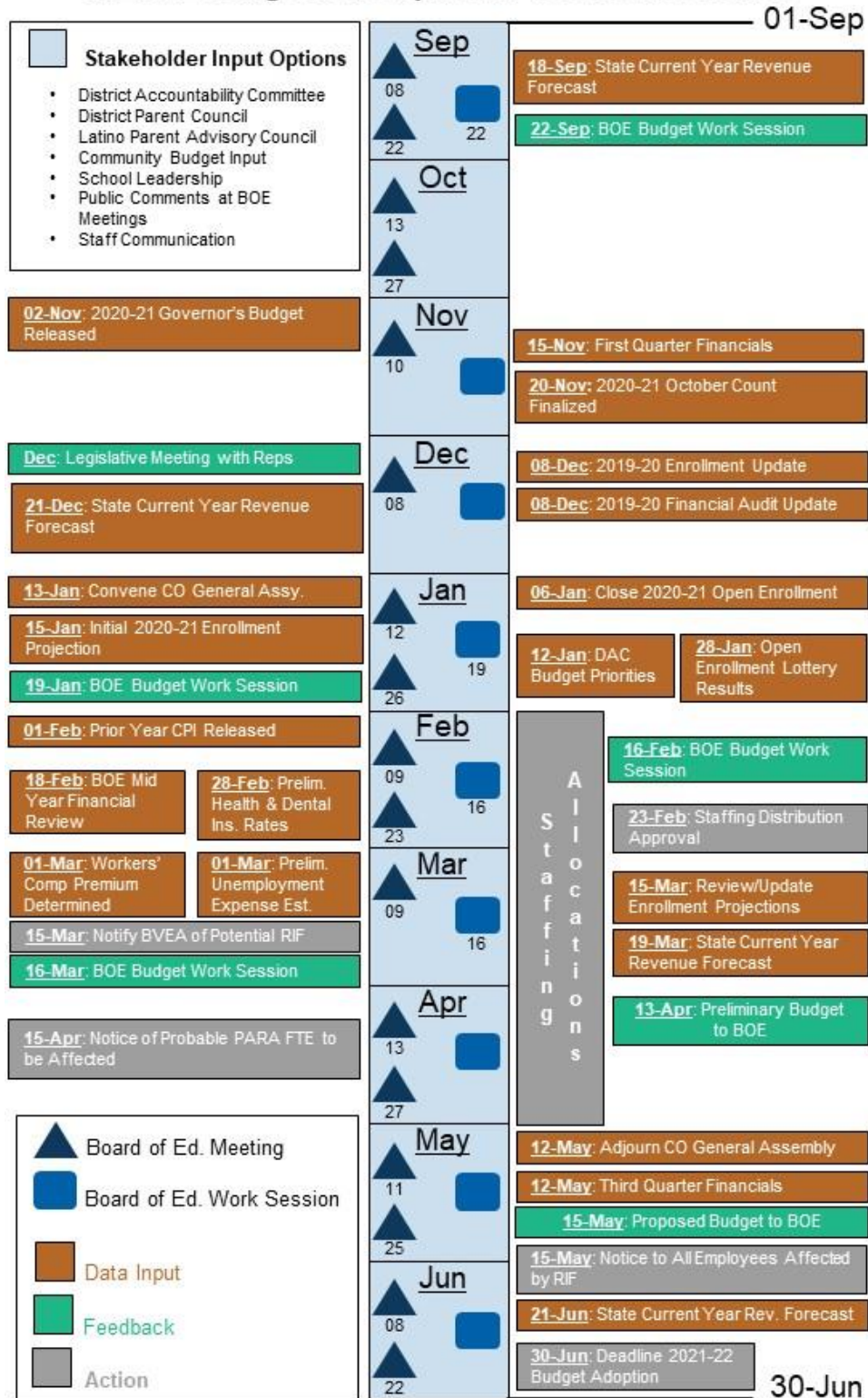
Budget Revision The final phase of budget development is the modification of the June adopted budget based on final 2020-21 financial data and updated enrollment information gained during the first two months of school. This budget development process is consistent with current Colorado statutes that require a proposed budget be presented to the board by June 1 and adopted by June 30. The law provides the opportunity for a board of education to adjust revenues and expenditures through January 31 of the fiscal year.

Amending the Budget Changes to the budget following the adoption by the Board of Education are authorized under Policy DBJ, which allows the transfer of funds between accounts with the approval of the superintendent or designee.

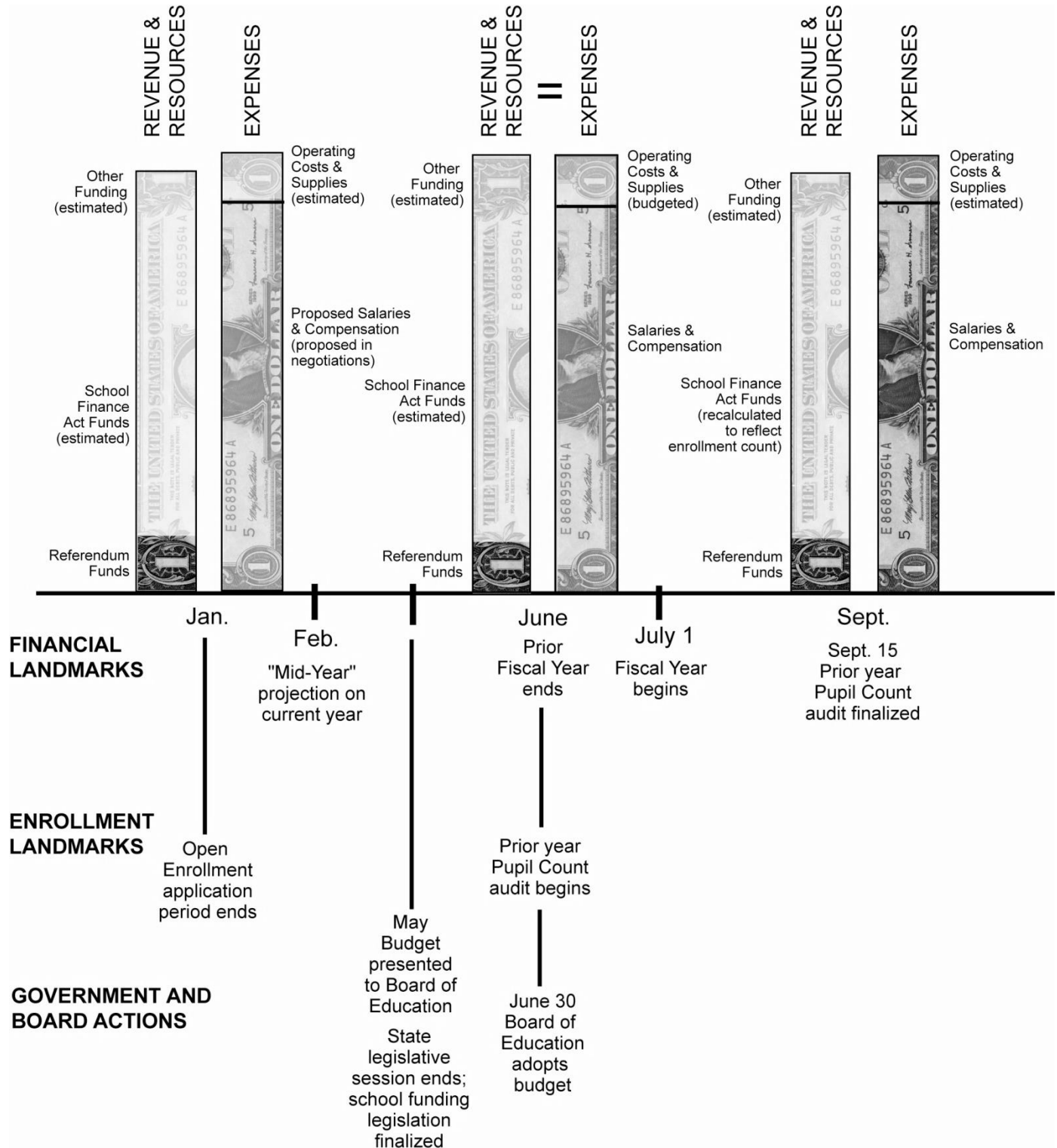
This following charts summarize the process, timelines, and decision points of the budget development process for both the adopted and revised budgets. From year to year, the timeline varies only slightly as statutory and contractual deadlines provide the milestones for the process. Similarly, information and data generally becomes available in a parallel timeline to the previously mentioned milestones with variations driven largely by the legislative process.

Budget Development Process (continued)

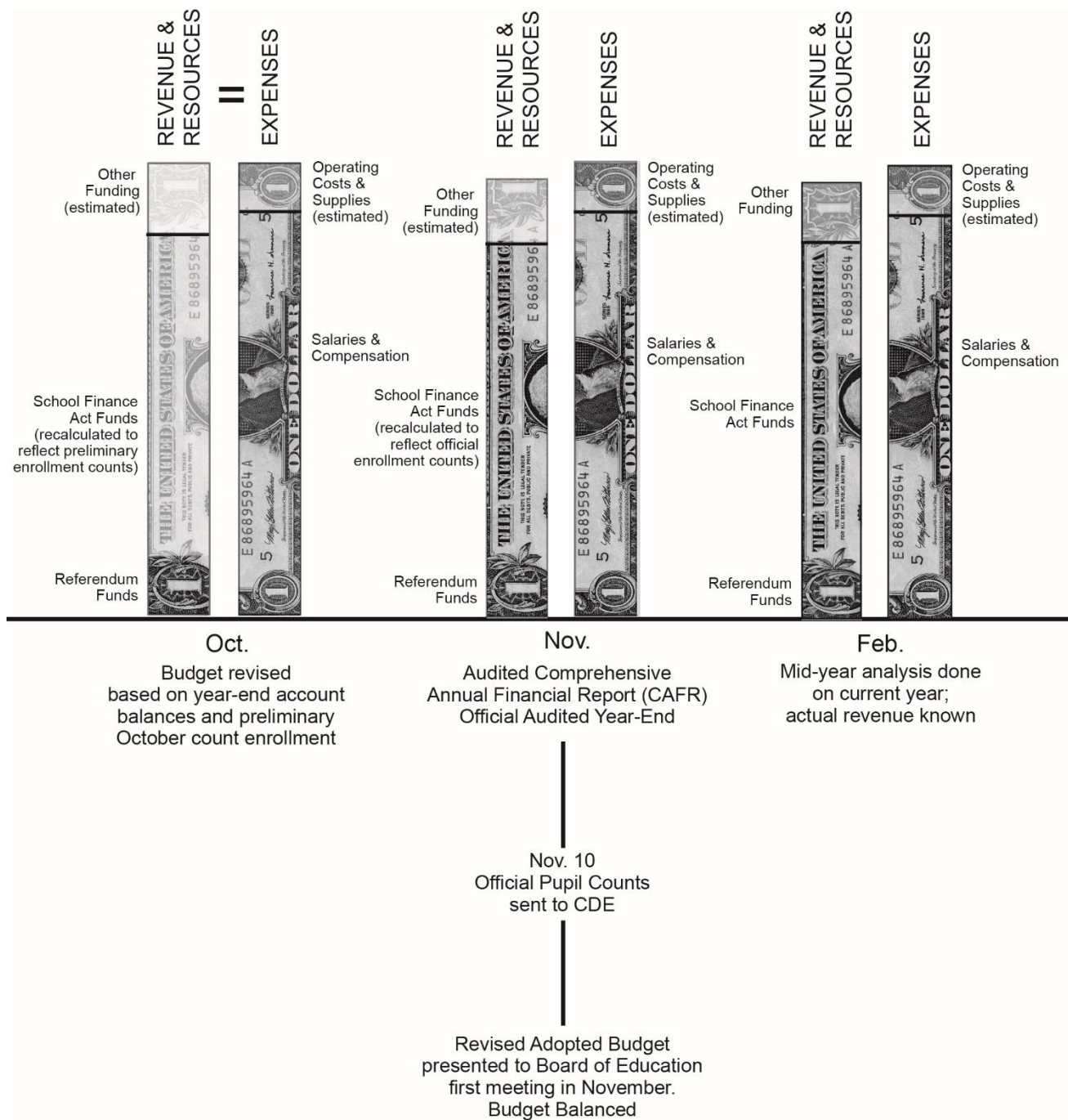
2021-22 Budget Development Process Milestones



Budget Development Timeline



Budget Development Timeline (continued)





Basis of Budgeting and Accounting

Colorado Local Government Uniform Accounting and Budget Laws require that a budget be adopted and reported for all funds. Total expenditures for each fund may not exceed the amount appropriated. Appropriations for a fund may be increased provided they are offset by unanticipated revenue. All appropriations lapse at the end of the fiscal year. Supplemental appropriations that alter the total expenditures of any fund must be approved by the Board of Education.

The 2021-22 Proposed Budget was prepared in compliance with the revenue, expenditure, tax limitation, and reserve requirements of Article X, Section 20 of the State Constitution (TABOR Amendment). This amendment prohibits school districts from increasing taxes, mill levies, revenues, or spending except by statutory defined limits. It also mandates "emergency reserves" of three percent of total government spending.

On November 2, 1999, the Boulder Valley School District voters passed a ballot issue that authorized the district to collect, retain, and spend all district revenues from any source received in 1999, and for each year thereafter, that are in excess of any revenue raising, spending, or other limitation in Article X, Section 20 of the Colorado Constitution.

Budgets for all funds are adopted on a basis consistent with GAAP. A GAAP budget includes all expenditures/expenses incurred and revenue earned during the period, regardless of the timing of when cash is actually received or paid. On a budgetary basis, the district has not budgeted a deficit fund balance and is in compliance with state legal requirements. The district's definition of a balanced budget is in accordance with Colorado Revised Statute 22-44-105(1.5)(a) which states: "A budget adopted pursuant to this article shall not provide for expenditures, interfund transfers, or reserves in excess of available revenues and beginning fund balances."

Supplemental budgets may be adopted in accordance with C.R.S. 22-44-110(5) and 22-44-110(6), in the event additional money becomes available. Budget amounts may be amended by transfer in accordance with BVSD district Policy DBJ. Policy DBJ is derived from C.R.S 22-44-112 that limits which funds are available for transfer. All budget transfers require the approval of the superintendent or designee.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collected within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the district considers revenues to be available if they are collected within 60 days of the end of the current fiscal period.

Property taxes, specific ownership taxes, grants, and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the district.

Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt services expenditures as well as expenditures related to compensated absences are recorded only when payment is due.

Enterprise Fund and Fiduciary Fund revenues and expenses are recognized on the accrual basis of accounting. Revenue is recognized in the accounting period in which it is earned, and expenses are recognized when incurred.

Financial Information

Internal Control

District management is responsible for establishing and maintaining internal controls designed to ensure that the assets of the district are protected from loss, theft, or misuse. Adequate accounting data must also be compiled to allow for the preparation of financial statements in conformity with GAAP. The internal controls are designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that:

- (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgments by management.

Single Audit

As a recipient of federal, state, and local financial assistance, the district is responsible for ensuring that adequate internal controls are in place to guarantee compliance with all related applicable laws and regulations related to financial programs. As a part of the district's single audit, tests are made to determine the adequacy of internal control, including that portion related to federal award programs as well as to determine that the district has complied with applicable laws and regulations, contracts, and grants. The results of the district's single audit for the fiscal year ended June 30, 2020, provided no instances of material weaknesses in internal control or material violations of applicable laws, regulations, contracts, and grants.

Budgeting Controls

The district maintains numerous budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in the annual appropriated budget adopted by the Board of Education. Budgetary controls include an encumbrance accounting system, expenditure control, and position control. The district's financial system provides budget managers with online capabilities to view outstanding orders and available funds for all accounts in their department or school. Encumbered amounts lapse at year end and are generally re-established in the following year as an obligation against that year's appropriated budget. The policies adopted by the Board of Education related to fiscal management and the budget process can be found in the Informational Section of this document.

Cash Management

The cash management and investment practices of the district follow BVSD's Board of Education Investment Policy and state law. The district's investments are managed in a manner that optimizes the return on investments and minimizes risk while providing needed liquidity. The board receives a quarterly investment portfolio report in the regular quarterly financial report. In order to meet its cash flow requirements the district will participate in the State of Colorado's Interest Free Loan Program. This program allows the district to borrow funds from the State Treasury as needed to fund its operations, repaying those funds once property tax revenues begin flowing into the district in March. In June 2021, district staff will request authorization from the board to borrow an amount similar to that of 2020-21 from this program for the second half of the 2021-22 fiscal year. All funds will be repaid to the State Treasury by June 30, 2022.

Risk Management

The district participates in two self-insurance pools, one for property/liability insurance and one for workers' compensation. The property/liability insurance for the district is provided through the Colorado School Districts Self-Insurance Pool, which is comprised of over 100 school districts. The workers' compensation coverage for the district is provided through the Joint School Districts Pool for Workers' Compensation. This pool is comprised of four large Denver-metro school districts: Aurora, Boulder Valley, Cherry Creek, and Littleton. The pools rely upon actuarial reviews to determine appropriate funding and reserve levels. Excess insurance is in place for amounts above the retention. Detailed insurance information is provided with the budget information for the Risk Management Fund in the Financial Section of this document.



Financial Information (continued)

Audit Committee

On September 28, 2004, the Board of Education adopted Policy DIEA-*District Audit Committee* which established an Audit Committee. The committee is made up of five members: two Board of Education members, one being the board treasurer who shall serve as chair of the District Audit Committee, and the other member appointed by the president of the board for a two-year term; the district's chief financial officer; the district's accounting services director; and a community member with expertise in governmental accounting and financial management. The community member will be selected by the District Audit Committee and recommended to the Board of Education for a two-year term.

The primary responsibilities of the committee are as follows:

- Recommend the selection of an external auditor, considering independence, qualifications and cost of services. Review the scope, plan, and coordination of the independent audit efforts. Consider the auditor's findings and recommendations for appropriate actions.
- Review quarterly financial reports provided by the district.
- Review district financial policies and procedures.
- Review any new debt issuance.
- Encourage continuous improvement of district financial policies and procedures.

Independent Audit

State statutes require an annual audit by independent certified public accountants. During 2021, the district issued an RFP for audit services. Based upon the recommendation of the Audit Committee, the Board of Education approved a contract with CliftonLarsonAllen, LLP to perform the district's audits beginning with the fiscal year ending June 30, 2021. In addition to meeting the requirements set forth in state statutes, the audit is also designed to meet the requirements of the Single Audit Act and OMB Circular A-133. The Comprehensive Annual Financial Report for the year ended June 30, 2020, as well as previous fiscal years, can be found on the district's website at: <https://www.bvsvd.org/about/financial-transparency/comprehensive-annual-financial-report-cafr>.

Governing Policies

The 2021-22 Proposed Budget is developed in accordance with policies and procedures adopted by the Board of Education. The district has a vast array of policies from which to operate. After careful deliberation, the board approves policies that are then implemented through specific regulations and procedures. Specific policies that pertain to the development and implementation of the district budget are described below, and the entire policy statements have been included in the Informational Section of this document. The policies referenced throughout this document may be found on the district website at: <https://www.bvsvd.org/about/board-of-education/policies>.

School Board Powers and Responsibilities (BBA) - Powers and mandatory duties of the board are defined in state statutes. Included in the policy are the functions that the board considers most important.

Annual Operating Budget (DB) - The annual budget is the financial plan for the operation of the school system. It provides the framework for both revenue and expenditures for the year. The budget translates into financial terms the educational programs and priorities of the district.

Budget Transfers (DBJ) - Under law, the Board of Education may, upon the recommendation of the superintendent, transfer any unencumbered monies from the contingency reserve account (which is within the General Operating Fund) to any school and/or program budget accounts.

Governing Policies (continued)

Grants Management (DD) - The school district is receptive to outside financial support to aid in delivery, maintenance, and improvement of the educational program. The district will apply for and receive appropriate federal, state, and private grants that will support the strategic plan or otherwise assist in improving student achievement.

Project Partnerships, Sub-Award Grants, Sub-Contracts Pursuant to Grants, and Third-Party Grants Involving District Personnel, Programs or Facilities (DD-R1) - When BVSD is named by another agency or institution in a grant application as the recipient of payments, goods, or services under that grant, this is considered a sub-award grant and it is subject to all of the same requirements for review and approval as grants written by and awarded to BVSD and its schools/departments.

Grants to District Personnel (DD-R2) - Grants applied for and received by individual district personnel for personal, professional, or professional development purposes are not subject to district policies unless they involve activities conducted during the normal work day, or involve students, the use of school property, and/or require the participation of other district personnel.

Loan Programs (Funds from State Tax Sources) (DEB) - The superintendent shall notify the board when it becomes evident that cash balances will not meet anticipated obligations. Under such circumstances the board may negotiate, under the provisions of Colorado statutes, for a loan in amounts as may be required to meet such obligations. Such a loan may not be obtained without prior approval of the board.

Cash Management/Investment Policy (DFA) - The Board of Education authorizes the superintendent to effectively manage the district's financial assets and to invest all funds not needed immediately. District funds shall be invested in accordance with Colorado statutes.

Revenues from Licensing of School Facilities for Telecommunication Uses (DFB) - As a service to the communities where its various school sites and facilities are located and as a source of revenue to the school district, the Board of Education may license the use of its sites and facilities for the installation, maintenance, and use of telecommunication and low power radio signal equipment owned by third-party entities.

Revenues from State/Federal Tax Sources (DEB/DEC/DFC) - Except for non-categorical state and federal funds received by the school district to support the General Operating Fund budget, other outside funds received for any project requiring the expenditure of school district funds and/or the cooperative use of school district facilities on a regularly scheduled basis shall be brought to the Board of Education for authorization before the project is instituted.

Depository of Funds/Authorized Signatures (DG) - All monies received by the school district shall be deposited in an official bank as designated by the board. Such a financial institution must qualify as an eligible public depository in accordance with state law.

Bonded Employees and Officers (DH) - The district's chief financial officer and director of accounting services shall be bonded in the sum of \$100,000 each. Other employees may be bonded at the discretion of the superintendent.

Fiscal Accounting and Reporting (DI) - The superintendent shall be responsible for receiving and properly accounting for all funds of the district. The accounting system used shall conform to the requirements of the State Board of Education and with generally accepted accounting principles which will provide the appropriate separation of accounts, funds, and special monies.

Inventories (And Property Accounting) (DID) - The Board of Education directs that the district maintain a system for the inventory of all fixed assets including land, buildings, vehicles, and equipment. The district will also maintain an inventory of infrastructure assets including roads, bridges, tunnels, drainage systems, sidewalks, curbs, and water/sewer distribution collection systems.



Governing Policies (continued)

Audits (DIE) - In accordance with state law, all funds and accounts of the district shall be audited annually, following the close of the fiscal year. The board shall issue a Request for Proposal (RFP) or use some other similar process for selection of an independent auditor licensed to practice in Colorado and knowledgeable in government accounting to conduct the audit.

District Audit Committee (DIEA) - The Board of Education has the responsibility to district residents and taxpayers to properly account for public funds. In keeping with the adopted principles of sound financial management, the board establishes an audit committee to assist in its oversight responsibilities.

Purchasing and Contracting (DJ-DJE) - Purchases are made to obtain the optimum value for each dollar expended. Competition is the basis for all purchasing, unless impractical, inefficient, or impossible. The procurement department issues purchase orders and is authorized to issue procurement cards for the purchase of goods and services authorized in the district's adopted budget and purchased in accordance with this policy.

Payroll Procedures/Payday Schedules (DL-DLA) - All employees will be paid via direct deposit to an account at the financial institution of their choice. A payroll check will be issued only with the prior written approval of the chief personnel officer.

Salary Deductions (DLB & DLB-R) - Deductions shall be made from the compensation of all employees for federal and state income tax in keeping with federal and state requirements. The superintendent authorizes deductions for PERA, credit union, savings bond, life survivor's insurance, health and dental insurance, tax savings plans, employee contributions, and professional dues from employee salaries, provided the employee has filed the proper permission for payroll withholding.

Employee Expense Reimbursements (DLC) - Employees who are required to travel from school to school and/or out of town on business for the district shall be reimbursed upon application by the employee and supervisor approval.

District Properties Disposal Procedures (DN) – The superintendent or designee shall determine whether school property other than real estate is obsolete and/or of no further value to the school district, and shall, based upon appraisal, decide the manner of disposal of such property by sale, donation, sealed bid, auction, recycling or discarding.

Type and Description of Funds

The district has 21 active funds in total, each identified within their type (Operating Funds, Special Revenue Funds, Debt Service Fund, Capital Project Funds, Enterprise Fund, Internal Service Funds, and Fiduciary Funds) including the General Operating Fund.

A fund is an independent fiscal and accounting entity with a self-balancing set of accounts for recording the source and use of cash and other financial resources. It contains all related assets, liabilities, and residual equities or balances, or changes therein.

Funds are established to carry out specific activities or attain certain objectives of the school district according to special legislation, regulations, or other restrictions for the purposes described.

Operating Funds are accounts for all financial resources except those required to be accounted for in another fund. Section 22-45-103(1)(a), C.R.S., states that all revenues, except those revenues attributable to the Bond Redemption Fund, the Capital Reserve Fund, the Building Fund, the Insurance Reserve Fund, and any other fund authorized by the State Board of Education, shall be accounted for in the General Operating Fund. Any lawful expenditure of the school district, including any expenditure of a nature that could be made from any other fund, may be made from the General Operating Fund.

Type and Description of Funds (continued)

10 - General Operating Fund: This fund accounts for the largest portion of the total district budget and covers day-to-day operating expenditures including salaries and benefits for employees, textbooks, and business services. Funding comes from local property taxes and the state of Colorado. Funds must be transferred from the General Operating Fund to the Capital Reserve and Insurance Reserve Funds.

101 – PERA On-Behalf Fund: This fund is used to report its proportionate share of on-behalf payments each year to Colorado PERA as both a revenue and expenditure.

11 - Charter School Fund: This fund is used to account for the financial activities associated with charter schools, which are treated as component units of the district.

12 – Differentiated School Support Fund: This fund is used to track spending of resources allocated to schools identified with differentiated levels of support needs.

15 - Technology Fund: This fund includes the expenditures for a four-year computer replacement program as well as staff training and software as needed. These funds were approved as a result of the November 1, 2005, election.

16 - Athletics Fund: This fund includes the expenditures for interscholastic sports for grades 8-12. Revenues include a transfer from the General Operating Fund as well as student participation fees and game admissions. The activities related to interscholastic sports for charter schools are recorded within the individual charter school's budget.

17 - Preschool Fund: This fund was established by the successful passage of the 2010 mill levy override. A portion of the funding from the passage of the override is dedicated to the expansion of services offered to children ages three through five years of age.

18 - Risk Management Fund: This fund accounts for the resources used for the district's liability, property, and workers' compensation insurance needs. It also provides overall risk management activities for the district.

19 - Community Schools Fund: The Community Schools Fund is used to account for the district's educational and enrichment opportunities provided through extended use of Boulder Valley School District facilities.

29 - Colorado Preschool Program Fund: This fund was established by Senate Bill 01-123, concerning the required expenditure of a portion of a school district's per pupil operating revenue for the school district's Colorado Preschool Program. Beginning with FY19, this requirement has been lifted. As a result, this fund was consolidated into the Preschool Fund beginning with the 2018-19 Proposed Budget.)

Special Revenue Funds are accounts for the proceeds from special revenue sources (other than major capital projects) that are legally restricted to expenditure for specified purposes. A separate fund may be used for each restricted source.

21 - Food Services Fund: This fund accounts for all financial activities associated with the district's school lunch program.

22 - Governmental Designated-Purpose Grants Fund: This fund is provided to account for monies received from various federal, state, and local grant programs.

25 - Transportation Fund: This fund accounts for all the transportation services of the Boulder Valley School District. It was developed after voters approved the transportation mill levy in November 2005.

61 - Operations & Technology Fund: This fund accounts for capital construction, technology, and maintenance. It was developed after voters approved the associated mill levy in November 2016.

73 – Student Activities Fund: This fund is provided to account for receipts and disbursements from student activities and district fundraising.



Type and Description of Funds (continued)

Debt Service Fund is to be used to service the long-term general obligation debt of the school district including principal, interest, and related expenses. This fund may be used to service other long-term voter-approved debt of the school district.

31 - Bond Redemption Fund: This fund is authorized by Colorado law. It provides revenues based upon a property tax mill levy set by the school board to satisfy the district's bonded indebtedness on an annualized basis.

Capital Project Funds are used to account for financial resources used to acquire or construct major capital facilities, sites, and equipment. These funds are designated to account for acquisition or construction of capital outlay assets which are not acquired directly by the General Operating Fund, special revenue funds, or enterprise funds.

42 - 2014 Building Fund: This fund is required by Colorado law and is used to fund ongoing capital needs such as site acquisition, major maintenance, and equipment purchases that are funded through the issuance of long-term debt.

43 - Capital Reserve Fund: This fund is required by Colorado law and is used to fund ongoing capital needs such as site acquisition, major maintenance, and equipment purchases that are funded through the sale of assets and transfers from the General Operating Fund.

Enterprise Funds are used to record operations that are financed and operated in a manner similar to private business enterprises where the stated intent is that the costs (expenses, including depreciation and indirect costs) of providing goods or services to the students or general public on a continuing basis are financed by charges for services or products. Enterprise funds are also used to account for operations where the school board or state regulatory agency has decided that periodic determination of revenues earned, expenses incurred, and net income generated is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Internal Service Funds are used to account for school district operations that provide goods or services within the district or to other school districts, or to other governmental units, on a cost-recovery basis.

66 - Health Insurance Fund: The Health Insurance Fund is an internal service fund to account for claims and administrative fees of the district's self-funded health insurance employee benefit program.

67 - Dental Insurance Fund: The Dental Insurance Fund is an internal service fund to account for claims and administrative fees of the district's self-funded dental insurance employee benefit program.

Fiduciary Funds are used to report assets held in a trustee or agency capacity for others and therefore cannot be used to support the government's own programs. The key distinction between trust funds and agency funds is that trust funds normally are subject to a trust agreement that affects the degree of management involvement and the length of time that the resources are held. An agency fund does not involve a formal trust agreement and the government's role is purely custodial.

72 - Private Purpose Trust Fund: Private purpose trust funds are used to account for assets held by the district in a trustee capacity or as an agent for individuals, private organizations, and special activity groups within the district. The Trust and Agency Fund is comprised of Expendable Trust Funds, Nonexpendable Trust Funds, and Agency Funds.

75 - Front Range BOCES Fund: The Front Range BOCES Fund is a custodial fund to account for activities of the Front Range BOCES. The district is acting only in a fiduciary (custodial) capacity on behalf of the Front Range BOCES.

Definition of Account Code Structure

Boulder Valley School District's account code structure is aligned with the Colorado Department of Education's *FPP Handbook – Chart of Accounts*. These account code elements comprise the account string used for electronic data communications.

Fund - an independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and other financial resources. It contains all related assets, liabilities, and residual equities or balances, or changes therein. Funds are established to carry on specific activities or attain certain objectives of the school district according to special legislation, regulations, or other restrictions.

Operating Funds

- 10 = General Operating Fund
- 11 = Charter School Fund
- 12 = Differentiated School Support Fund
- 15 = Technology Fund
- 16 = Athletics Fund
- 17 = Preschool Fund
- 18 = Risk Management Fund
- 19 = Community Schools Fund
- 29 = Colorado Preschool Program Fund
- 101 = PERA On-Behalf Fund

Special Revenue Funds

- 21 = Food Services Fund
- 22 = Grants Fund
- 25 = Transportation Fund
- 61 = Operations & Technology Fund
- 73 = Student Activities Fund

Debt Service Fund

- 31 = Bond Redemption Fund

Capital Project Funds

- 42 = 2014 Building Fund
- 43 = Capital Reserve Fund

Internal Service Funds

- 66 = Health Insurance Fund
- 67 = Dental Insurance Fund

Fiduciary Funds

- 72 = Private Purpose Trust Fund
- 75 = Front Range BOCES Fund

Location - a dimension used as a way to identify schools, attendance centers, operational units, buildings, or sites as budgetary units or cost center designators, as a means of segregating costs.

- 1XX = Elementary
- 2XX = Middle
- 3XX = Senior
- 4XX = Career/Technical
- 5XX = Combination (e.g. K-8, 6-12)
- 6XX = Centralized Administration Departments
- 7XX = Service Centers
(e.g. Transportation, Warehouse)
- 8XX = District-Wide Costs
- 9XX = Charter/Service Centers

Special Reporting Element (SRE) - describes the activity for which a service or material object is acquired, much like a function. This element is optional but may be used with the program element to differentiate program costs.

- 1X = Instruction
- 2X = Support Services
- 3X = Non- Instructional Services
- 4X = Facilities Acquisition and Construction Services
- 5X = Other Uses
- 9X = Reserves



Definition of Account Code Structure (continued)

Program - a dimension which describes the activity for which a service or material object is acquired. The programs of a school district are classified into six broad areas: Instruction, Support Services, Operation of Non-Instructional Services, Facilities Acquisition and Construction Services, Other Uses, and Reserves.

0010-1799 = Instructional

1800-2099 = Co-curricular Activities

2100-2999 = Support Services

3000-3399 = Non-instructional Services

3400-3999 = Adult Education

4000-9900 = Facilities Acquisition and Construction Services, Other Uses, Reserves

Source/Object - a combination dimension which is used to identify the type of account: Revenue (Sources), or Expenditure (Object). Object is the service or commodity obtained.

1XX = Salaries

2XX = Benefits

3XX = Purchased Professional and Technical Services

4XX = Purchased Property Services

5XX = Other Purchased Services

6XX = Supplies

7XX = Property & Equipment

8XX = Other Objects

9XX = Other Uses of Funds

Job Classification - a dimension which enables school districts to break down expenditures for salaries and employee benefits by the employee's job classification.

100-199 = Administration

200-207 = Classroom Instruction

210-224 = Instructional Support

231-242 = Other Support

300-371 = Professional Support

380-382 = Computer Technology

400-426 = Paraprofessionals

500-516 = Office/Administrative Support

600-636 = Crafts, Trades, and Services

Designated Grant/Project - an award of financial assistance in the form of cash or a contribution or gift of other assets from another government to an eligible grantee to be used for a specified or designated purpose, activity or facility.

Fiscal Year – a twelve-month account period (July 1 through June 30) to which the annual budget applies.

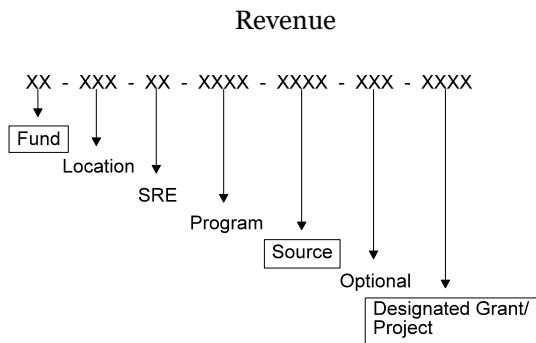
Definition of Account Code Structure (continued)

Revenue and Expenditure Accounts

All account types—revenues and expenditures accounts—use the same basic multidimensional account code structure as shown below:

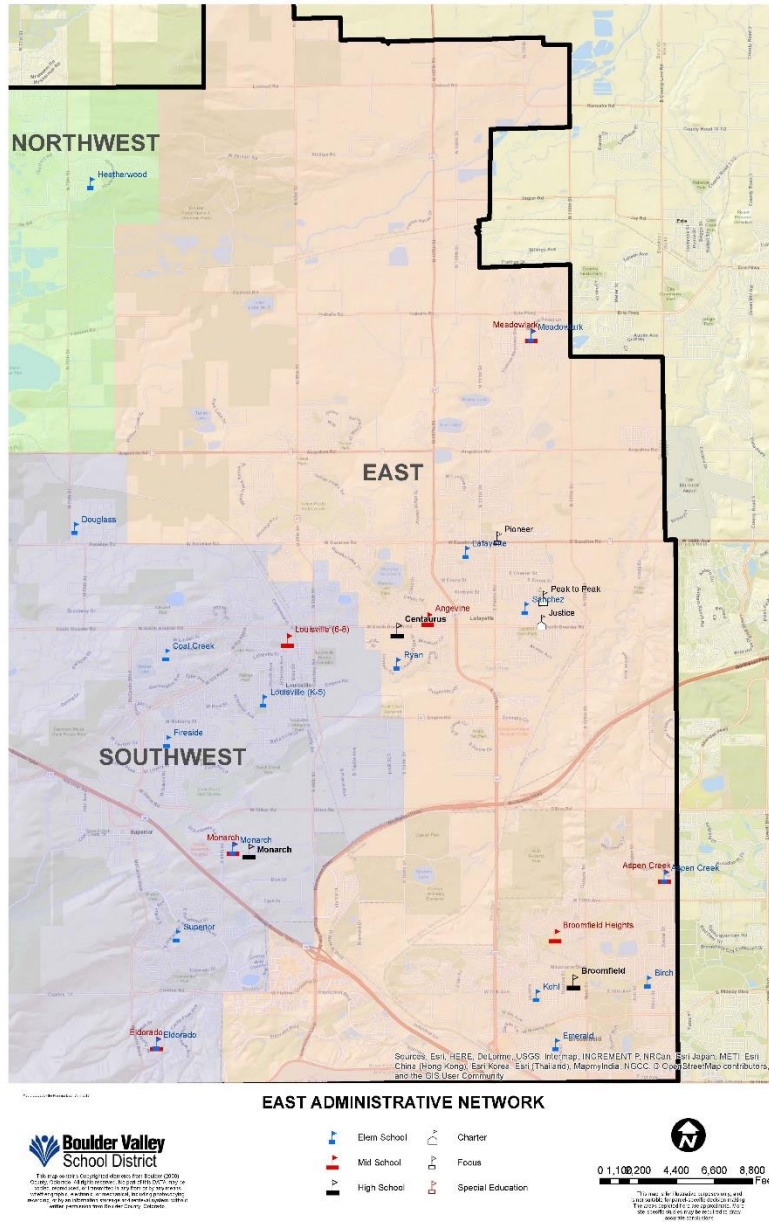
<u>Revenue Dimensions</u>	<u>Expenditure Dimensions</u>
Fund (2 digits)	Fund (2 digits)
Location(required for Charter Schools)(3 digits)	Location(required for Charter Schools)(3 digits)
SRE (2 digits)	SRE (2 digits)
Program (4 digits)	Program (4 digits)
Source (4 digits)	Object (4 digits)
Job Classification (n/a) (3 digits)	Job Classification (3 digits)
Designated Grant/Project (4 digits)	Designated Grant/Project (4 digits)

Regardless of account type, this basic account code structure contains seven dimensions and the same number of digits in each dimension. Some of the dimensions in the revenue, expenditure, and balance sheet account codes differ in purpose; however, the length, placement, and separation of the dimensions are identical for computer programming purposes.



Facilities, Land/Buildings, Communities and Geographic Information (continued)

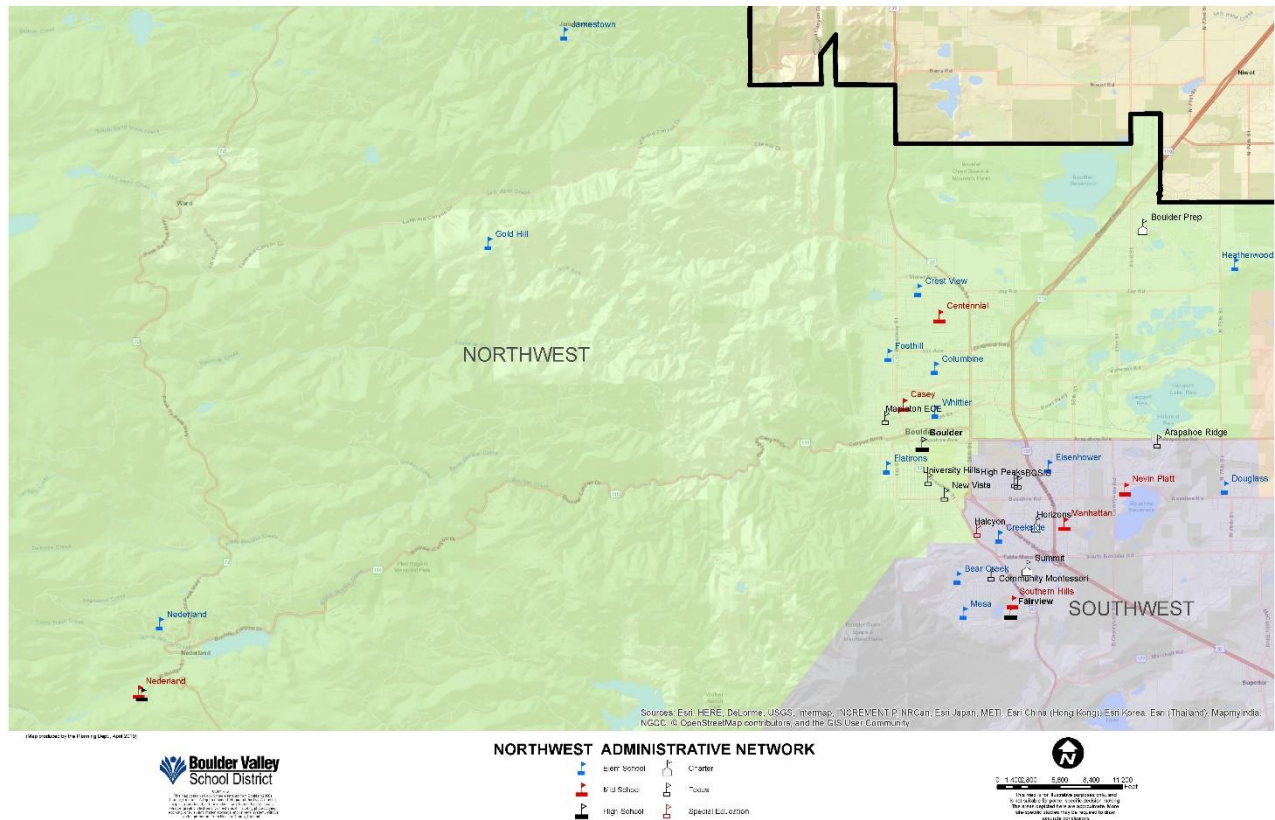
East Area Network



Kohl Elementary
Emerald Elementary
Birch Elementary
Sanchez Elementary
Lafayette Middle
Ryan Elementary
Pioneer Elementary
Halcyon

Broomfield High
Centaurus High
Broomfield Heights
Angevine Middle
Meadowlark
Aspen Creek K-8
Peak To Peak
Justice High

Northwest Area Network

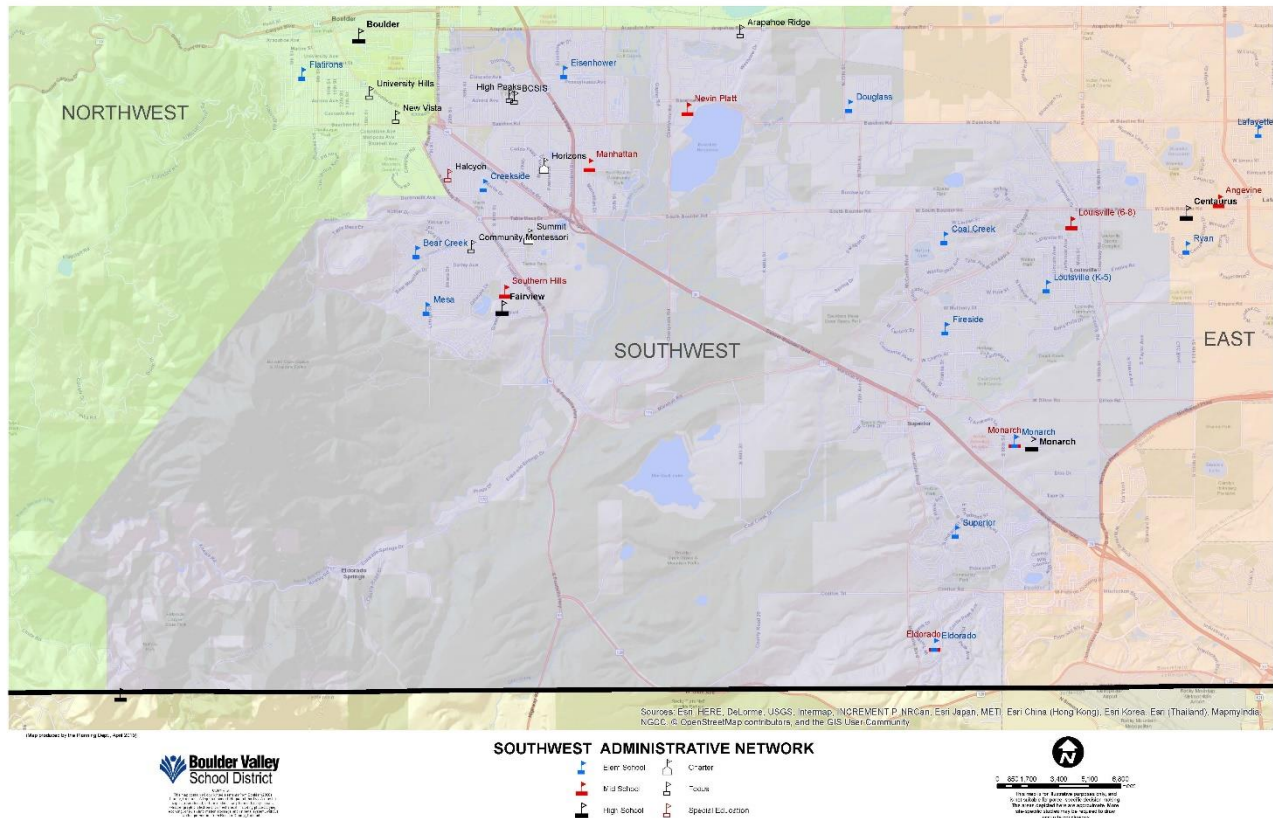


Foothill Elementary
Crest View Elementary
Heatherwood Elementary
Whittier Elementary
Douglass Elementary
Columbine Elementary
Nederland Elementary
Jamestown/Gold Hill
Flatirons Elementary
Mapleton Early Childhood Center

Centennial Middle
Nederland Middle/Senior
New Vista High
Boulder High
Casey Middle
Platt Middle
Manhattan Middle
Boulder Preparatory
Boulder Universal
Arapahoe Ridge
Boulder Tec

Facilities, Land/Buildings, Communities and Geographic Information (continued)

Southwest Area Network



Superior Elementary
Louisville Elementary
Coal Creek Elementary
Fireside Elementary
Bear Creek Elementary
Mesa Elementary
Creekside Elementary
Community Montessori

University Hill Elementary
High Peaks Elementary
BCSIS
Eisenhower Elementary
Fairview High
Monarch High
Arapahoe Ridge
Boulder Tech

Boulder Universal
Louisville Middle
Southern Hills Middle
Eldorado K-8
Monarch K-8
Summit Middle
Horizons
Mapleton





BOULDER VALLEY SCHOOL DISTRICT

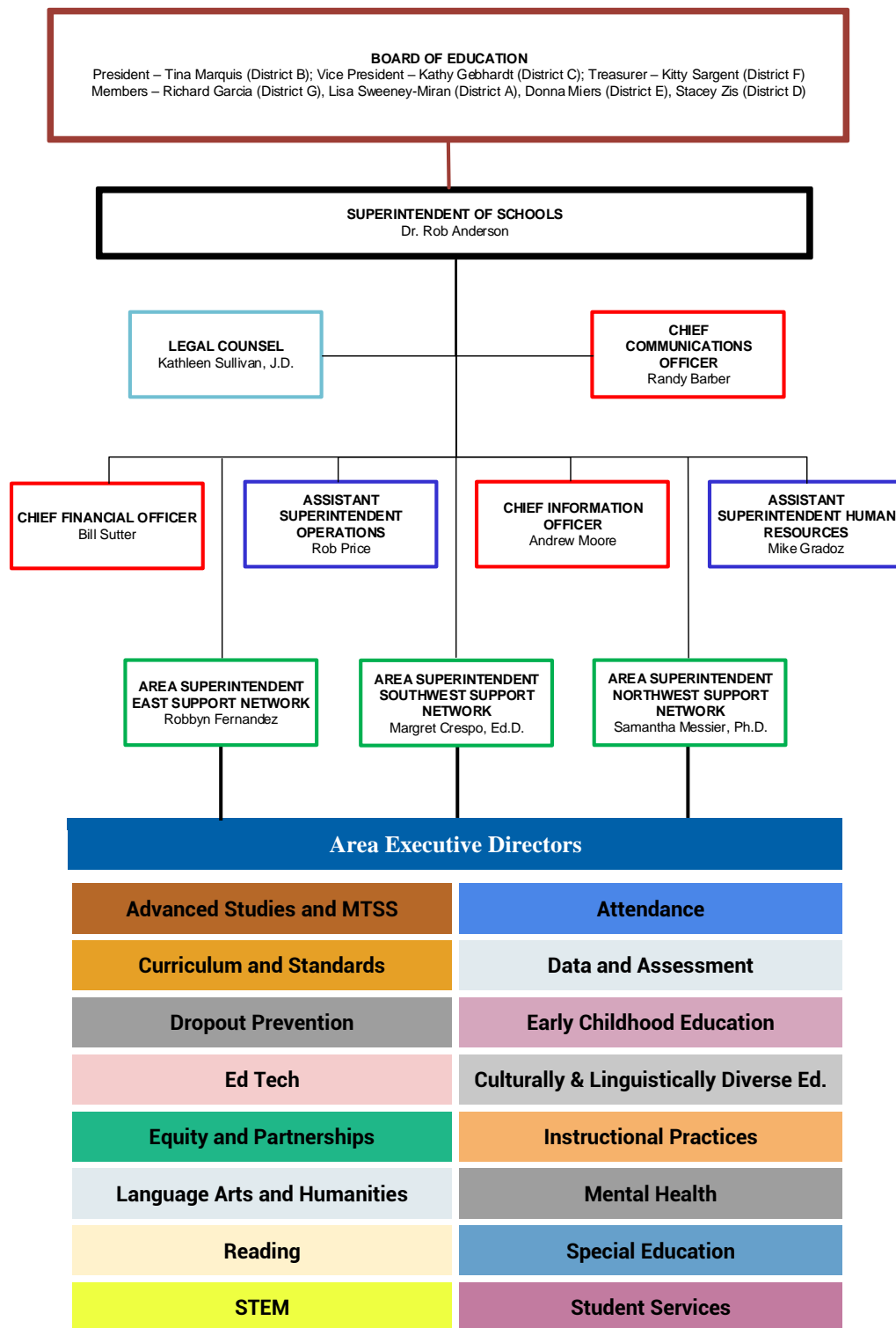
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District Organization



Organizational Structure and Operating Departments

Within the school system, the Superintendent oversees the operations of five divisions – Instructional Services, Information Technology, Operations, Financial Services, and Human Resources. These divisions and their corresponding departments work together to support the instruction and well-being of all students, teachers and staff, and the schools of Boulder Valley School District. In addition, the schools in BVSD are divided into three support networks – East Support Network, Southwest Support Network, and Northwest Support Network. Organized geographically, the support networks allow a decentralized approach to school management and provide schools the opportunity to work more closely together and align resources. Each is managed by an Area Superintendent and supported by an Executive Director.



Loc: 621
Robbyn Fernandez
 Area Superintendent

Nativity Miller
 Area Executive Director

Broomfield HS
 Centaurus
 Halcyon
 Angevine
 Broomfield Heights
 Meadowlark
 Aspen Creek
 Birch
 Kohl
 Emerald
 Lafayette
 Pioneer
 Ryan
 Sanchez
 Justice
 Peak to Peak



Loc: 622
Margaret Crespo
 Area Superintendent

Michele Deberry
 Area Executive Director

Arapahoe Ridge
 Boulder TEC
 Fairview
 Monarch HS
 Boulder Universal
 Louisville MS
 Southern Hills
 Eldorado
 Monarch K-8
 Bear Creek
 BCSIS
 Coal Creek
 Community Montessori
 Creekside
 Eisenhower
 Fireside
 High Peaks
 Louisville ES
 Mesa
 Superior
 University Hill
 Summit
 Horizons



Loc: 623
Sam Messier
 Area Superintendent

Ginny Vidulich
 Area Executive Director

Boulder
 Nederland MSHS
 New Vista
 Casey
 Centennial
 Platt
 Manhattan
 Columbine
 Crest View
 Douglass
 Flatirons
 Foothill
 Gold Hill
 Heatherwood
 Jamestown
 Mapleton
 Nederland ES
 Whittier
 Boulder Prep





BOULDER VALLEY SCHOOL DISTRICT

OUR SCHOOLS

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School Leadership

(Grouped by level and alphabetical order by school)

Elementary Schools (K-5)	Address	Phone Number	Principal	# of Students Enrolled
BCSIS (Boulder Community School of Integrated Studies)	3995 E. Aurora, Boulder, CO 80303	720-561-6500	Phil Katsampes	298
Bear Creek	2500 Table Mesa Dr., Boulder, CO 80305	720-561-3500	Tanner Dayhoff	335
Birch	1035 Birch, Broomfield CO 80020	720-561-8800	Tanya Santee	311
Coal Creek	801 W. Tamarisk St., Louisville, CO 80027	720-561-4500	Brian Munoz	347
Columbine	3130 Repplier Dr., Boulder, CO 80304	720-561-2500	Bianca Gallegos	382
Community Montessori	805 Gillaspie Dr., Boulder, CO 80305	720-561-3700	Shannon Minch	228
Creekside	3740 Martin Dr., Boulder, CO 80303	720-561-3800	Francine Eufemia	344
Crest View	1897 Sumac Ave., Boulder, CO 80304	720-561-5461	Hollene Davis	473
Douglass	840 75 th St., Boulder, CO 80303	720-561-5541	Jonathan Wolfer	311
Eisenhower	1220 Eisenhower Dr., Boulder, CO 80303	720-561-6700	Brady Stroup	378
Emerald	755 W. Elmhurst Pl., Broomfield, CO 80020	720-561-8500	Samara Williams	371
Fireside	845 W. Dahlia St., Louisville, CO 80027	720-561-7900	Christa Keppler	409
Flatirons	1150 7 th St., Boulder, CO 80302	720-561-4600	Scott Boesel	179
Foothill	1001 Hawthorne Ave., Boulder, CO 80304	720-561-2600	Nick Vanderpol	426
Gold Hill	890 Main St., Gold Hill, CO 80302	720-561-5940	Scott Boesel	21
Heatherwood	7750 Concord Dr., Boulder, CO 80301	720-561-6900	Genna Jaramillo	225
High Peaks	3995 E. Aurora, Boulder, CO 80303	720-561-6500	Jeannie Tynecki	293
Jamestown	111 Mesa St., Jamestown, CO 80455	720-561-6020	Scott Boesel	17
Kohl	1000 W. 10 th Ave., Broomfield, CO 80020	720-561-8600	Geoff Sandfort	312
Lafayette	101 N. Bermont Ave., Lafayette, CO 80026	720-561-8900	Stephanie Jackman	429
Louisville	400 Hutchinson St., Louisville, CO 80027	720-561-7200	Jeff Miller	452
Mesa	1575 Lehigh St., Boulder, CO 80303	720-561-3000	Josh Baldner	240
Nederland	#1 N. Sundown Trail, Nederland, CO 80466	720-561-4800	Laurel Reckert	188
Escuela Bilingüe Pioneer	101 Baseline Rd., Lafayette, CO 80026	720-561-7800	Anabel Rafoul	424
Ryan	1405 Centaur Village Dr., Lafayette, CO 80026	720-561-7000	Cameo DeDominces	478
Sanchez International	655 Sir Galahad Dr., Lafayette, CO 80026	720-561-7300	Joel Rivera	259
Superior	1800 S. Indiana St., Superior, CO 80027	720-561-4100	Kent Cruger	431
University Hill	956 16 th St., Boulder, CO 80302	720-561-5416	Mayorvy Cifuentex	407
Whittier International	2008 Pine St., Boulder, CO 80302	720-561-5431	Sarah Oswick	329
Total				9,297

Schools

29 Elementary Schools

4 K-8 Schools

8 Middle Schools

1 Middle/Senior High School

7 Senior High Schools

5 Charter Schools

1 Online School (Boulder Universal)

55 Total Schools

School Leadership (continued)

K-8, Middle/Senior, & K-12	Address	Phone Number	Principal	# of Students Enrolled
Aspen Creek K-8	Aspen Creek Dr., Broomfield, CO 80020	720-561-8000	Jennifer Bedford	735
Eldorado K-8	3351 S. Indiana St., Superior, CO 80027	720-561-4400	Barb Aswege	700
Meadowlark	2300 Meadow Sweet Lane, Erie, CO 80516	720-561-5446	Brent Caldwell	677
Monarch K-8	263 Campus Dr., Louisville, CO 80027	720-561-4000	Robin Techmanski	712
Nederland Middle/Senior	597 County Rd 130, Nederland, CO 80466	720-561-4900	Rick Elertson	207
Boulder Universal	http://bou.bvssd.org	720-561-5500	Eric Moroye	433
Total				3,464
Middle Schools (6-8)			Principal	
Angevine	1150 S. Boulder Rd., Lafayette, CO 80026	720-561-7100	Mike Medina	644
Broomfield Heights	1555 Daphne St., Broomfield, CO 80020	720-561-8400	Erin Hinkle	524
Casey	1301 High St., Boulder, CO 80304	720-561-2700	Gabi Renteria	559
Centennial	2205 Norwood Ave., Boulder, CO 80304	720-561-5441	John McCluskey	573
Louisville	1341 Main St., Louisville, CO 80027	720-561-7400	Chris Meyer	592
Manhattan School of Arts & Academics	290 Manhattan Dr., Boulder, CO 80303	720-561-6300	John Riggs	487
Platt	6096 Baseline Rd., Boulder, CO 80303	720-561-5536	Brooke Daerr	490
Southern Hills	1500 Knox Dr., Boulder, CO 80305	720-561-3400	John White	505
Total				4,374
High Schools (9-12)			Principal	
Arapahoe Campus	6600 E. Arapahoe Ave., Boulder, CO 80303	720-561-5220	Joan Bludorn	105
Boulder	1604 Arapahoe Ave., Boulder, CO 80302	720-561-2200	James Hill	2,078
Broomfield	#1 Eagle Way, Broomfield, CO 80020	720-561-8100	Ginger Ramsey	1,539
Centaurus	10300 S. Boulder Rd., Lafayette, CO 80026	720-561-7500	Dan Ryan	1,558
Fairview	1515 Greenbriar Blvd., Boulder, CO 80305	720-561-3100	Donald Stensrud	2,034
Monarch	329 Campus Dr., Louisville, CO 80027	720-561-4200	Neil Anderson	1,538
New Vista	700 20 th St., Boulder, CO 80302	720-561-8700	Kirk Quitter	311
Total				9,163
Charter Schools			Principal	
Boulder Preparatory High	5075 Chaparral Ct., Boulder, CO 80301	303-545-6186	Lili Adeli	95
Horizons K-8	4545 Sioux Dr., Boulder, CO 80303	720-561-3600	Lucas Ketzer	348
Justice High	805 Excalibur, Lafayette, CO 80026	720-328-4864	TJ Cole	82
Peak to Peak K-12	800 Merlin Dr., Lafayette, CO 80026	303-453-4600	Melissa Christensen	1,445
Summit Middle	4655 Hanover Ave., Boulder, CO 80503	720-561-3900	Adam Galvin	354
Total				2,324
Other (Contracted, CPP, PreSchool, SPED, Halycon)				750
Total District Enrollment				29,372

To review Colorado State Assessment results for individual schools, go to the Colorado Department of Education's website at:

<http://www.cde.state.co.us/schoolview/performance>



Our Schools

Elementary Schools (K-5)

119 BEAR CREEK ELEMENTARY				120 BIRCH ELEMENTARY			
	Staff	Total Budget \$3,143,996		Staff	Total Budget \$3,030,161		
		non-SRA	SRA		non-SRA	SRA	
Regular Education:	18.836	2,040,918	\$ 14,495	17.840	1,857,065	\$ 23,899	
Special Education:	4.498	288,316	800	4.154	351,055	-	
Vocational Education:	-	-	-	-	-	-	
Extra Curricular Education:	-	4,406	-	-	4,406	-	
Culturally & Linguistically Diverse:	-	-	-	1.000	115,089	-	
Talented & Gifted Education:	0.239	10,994	-	0.227	10,443	-	
Student Services:	1.000	91,779	-	1.000	75,450	-	
Instructional Staff Support:	-	-	5,250	-	-	8,300	
Library Services:	1.000	144,198	-	0.500	63,587	-	
School Administration:	3.000	290,535	-	3.188	309,756	-	
Operations and Maintenance:	2.000	131,402	2,500	2.000	115,132	3,226	
Health Room:	0.500	19,925	-	0.500	22,435	-	
Utilities:	-	98,478	-	-	70,318	-	
TOTALS:	31.073	\$ 3,120,951	\$ 23,045	30.409	\$ 2,994,736	\$ 35,425	

124 COLUMBINE ELEMENTARY				127 CREST VIEW ELEMENTARY			
	Staff	Total Budget \$4,641,552		Staff	Total Budget \$4,375,587		
		non-SRA	SRA		non-SRA	SRA	
Regular Education:	24.192	2,543,951	\$ 41,479	24.016	2,590,792	\$ 41,970	
Special Education:	3.790	368,700	500	4.124	354,949	-	
Vocational Education:	-	-	-	-	-	-	
Extra Curricular Education:	-	6,172	-	-	6,610	-	
Culturally & Linguistically Diverse:	5.000	575,446	-	2.500	287,722	-	
Talented & Gifted Education:	0.773	79,446	500	0.324	14,888	-	
Student Services:	1.000	97,733	-	1.000	151,523	-	
Instructional Staff Support:	-	-	5,750	-	-	2,632	
Library Services:	1.000	138,312	-	1.000	121,405	-	
School Administration:	4.250	441,024	9,426	4.250	477,757	-	
Operations and Maintenance:	2.500	176,614	7,350	2.750	194,462	1,828	
Health Room:	0.500	25,317	-	0.500	19,925	-	
Utilities:	-	123,832	-	-	109,124	-	
TOTALS:	43.005	\$ 4,576,547	\$ 65,005	40.464	\$ 4,329,157	\$ 46,430	

130 DOUGLASS ELEMENTARY				131 SANCHEZ ELEMENTARY			
	Staff	Total Budget \$3,257,207		Staff	Total Budget \$3,924,475		
		non-SRA	SRA		non-SRA	SRA	
Regular Education:	17.716	1,919,642	\$ 23,775	22.954	2,432,928	\$ 42,453	
Special Education:	5.164	439,287	-	1.290	126,362	-	
Vocational Education:	-	-	-	-	-	-	
Extra Curricular Education:	-	4,406	-	-	4,406	-	
Culturally & Linguistically Diverse:	-	-	-	3.000	345,269	-	
Talented & Gifted Education:	0.215	9,881	-	0.275	12,637	-	
Student Services:	1.000	99,530	-	2.366	262,695	-	
Instructional Staff Support:	-	-	-	-	-	4,772	
Library Services:	1.000	127,172	-	0.500	36,087	-	
School Administration:	3.000	335,770	-	3.875	441,214	2,040	
Operations and Maintenance:	2.500	168,452	-	2.250	122,139	3,250	
Health Room:	0.500	19,925	-	0.500	19,925	-	
Utilities:	-	109,367	-	-	68,298	-	
TOTALS:	31.095	\$ 3,233,432	\$ 23,775	37.010	\$ 3,871,960	\$ 52,515	

Our Schools (continued)

Elementary Schools (K-5) (continued)

132 EISENHOWER ELEMENTARY				134 EMERALD ELEMENTARY			
	Staff	Total Budget \$3,439,243			Total Budget \$3,674,267		
		non-SRA	SRA		non-SRA	SRA	
Regular Education:	20.253	2,194,039	\$ 23,120	21.972	2,304,233	\$ 39,982	
Special Education:	4.748	329,780	-	2.540	248,721	-	
Vocational Education:	-	-	-	-	-	-	
Extra Curricular Education:	-	4,848	-	-	5,286	-	
Culturally & Linguistically Diverse:	1.000	115,089	-	2.000	230,180	-	
Talented & Gifted Education:	0.252	11,579	-	0.350	16,084	202	
Student Services:	1.000	99,530	-	1.366	123,305	-	
Instructional Staff Support:	-	-	3,540	-	-	5,261	
Library Services:	1.000	72,173	-	1.000	101,072	-	
School Administration:	3.000	315,157	290	3.125	323,249	-	
Operations and Maintenance:	2.500	134,911	4,000	2.500	160,893	6,020	
Health Room:	0.500	25,907	-	0.500	25,907	-	
Utilities:	-	105,280	-	-	83,872	-	
TOTALS:	34.253	\$ 3,408,293	\$ 30,950	35.353	\$ 3,622,802	\$ 51,465	

136 FLATIRONS ELEMENTARY				138 FOOTHILL ELEMENTARY			
	Staff	Total Budget \$1,983,939			Total Budget \$3,900,508		
		non-SRA	SRA		non-SRA	SRA	
Regular Education:	11.435	1,218,414	\$ 11,963	21.742	2,346,888	\$ 25,490	
Special Education:	1.000	108,609	-	7.369	550,307	-	
Vocational Education:	-	-	-	-	-	-	
Extra Curricular Education:	-	2,646	-	-	5,286	-	
Culturally & Linguistically Diverse:	-	-	-	0.750	86,317	-	
Talented & Gifted Education:	0.087	4,001	-	0.285	13,110	-	
Student Services:	0.500	48,456	-	1.000	95,169	-	
Instructional Staff Support:	-	-	515	-	-	-	
Library Services:	0.500	70,601	-	1.000	147,863	-	
School Administration:	3.000	314,481	385	3.125	299,253	1,500	
Operations and Maintenance:	2.000	119,249	842	3.000	193,644	6,000	
Health Room:	0.500	21,553	-	0.500	24,316	-	
Utilities:	-	62,224	-	-	105,365	-	
TOTALS:	19.022	\$ 1,970,234	\$ 13,705	38.771	\$ 3,867,518	\$ 32,990	

141 GOLD HILL ELEMENTARY				144 HEATHERWOOD ELEMENTARY			
	Staff	Total Budget \$357,185			Total Budget \$2,839,307		
		non-SRA	SRA		non-SRA	SRA	
Regular Education:	2.168	249,383	\$ 2,752	15.451	1,644,890	\$ 16,357	
Special Education:	0.400	31,996	-	6.143	474,133	-	
Vocational Education:	-	-	-	-	-	-	
Extra Curricular Education:	-	3,524	-	-	3,084	-	
Culturally & Linguistically Diverse:	-	-	-	-	-	-	
Talented & Gifted Education:	-	-	-	0.172	7,912	-	
Student Services:	-	-	-	0.500	48,456	-	
Instructional Staff Support:	-	-	122	-	-	2,255	
Library Services:	-	-	54	0.500	72,099	-	
School Administration:	0.564	41,146	-	3.000	309,007	-	
Operations and Maintenance:	0.250	15,303	1,072	2.000	137,088	4,308	
Health Room:	-	-	-	0.500	20,721	-	
Utilities:	-	11,833	-	-	98,997	-	
TOTALS:	3.382	\$ 353,185	\$ 4,000	28.266	\$ 2,816,387	\$ 22,920	



Our Schools (continued)

Elementary Schools (K-5) (continued)

147 JAMESTOWN ELEMENTARY				150 KOHL ELEMENTARY			
	Staff	Total Budget \$337,050			Total Budget \$3,263,797		
		non-SRA	SRA		non-SRA	SRA	
Regular Education:	2.168	249,383	\$ 4,000	18.839	2,006,671	\$ 23,765	
Special Education:	0.100	5,251	-	5.643	419,829	1,400	
Vocational Education:	-	-	-	-	-	-	
Extra Curricular Education:	-	3,524	-	-	4,406	-	
Culturally & Linguistically Diverse:	-	-	-	-	-	-	
Talented & Gifted Education:	-	-	-	0.229	10,522	-	
Student Services:	-	-	-	1.000	97,733	-	
Instructional Staff Support:	-	-	-	-	-	2,000	
Library Services:	-	-	-	0.500	72,099	-	
School Administration:	0.550	46,009	-	3.625	366,781	300	
Operations and Maintenance:	0.250	17,932	-	2.500	164,125	4,800	
Health Room:	-	-	-	0.500	25,317	-	
Utilities:	-	10,951	-	-	64,049	-	
TOTALS:	3.068	\$ 333,050	\$ 4,000	32.836	\$ 3,231,532	\$ 32,265	

153 LAFAYETTE ELEMENTARY				154 RYAN ELEMENTARY			
	Staff	Total Budget \$4,240,523			Total Budget \$4,458,872		
		non-SRA	SRA		non-SRA	SRA	
Regular Education:	24.405	2,639,727	\$ 24,267	25.168	2,702,427	\$ 41,680	
Special Education:	5.143	365,524	-	6.643	528,438	-	
Vocational Education:	-	-	-	-	-	-	
Extra Curricular Education:	-	5,726	-	-	6,610	-	
Culturally & Linguistically Diverse:	1.000	115,089	-	1.000	115,089	75	
Talented & Gifted Education:	1.300	147,583	-	1.323	129,947	-	
Student Services:	1.706	167,147	-	1.696	145,856	-	
Instructional Staff Support:	-	-	13,138	-	-	-	
Library Services:	1.000	151,011	1,000	1.000	129,899	-	
School Administration:	3.250	347,538	-	4.125	455,832	1,700	
Operations and Maintenance:	2.500	165,912	4,000	2.000	116,743	6,000	
Health Room:	0.500	25,702	-	0.500	20,721	-	
Utilities:	-	67,159	-	-	57,855	-	
TOTALS:	40.804	\$ 4,198,118	\$ 42,405	43.455	\$ 4,409,417	\$ 49,455	

156 FIRESIDE ELEMENTARY				157 LOUISVILLE ELEMENTARY			
	Staff	Total Budget \$4,087,579			Total Budget \$4,120,890		
		non-SRA	SRA		non-SRA	SRA	
Regular Education:	22.949	2,471,349	\$ 23,943	24.719	2,656,398	\$ 26,945	
Special Education:	7.288	548,407	-	6.060	427,494	-	
Vocational Education:	-	-	-	-	-	-	
Extra Curricular Education:	-	4,848	-	-	6,172	-	
Culturally & Linguistically Diverse:	1.000	115,089	-	1.000	115,089	-	
Talented & Gifted Education:	0.286	13,142	-	0.327	15,043	-	
Student Services:	1.000	117,926	-	1.000	120,355	-	
Instructional Staff Support:	-	-	8,952	-	-	9,116	
Library Services:	1.000	127,217	700	1.000	96,375	-	
School Administration:	3.375	339,466	1,000	3.625	379,840	2,024	
Operations and Maintenance:	2.500	175,089	3,300	2.500	171,821	2,780	
Health Room:	0.500	23,375	-	0.500	22,435	-	
Utilities:	-	113,776	-	-	69,003	-	
TOTALS:	39.898	\$ 4,049,684	\$ 37,895	40.731	\$ 4,080,025	\$ 40,865	

Our Schools (continued)

Elementary Schools (K-5) (continued)

158 COAL CREEK ELEMENTARY				161 INTEGRATED STUDIES-BCSIS			
	Staff	Total Budget \$3,222,452 non-SRA	SRA		Total Budget \$2,616,571 non-SRA	SRA	
Regular Education:	18.910	2,047,094	\$ 14,000	16.258	1,748,457	\$ 16,799	
Special Education:	5.560	371,494	-	2.000	217,218	-	
Vocational Education:	-	-	-	-	-	-	
Extra Curricular Education:	-	4,406	-	-	3,524	-	
Culturally & Linguistically Diverse:	-	-	-	0.250	28,773	-	
Talented & Gifted Education:	0.245	11,258	-	0.202	9,283	-	
Student Services:	1.000	99,530	-	0.500	53,038	-	
Instructional Staff Support:	-	-	8,765	-	-	2,901	
Library Services:	1.000	99,198	-	0.500	60,991	-	
School Administration:	3.000	312,366	400	3.000	314,429	3,537	
Operations and Maintenance:	2.000	141,757	3,000	1.250	87,641	2,003	
Health Room:	0.500	25,955	-	0.500	25,680	-	
Utilities:	-	83,229	-	-	42,297	-	
TOTALS:	32.215	\$ 3,196,287	\$ 26,165	24.460	\$ 2,591,331	\$ 25,240	

164 CREEKSIDE ELEMENTARY				166 MESA ELEMENTARY			
	Staff	Total Budget \$3,509,914 non-SRA	SRA		Total Budget \$2,846,476 non-SRA	SRA	
Regular Education:	19.360	2,027,539	\$ 18,065	16.408	1,752,619	\$ 14,435	
Special Education:	7.038	535,564	-	5.248	384,082	-	
Vocational Education:	-	-	-	-	-	-	
Extra Curricular Education:	-	4,406	-	-	3,084	-	
Culturally & Linguistically Diverse:	1.250	143,862	-	-	-	-	
Talented & Gifted Education:	0.225	10,341	150	0.165	7,581	-	
Student Services:	1.000	114,113	-	0.500	58,941	-	
Instructional Staff Support:	-	-	3,500	-	-	2,050	
Library Services:	0.500	63,587	300	0.500	63,587	-	
School Administration:	3.125	314,350	10,500	3.000	321,815	-	
Operations and Maintenance:	2.000	140,776	4,800	2.000	140,059	1,400	
Health Room:	0.500	26,469	-	0.500	22,435	-	
Utilities:	-	91,592	-	-	74,388	-	
TOTALS:	34.998	\$ 3,472,599	\$ 37,315	28.321	\$ 2,828,591	\$ 17,885	

169 NEDERLAND ELEMENTARY				180 PIONEER ELEMENTARY			
	Staff	Total Budget \$2,354,999 non-SRA	SRA		Total Budget \$4,670,722 non-SRA	SRA	
Regular Education:	12.518	1,334,535	\$ 12,195	27.347	2,890,379	\$ 47,597	
Special Education:	3.019	228,356	2,250	1.790	180,099	-	
Vocational Education:	-	-	-	-	-	-	
Extra Curricular Education:	-	2,646	-	-	6,172	-	
Culturally & Linguistically Diverse:	0.250	28,773	-	4.250	489,129	-	
Talented & Gifted Education:	0.133	6,111	-	0.375	17,248	-	
Student Services:	1.000	122,886	-	1.696	149,564	344	
Instructional Staff Support:	-	-	2,600	-	-	6,375	
Library Services:	0.500	58,511	-	1.000	132,068	-	
School Administration:	3.000	284,491	-	3.875	415,039	4,900	
Operations and Maintenance:	2.500	156,517	4,200	3.000	198,630	4,884	
Health Room:	0.500	24,316	-	0.500	22,136	-	
Utilities:	-	86,612	-	-	106,158	-	
TOTALS:	23.420	\$ 2,333,754	\$ 21,245	43.833	\$ 4,606,622	\$ 64,100	



Our Schools (continued)

Elementary Schools (K-5) (continued)

185 SUPERIOR ELEMENTARY				190 UNIVERSITY HILL ELEMENTARY			
	Staff	Total Budget \$3,866,320 non-SRA	SRA		Total Budget \$4,827,788 non-SRA	SRA	
Regular Education:	23.275	2,521,770	\$ 20,880	26.646	2,812,987	\$ 51,672	
Special Education:	5.748	438,386	-	2.790	288,708	-	
Vocational Education:	-	-	-	-	-	-	
Extra Curricular Education:	-	4,848	-	-	6,172	-	
Culturally & Linguistically Diverse:	-	-	-	5.000	575,446	-	
Talented & Gifted Education:	0.281	12,913	-	0.375	17,248	-	
Student Services:	1.000	93,457	-	1.000	151,523	28	
Instructional Staff Support:	-	-	4,435	-	-	2,947	
Library Services:	1.000	132,068	-	1.000	132,068	-	
School Administration:	3.125	319,461	-	4.375	464,480	6,214	
Operations and Maintenance:	2.750	179,781	5,815	2.750	169,015	5,874	
Health Room:	0.500	24,316	-	0.500	21,575	-	
Utilities:	-	108,190	-	-	121,831	-	
TOTALS:	37.679	\$ 3,835,190	\$ 31,130	44.436	\$ 4,761,053	\$ 66,735	

192 HIGH PEAKS ELEMENTARY				193 COMMUNITY MONTESSORI			
	Staff	Total Budget \$2,491,767 non-SRA	SRA		Total Budget \$2,775,837 non-SRA	SRA	
Regular Education:	15.686	1,687,720	\$ 15,521	19.732	1,768,679	\$ 13,756	
Special Education:	1.000	108,609	-	1.500	163,481	-	
Vocational Education:	-	-	-	-	-	-	
Extra Curricular Education:	-	3,524	-	-	3,084	-	
Culturally & Linguistically Diverse:	0.750	86,317	-	1.000	115,089	-	
Talented & Gifted Education:	0.195	8,962	-	0.168	7,729	-	
Student Services:	0.500	53,038	-	1.000	90,264	-	
Instructional Staff Support:	-	-	2,885	-	-	4,590	
Library Services:	0.500	66,033	-	0.500	45,359	-	
School Administration:	2.750	296,024	1,965	3.000	333,951	1,335	
Operations and Maintenance:	1.250	87,641	1,744	2.000	120,405	2,254	
Health Room:	0.500	25,680	-	0.500	24,338	-	
Utilities:	-	46,104	-	-	81,523	-	
TOTALS:	23.131	\$ 2,469,652	\$ 22,115	29.400	\$ 2,753,902	\$ 21,935	

196 WHITTIER ELEMENTARY			
	Staff	Total Budget \$3,477,986 non-SRA	SRA
Regular Education:	20.789	2,213,123	\$ 31,350
Special Education:	2.000	217,218	-
Vocational Education:	-	-	-
Extra Curricular Education:	-	4,848	-
Culturally & Linguistically Diverse:	2.000	230,180	-
Talented & Gifted Education:	0.244	11,224	-
Student Services:	1.000	91,779	-
Instructional Staff Support:	-	-	3,000
Library Services:	1.000	133,133	-
School Administration:	3.000	306,657	-
Operations and Maintenance:	2.000	142,691	5,000
Health Room:	0.500	25,702	-
Utilities:	-	62,081	-
TOTALS:	32.533	\$ 3,438,636	\$ 39,350

Our Schools (continued)

Combination Schools, K-8, Middle/Senior & K-12

502 MONARCH K-8 SCHOOL				503 NEDERLAND MIDDLE/SENIOR			
	Staff	Total Budget \$6,738,910			Total Budget \$3,579,670		
		non-SRA	SRA		non-SRA	SRA	
Regular Education:	34.646	3,806,361	\$ 36,794	15.724	1,787,850	\$ 12,235	
Special Education:	13.396	1,005,286	900	6.047	454,299	-	
Vocational Education:	-	-	-	-	-	-	
Extra Curricular Education:	-	22,471	-	-	67,946	-	
Culturally & Linguistically Diverse:	2.000	230,179	-	0.200	23,017	-	
Talented & Gifted Education:	0.351	16,130	300	0.053	2,663	-	
Student Services:	2.500	258,880	500	1.300	136,491	150	
Instructional Staff Support:	-	-	14,626	-	-	5,265	
Library Services:	1.000	87,506	1,000	1.375	140,051	-	
School Administration:	7.000	781,777	3,200	5.500	575,530	3,465	
Operations and Maintenance:	3.500	224,032	10,100	4.000	232,257	3,300	
Health Room:	0.500	25,907	200	-	-	-	
Utilities:	-	212,761	-	-	135,151	-	
TOTALS:	64.893	\$ 6,671,290	\$ 67,620	34.199	\$ 3,555,255	\$ 24,415	

505 ASPEN CREEK K-8				506 ELDORADO K-8			
	Staff	Total Budget \$6,915,480			Total Budget \$5,905,403		
		non-SRA	SRA		non-SRA	SRA	
Regular Education:	36.524	4,011,641	\$ 56,640	33.981	3,738,389	\$ 29,275	
Special Education:	14.260	1,091,454	1,500	3.395	362,137	-	
Vocational Education:	-	-	-	-	-	-	
Extra Curricular Education:	-	24,676	-	-	23,353	-	
Culturally & Linguistically Diverse:	0.830	95,524	-	0.920	105,883	-	
Talented & Gifted Education:	0.389	17,875	200	0.351	16,144	-	
Student Services:	2.500	288,436	300	2.500	288,974	500	
Instructional Staff Support:	-	-	-	-	-	14,305	
Library Services:	1.000	117,002	3,500	1.000	127,217	2,000	
School Administration:	7.125	741,392	-	7.000	702,404	1,000	
Operations and Maintenance:	4.000	277,519	7,100	4.250	278,034	9,000	
Health Room:	0.500	25,907	-	0.500	25,317	-	
Utilities:	-	154,814	-	-	181,471	-	
TOTALS:	67.128	\$ 6,846,240	\$ 69,240	53.897	\$ 5,849,323	\$ 56,080	

509 MEADOWLARK K-8				461 BOULDER UNIVERSAL			
	Staff	Total Budget \$5,736,566			Total Budget \$4,121,374		
		non-SRA	SRA		non-SRA	SRA	
Regular Education:	32.180	3,506,316	\$ 37,268	26.277	3,029,859	\$ 7,425	
Special Education:	6.967	581,422	350	5.248	382,498	-	
Vocational Education:	-	-	-	-	-	-	
Extra Curricular Education:	-	15,419	-	-	-	-	
Culturally & Linguistically Diverse:	0.670	77,111	-	-	-	-	
Talented & Gifted Education:	0.386	17,737	100	-	-	-	
Student Services:	2.000	217,249	300	3.300	373,192	-	
Instructional Staff Support:	-	-	7,492	-	-	-	
Library Services:	1.000	102,930	300	-	-	-	
School Administration:	7.313	773,271	1,340	3.100	328,400	-	
Operations and Maintenance:	3.750	222,712	10,000	-	-	-	
Health Room:	0.500	20,721	-	-	-	-	
Utilities:	-	144,528	-	-	-	-	
TOTALS:	54.766	\$ 5,679,416	\$ 57,150	37.925	\$ 4,113,949	\$ 7,425	



Our Schools (continued)

Middle Schools (6-8)

225 BROOMFIELD HEIGHTS MIDDLE				230 MANHATTAN MIDDLE			
	Staff	Total Budget \$4,812,352			Staff	Total Budget \$4,309,296	
		non-SRA	SRA			non-SRA	SRA
Regular Education:	24.634	2,732,764	\$ 37,843	Regular Education:	21.406	2,398,304	\$ 26,804
Special Education:	9.563	664,102	906	Special Education:	5.063	375,145	500
Vocational Education:	-	-	-	Vocational Education:	-	-	-
Extra Curricular Education:	-	29,522	-	Extra Curricular Education:	-	25,117	-
Culturally & Linguistically Diverse:	0.830	95,524	-	Culturally & Linguistically Diverse:	1.500	172,159	500
Talented & Gifted Education:	0.185	8,509	340	Talented & Gifted Education:	0.162	7,452	400
Student Services:	2.500	247,437	755	Student Services:	2.500	252,337	400
Instructional Staff Support:	-	-	7,986	Instructional Staff Support:	-	-	9,080
Library Services:	1.000	114,622	3,399	Library Services:	1.000	106,724	4,390
School Administration:	5.000	540,286	1,258	School Administration:	5.000	582,344	2,001
Operations and Maintenance:	3.000	198,315	5,288	Operations and Maintenance:	3.000	211,225	3,700
Health Room:	-	-	-	Health Room:	-	-	-
Utilities:	-	123,496	-	Utilities:	-	130,714	-
TOTALS:	46.712	\$ 4,754,577	\$ 57,775	TOTALS:	39.631	\$ 4,261,521	\$ 47,775

240 CASEY MIDDLE				250 CENTENNIAL MIDDLE			
	Staff	Total Budget \$5,331,783			Staff	Total Budget \$4,926,952	
		non-SRA	SRA			non-SRA	SRA
Regular Education:	28.970	3,252,127	\$ 41,449	Regular Education:	27.630	3,092,248	\$ 37,030
Special Education:	4.313	393,821	-	Special Education:	2.000	218,348	700
Vocational Education:	-	-	-	Vocational Education:	-	-	-
Extra Curricular Education:	-	32,605	-	Extra Curricular Education:	-	30,844	-
Culturally & Linguistically Diverse:	3.500	402,812	-	Culturally & Linguistically Diverse:	1.670	192,198	241
Talented & Gifted Education:	0.189	8,684	200	Talented & Gifted Education:	0.207	9,511	1,000
Student Services:	2.500	209,428	513	Student Services:	2.500	271,121	500
Instructional Staff Support:	-	-	11,328	Instructional Staff Support:	-	-	15,367
Library Services:	1.000	141,201	6,000	Library Services:	1.000	141,201	5,000
School Administration:	5.000	486,142	1,500	School Administration:	5.000	513,234	1,399
Operations and Maintenance:	3.500	214,432	8,735	Operations and Maintenance:	3.500	227,109	4,013
Health Room:	-	-	-	Health Room:	-	-	-
Utilities:	-	120,806	-	Utilities:	-	165,888	-
TOTALS:	48.972	\$ 5,262,058	\$ 69,725	TOTALS:	43.507	\$ 4,861,702	\$ 65,250

252 ANGEVINE MIDDLE				254 LOUISVILLE MIDDLE			
	Staff	Total Budget \$6,317,787			Staff	Total Budget \$5,246,937	
		non-SRA	SRA			non-SRA	SRA
Regular Education:	31.240	3,502,629	\$ 54,497	Regular Education:	28.400	3,173,320	\$ 35,235
Special Education:	9.313	736,544	1,000	Special Education:	7.663	594,571	-
Vocational Education:	-	-	-	Vocational Education:	-	-	1,354
Extra Curricular Education:	-	38,334	-	Extra Curricular Education:	-	30,402	-
Culturally & Linguistically Diverse:	2.670	307,290	500	Culturally & Linguistically Diverse:	0.500	57,545	220
Talented & Gifted Education:	1.236	138,574	-	Talented & Gifted Education:	0.219	10,064	-
Student Services:	2.500	302,618	500	Student Services:	2.000	285,104	1,000
Instructional Staff Support:	-	-	12,014	Instructional Staff Support:	-	-	8,291
Library Services:	1.000	71,964	5,000	Library Services:	1.000	144,198	5,000
School Administration:	6.000	713,060	2,189	School Administration:	5.000	535,919	500
Operations and Maintenance:	3.750	248,214	9,000	Operations and Maintenance:	3.000	209,221	5,000
Health Room:	-	-	-	Health Room:	-	-	-
Utilities:	-	173,860	-	Utilities:	-	149,993	-
TOTALS:	57.709	\$ 6,233,087	\$ 84,700	TOTALS:	47.782	\$ 5,190,337	\$ 56,600

Our Schools (continued)

Middle Schools (6-8) (continued)

	260 PLATT MIDDLE			270 SOUTHERN HILLS MIDDLE		
	Staff	Total Budget \$4,176,625 non-SRA	SRA	Staff	Total Budget \$4,500,461 non-SRA	SRA
Regular Education:	21.270	2,375,928	\$ 28,375	22.600	2,527,119	\$ 23,912
Special Education:	6.188	434,069	500	7.306	546,481	900
Vocational Education:	-	-	-	-	-	-
Extra Curricular Education:	-	25,117	-	-	24,233	-
Culturally & Linguistically Diverse:	0.170	19,566	-	-	-	-
Talented & Gifted Education:	0.173	7,712	4,300	0.180	8,025	-
Student Services:	2.000	235,803	200	2.000	269,025	383
Instructional Staff Support:	-	-	5,000	-	-	6,881
Library Services:	1.000	138,267	-	1.000	144,198	4,142
School Administration:	5.000	523,514	-	5.000	550,533	-
Operations and Maintenance:	3.750	242,359	5,100	3.000	206,473	5,807
Health Room:	-	-	-	-	-	-
Utilities:	-	130,815	-	-	182,349	-
TOTALS:	39.551	\$ 4,133,150	\$ 43,475	41.086	\$ 4,458,436	\$ 42,025



Our Schools (continued)

High Schools (9-12)

310 BOULDER HIGH SCHOOL				315 BROOMFIELD HIGH SCHOOL			
	Staff	Total Budget \$15,965,118			Staff	Total Budget \$12,110,105	
		non-SRA	SRA			non-SRA	SRA
Regular Education:	91.750	10,376,787	\$ 184,063	Regular Education:	67.825	7,668,797	\$ 123,595
Special Education:	17.280	1,334,302	2,982	Special Education:	15.769	1,217,602	1,651
Vocational Education:	0.800	92,074	7,579	Vocational Education:	0.600	69,053	7,652
Extra Curricular Education:	-	108,571	-	Extra Curricular Education:	-	100,904	-
Culturally & Linguistically Diverse:	4.000	460,358	1,394	Culturally & Linguistically Diverse:	0.600	69,053	-
Talented & Gifted Education:	0.266	12,462	-	Talented & Gifted Education:	0.195	9,197	-
Student Services:	5.700	651,473	539	Student Services:	4.000	516,088	1,036
Instructional Staff Support:	-	-	18,373	Instructional Staff Support:	-	-	4,615
Library Services:	2.000	186,113	-	Library Services:	1.750	165,358	-
School Administration:	13.500	1,486,937	15,700	School Administration:	10.500	1,252,054	9,938
Operations and Maintenance:	11.000	644,876	37,000	Operations and Maintenance:	9.500	589,257	17,293
Health Room:	-	-	-	Health Room:	-	-	-
Utilities:	-	343,535	-	Utilities:	-	286,962	-
TOTALS:	146.296	\$ 15,697,488	\$ 267,630	TOTALS:	110.739	\$ 11,944,325	\$ 165,780

320 CENTAURUS HIGH SCHOOL				330 FAIRVIEW HIGH SCHOOL			
	Staff	Total Budget \$12,564,443			Staff	Total Budget \$14,316,527	
		non-SRA	SRA			non-SRA	SRA
Regular Education:	68.520	7,769,651	\$ 148,318	Regular Education:	82.760	9,365,630	\$ 129,380
Special Education:	18.158	1,361,568	4,372	Special Education:	16.572	1,194,767	4,600
Vocational Education:	0.600	69,053	5,876	Vocational Education:	0.200	23,017	500
Extra Curricular Education:	-	106,016	-	Extra Curricular Education:	-	131,572	-
Culturally & Linguistically Diverse:	2.800	322,024	1,568	Culturally & Linguistically Diverse:	1.000	115,314	-
Talented & Gifted Education:	1.191	129,298	1,255	Talented & Gifted Education:	0.254	11,908	3,000
Student Services:	4.500	521,049	998	Student Services:	5.600	597,046	2,000
Instructional Staff Support:	0.750	69,576	16,319	Instructional Staff Support:	-	-	26,000
Library Services:	1.000	110,025	-	Library Services:	2.000	146,555	-
School Administration:	10.000	1,110,432	2,946	School Administration:	13.500	1,419,761	4,960
Operations and Maintenance:	8.000	498,675	19,458	Operations and Maintenance:	11.400	678,025	15,915
Health Room:	-	-	-	Health Room:	-	-	-
Utilities:	-	295,966	-	Utilities:	-	446,577	-
TOTALS:	115.519	\$ 12,363,333	\$ 201,110	TOTALS:	133.286	\$ 14,130,172	\$ 186,355

340 ARAPAHOE RIDGE HIGH SCH				350 NEW VISTA HIGH SCHOOL			
	Staff	Total Budget \$2,275,862			Staff	Total Budget \$3,121,617	
		non-SRA	SRA			non-SRA	SRA
Regular Education:	7.450	857,460	\$ 16,000	Regular Education:	14.350	1,624,857	\$ 28,642
Special Education:	1.000	108,270	-	Special Education:	2.000	217,218	301
Vocational Education:	-	-	-	Vocational Education:	-	-	-
Extra Curricular Education:	-	23,001	-	Extra Curricular Education:	-	74,117	-
Culturally & Linguistically Diverse:	0.800	92,074	-	Culturally & Linguistically Diverse:	0.200	23,017	-
Talented & Gifted Education:	-	-	-	Talented & Gifted Education:	-	226	-
Student Services:	2.000	209,819	300	Student Services:	1.000	126,289	171
Instructional Staff Support:	-	-	800	Instructional Staff Support:	-	-	2,025
Library Services:	-	-	-	Library Services:	1.375	156,335	-
School Administration:	5.200	648,850	500	School Administration:	4.550	584,783	1,297
Operations and Maintenance:	1.000	58,059	6,700	Operations and Maintenance:	3.000	177,825	5,829
Health Room:	-	-	-	Health Room:	-	-	-
Utilities:	-	254,029	-	Utilities:	-	98,685	-
TOTALS:	17.450	\$ 2,251,562	\$ 24,300	TOTALS:	26.475	\$ 3,083,352	\$ 38,265

Our Schools (continued)

High Schools (9-12) (continued)

360 MONARCH HIGH SCHOOL			
	Staff	Total Budget \$11,767,862	
		non-SRA	SRA
Regular Education:	64.130	7,252,321	\$ 94,971
Special Education:	18.105	1,387,993	1,306
Vocational Education:	0.800	92,074	5,800
Extra Curricular Education:	-	111,128	-
Culturally & Linguistically Diverse:	0.600	69,053	450
Talented & Gifted Education:	0.196	9,232	350
Student Services:	3.700	462,441	300
Instructional Staff Support:	-	-	13,838
Library Services:	1.750	174,407	1,000
School Administration:	10.500	1,166,739	19,081
Operations and Maintenance:	9.600	609,638	8,629
Health Room:	-	-	-
Utilities:	-	287,111	-
TOTALS:	109.381	\$ 11,622,137	\$ 145,725





BOULDER VALLEY SCHOOL DISTRICT

FINANCIAL SECTION

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All Funds

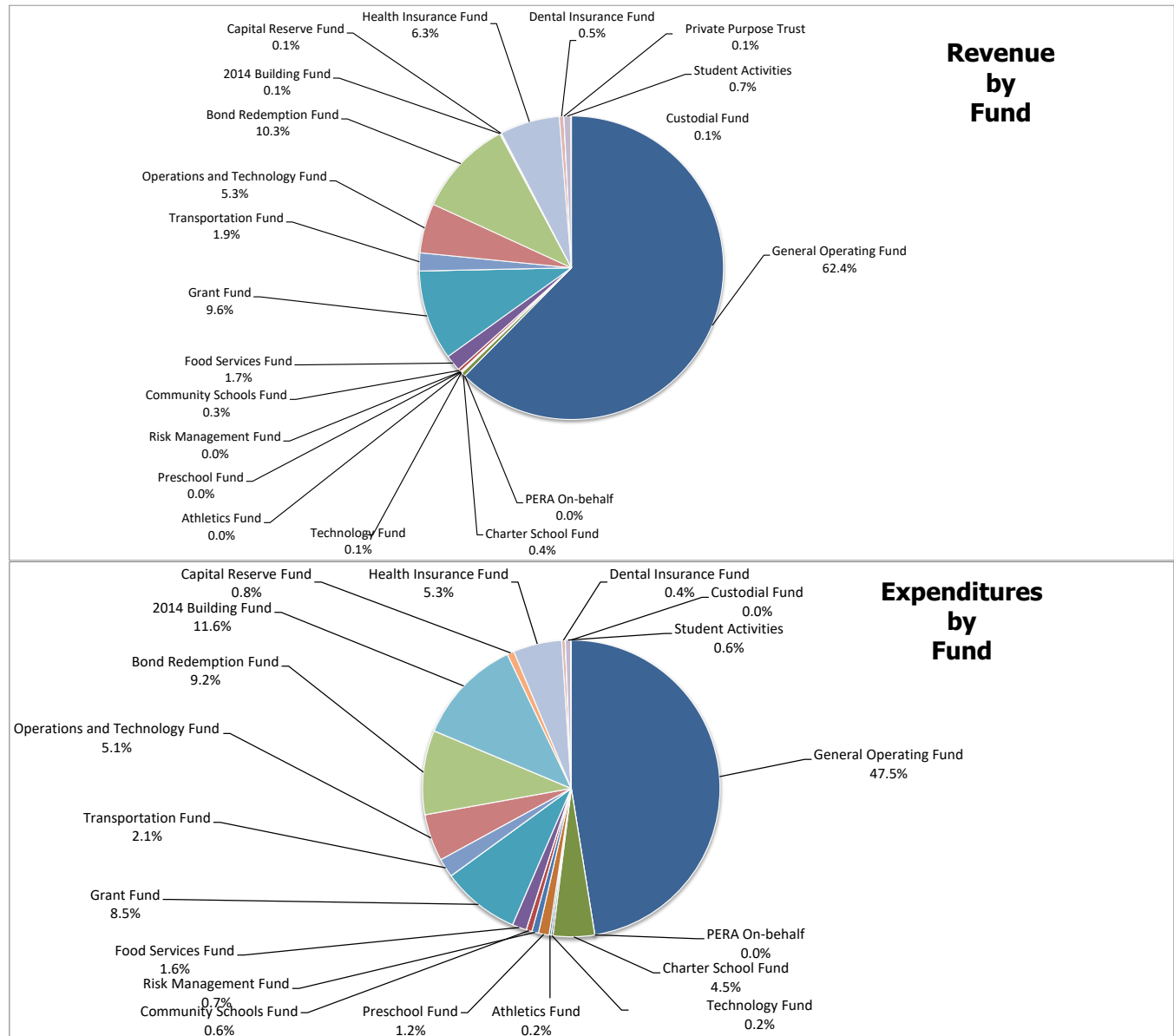
Summary

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
Beginning Balance	\$ 393,090,340	\$ 270,510,859	\$ 337,800,409	\$ 257,621,602	\$ 187,464,176
Revenues	493,236,865	681,841,892	540,387,024	552,312,269	566,496,601
Transfers In	47,420,020	51,776,943	53,472,605	44,365,864	65,172,976
Total Resources	933,747,225	1,004,129,694	931,660,038	854,299,735	819,133,754
Expenditures	615,816,345	614,515,337	620,565,831	622,469,694	607,858,886
Emergency Reserves	-	-	-	-	50,098,444
Transfers Out	47,420,020	51,776,943	53,472,605	44,365,864	65,172,976
Total Uses	663,236,365	666,292,280	674,038,436	666,835,558	723,130,306
Ending Balance	\$ 270,510,860	\$ 337,837,414	\$ 257,621,602	\$ 187,464,176	\$ 96,003,447

Note: As a result of implementing GASB Statement No. 84, fund balance as of June 30, 2019 has been restated.

All Funds (continued)

The following charts show that of the district's 21 active funds, the General Operating Fund accounts for 62.4 percent of all revenues, while all other funds combined make up the difference. Forty-seven percent of all district expenditures come from the General Operating Fund, with 53.0 percent occurring in the remaining 20 funds combined.



Due to rounding, some percentages less than 0.1% may present as zero.



All Funds (continued)

Beginning Balance Summary

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
FUND:					
General Operating Fund	\$ 34,597,631	\$ 40,189,736	\$ 43,442,449	\$ 47,717,796	\$ 52,783,343
PERA On-behalf Fund	-	-	-	-	-
Differentiated School Support	-	-	-	-	-
Charter School Fund	6,194,576	6,577,311	8,609,908	9,477,246	9,258,574
Technology Fund	2,381,340	2,197,175	2,307,552	2,549,086	3,083,981
Athletics Fund	423,047	485,249	274,411	92,170	137,500
Preschool Fund	377,235	525,333	803,233	331,894	475,532
Risk Management Fund	160,229	640,179	715,031	697,762	1,105,947
Community Schools Fund	3,370,524	3,660,653	3,008,827	2,669,601	643,316
CPP Fund	218,264	-	-	-	-
Food Services Fund	198,072	271,237	177,638	218,836	110,600
Grant Fund	-	-	-	-	-
Transportation Fund	883,459	1,010,191	1,058,330	1,010,740	1,065,364
Operations and Technology Fund	1,679,595	4,624,117	13,077,142	22,337,386	19,668,232
Bond Redemption Fund	48,173,528	44,961,935	49,553,956	49,925,855	49,873,355
2014 Building Fund	279,402,989	149,279,877	196,777,138	98,882,778	27,135,746
Capital Reserve Fund	1,121,460	2,849,151	5,346,486	6,882,117	4,492,105
Health Insurance Fund	6,600,080	6,010,279	4,876,987	6,073,818	8,239,138
Dental Insurance Fund	652,120	603,143	665,213	1,143,043	1,456,180
Private Purpose Trust	2,980,627	3,928,091	1,357,906	1,348,178	1,313,178
Student Activities	3,675,564	2,697,202	5,498,860	5,997,847	6,297,237
Front Range BOCES Fund	-	-	249,342	265,449	324,849
GRAND TOTAL:	\$ 393,090,340	\$ 270,510,859	\$ 337,800,409	\$ 257,621,602	\$ 187,464,176

In the fund financial statements, governmental funds report fund balance classifications that comprise a hierarchy based primarily on the extent to which the district is bound to honor constraints on the specific purposes for which amounts in those funds can be spent. Fund balances are classified as follows:

- Nonspendable fund balance – Amounts that are not in a spendable form (such as inventory) or are required to be maintained intact (such as the corpus of an endowment fund).
- Restricted fund balance – Amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions, contract provisions, or by enabling legislation.
- Committed fund balance – Amounts constrained to specific purposes through resolution by the board of education are reported as committed. Amounts cannot be used for any other purpose unless the board takes the same action to modify or rescind the commitment.
- Assigned fund balance – Amounts constrained by the district for specific purposes, but are neither restricted nor committed. Through resolution, the board of education has authorized the district's superintendent to assign fund balances.
- Unassigned fund balance – The residual amount reported when the balances do not meet any of the above criterion. The district reports positive unassigned fund balance only in the general fund. Negative unassigned balances may be reported in all funds.

All Funds (continued)

Revenue Summary

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
FUND:					
General Operating Fund	\$ 323,821,590	\$ 336,089,642	\$ 355,417,160	\$ 344,550,882	\$ 359,178,508
PERA On-behalf Fund	-	6,055,941	5,929,408	-	7,000,000
Differentiated School Support	-	-	-	-	-
Charter School Fund	2,423,437	3,681,587	2,365,504	2,406,482	2,821,299
Technology Fund	192,857	423,716	435,377	473,921	876,395
Athletics Fund	\$1,267,290	1,246,578	\$814,887	260,754	\$1,201,304
Preschool Fund	1,434,535	1,443,540	858,482	249,523	998,265
Risk Management Fund	227,296	100,121	198,173	47,100	42,000
Community Schools Fund	8,622,926	8,659,524	4,610,233	1,781,627	5,301,394
CPP Fund	-	-	-	-	-
Food Services Fund	7,822,621	7,695,095	7,656,278	9,582,554	8,749,985
Grant Fund	11,530,966	11,165,121	12,938,612	53,000,000	33,800,000
Transportation Fund	10,919,259	10,860,112	10,728,879	10,612,575	10,531,567
Operations and Technology Fund	17,901,870	24,379,824	29,078,341	29,187,970	29,187,970
Bond Redemption Fund	54,187,169	55,305,616	57,832,699	57,113,000	57,115,000
2014 Building Fund	4,087,115	164,269,062	3,384,999	412,703	25,000
Capital Reserve Fund	304,653	638,522	1,622,255	555,902	1,117,207
Health Insurance Fund	30,706,676	33,205,263	34,657,846	35,035,320	35,486,633
Dental Insurance Fund	2,395,807	2,558,725	2,661,451	2,671,956	2,709,074
Private Purpose Trust	6,475,856	8,185,042	27,771	10,000	40,000
Student Activities	8,914,942	5,878,861	8,858,245	4,015,000	10,000,000
Front Range BOCES Fund	-	-	310,424	345,000	315,000
GRAND TOTAL:	\$ 493,236,865	\$ 681,841,892	\$ 540,387,024	\$ 552,312,269	\$ 566,496,601



All Funds (continued)

Transfers In Summary

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
FUND:					
General Operating Fund	\$ 1,034,274	\$ 1,069,228	\$ 150,000	\$ 150,000	\$ 150,000
PERA On-behalf Fund	-	-	-	-	-
Differentiated School Support					10,814,000
Charter School Fund	22,907,095	24,608,459	25,913,939	25,437,175	27,056,961
Technology Fund	1,857,137	1,704,966	1,579,097	1,333,886	1,449,886
Athletics Fund	2,016,328	2,070,254	1,974,488	1,088,576	2,082,946
Preschool Fund	4,129,168	6,662,990	6,413,465	7,161,722	6,736,523
Risk Management Fund	4,463,245	4,354,366	4,652,227	4,854,066	5,954,066
Community Schools Fund	-	-	-	277,216	-
CPP Fund	1,764,210	-	-	-	-
Food Services Fund	857,616	1,162,851	1,542,667	-	1,512,829
Grant Fund	-	-	-	-	-
Transportation Fund	4,387,845	4,972,376	5,328,251	2,261,745	7,224,505
Operations and Technology Fund	-	-	-	-	-
Bond Redemption Fund	-	-	-	-	-
2014 Building Fund	-	-	-	-	-
Capital Reserve Fund	4,003,102	5,171,453	5,918,471	1,801,478	2,191,260
Health Insurance Fund	-	-	-	-	-
Dental Insurance Fund	-	-	-	-	-
Private Purpose Trust	-	-	-	-	-
Student Activities	-	-	-	-	-
Front Range BOCES Fund	-	-	-	-	-
GRAND TOTAL:	\$ 47,420,020	\$ 51,776,943	\$ 53,472,605	\$ 44,365,864	\$ 65,172,976

All Funds (continued)

Expenditure Summary

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
FUND:					
General Operating Fund	\$ 273,924,353	\$ 284,653,480	\$ 298,102,683	\$ 295,470,940	\$ 313,209,576
PERA On-behalf Fund	-	6,055,941	5,929,408	-	7,000,000
Differentiated School Support	-	-	-	-	3,604,667
Charter School Fund	24,947,797	26,257,449	27,412,105	28,062,329	30,215,417
Technology Fund	2,234,159	2,018,305	1,772,940	1,272,912	3,815,061
Athletics Fund	\$3,221,416	3,527,670	\$2,971,616	\$1,304,000	\$3,323,265
Preschool Fund	5,415,605	7,773,592	7,694,811	7,216,138	7,799,855
Risk Management Fund	4,210,591	4,379,635	4,867,669	4,492,981	5,493,860
Community Schools Fund	6,298,523	6,842,122	4,714,459	3,935,128	5,625,932
CPP Fund	1,936,134	-	-	-	-
Food Services Fund	8,607,072	8,951,545	9,157,747	9,690,790	10,262,885
Grant Fund	11,530,966	11,165,121	12,938,612	53,000,000	33,800,000
Transportation Fund	15,180,371	15,784,349	16,104,720	12,819,696	17,756,072
Operations and Technology Fund	14,957,348	15,926,799	19,818,097	31,857,124	33,173,280
Bond Redemption Fund	57,398,762	50,713,595	57,460,800	57,165,500	57,077,650
2014 Building Fund	134,210,227	116,771,801	101,279,359	72,159,735	18,092,600
Capital Reserve Fund	2,580,064	3,312,640	6,005,095	4,747,392	6,632,370
Health Insurance Fund	31,296,477	34,338,555	33,461,015	32,870,000	36,473,899
Dental Insurance Fund	2,444,784	2,496,655	2,183,621	2,358,819	2,707,497
Private Purpose Trust	5,528,392	7,526,414	37,499	45,000	35,000
Student Activities	9,893,304	6,019,669	8,359,258	3,715,610	11,450,000
Front Range BOCES Fund	-	-	294,317	285,600	310,000
GRAND TOTAL:	\$ 615,816,345	\$ 614,515,337	\$ 620,565,831	\$ 622,469,694	\$ 607,858,886



All Funds (continued)

Reserves Summary

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
FUND:					
General Operating Fund	\$ -	\$ -	\$ -	\$ -	33,869,097
PERA On-behalf Fund	-	-	-	-	-
Differentiated School Support	-	-	-	-	108,140
Charter School Fund	-	-	-	-	883,131
Technology Fund	-	-	-	-	444,452
Athletics Fund	-	-	-	-	98,485
Preschool Fund	-	-	-	-	358,996
Risk Management Fund	-	-	-	-	1,608,153
Community Schools Fund	-	-	-	-	168,778
CPP Fund	-	-	-	-	-
Food Services Fund	-	-	-	-	110,529
Grant Fund	-	-	-	-	-
Transportation Fund	-	-	-	-	1,065,364
Operations and Technology Fund	-	-	-	-	875,639
Bond Redemption Fund	-	-	-	-	-
2014 Building Fund	-	-	-	-	-
Capital Reserve Fund	-	-	-	-	1,168,202
Health Insurance Fund	-	-	-	-	7,251,872
Dental Insurance Fund	-	-	-	-	1,457,757
Private Purpose Trust	-	-	-	-	-
Student Activities	-	-	-	-	300,000
Front Range BOCES Fund	-	-	-	-	329,849
GRAND TOTAL:	\$ -	\$ -	\$ -	\$ -	\$ 50,098,444

All Funds (continued)

Transfers Out Summary

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
FUND:					
General Operating Fund	\$ 45,339,406	\$ 49,252,677	\$ 53,189,130	\$ 44,164,395	\$ 64,971,507
PERA On-behalf Fund	-	-	-	-	-
Differentiated School Support	-	-	-	-	-
Charter School Fund	-	-	-	-	-
Technology Fund	-	-	-	-	-
Athletics Fund	-	-	-	-	-
Preschool Fund	-	55,038	48,475	51,469	51,469
Risk Management Fund	-	-	-	-	-
Community Schools Fund	2,034,274	2,469,228	235,000	150,000	150,000
CPP Fund	46,340	-	-	-	-
Food Services Fund	-	-	-	-	-
Grant Fund	-	-	-	-	-
Transportation Fund	-	-	-	-	-
Operations and Technology Fund	-	-	-	-	-
Bond Redemption Fund	-	-	-	-	-
2014 Building Fund	-	-	-	-	-
Capital Reserve Fund	-	-	-	-	-
Health Insurance Fund	-	-	-	-	-
Dental Insurance Fund	-	-	-	-	-
Private Purpose Trust	-	-	-	-	-
Student Activities	-	-	-	-	-
Front Range BOCES Fund	-	-	-	-	-
GRAND TOTAL:	\$ 47,420,020	\$ 51,776,943	\$ 53,472,605	\$ 44,365,864	\$ 65,172,976



All Funds (continued)

Ending Fund Balance Summary

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2020-21 PROPOSED BUDGET
FUND:					
General Operating Fund	\$ 40,189,736	\$ 43,442,449	\$ 47,717,796	\$ 52,783,343	\$ 61,671
PERA On-behalf Fund	-	-	-	-	-
Differentiated School Support					7,101,193
Charter School Fund	6,577,311	8,609,908	9,477,246	9,258,574	8,038,286
Technology Fund	2,197,175	2,307,552	2,549,086	3,083,981	1,150,749
Athletics Fund	485,249	274,411	92,170	137,500	-
Preschool Fund*	525,333	803,233	331,894	475,532	-
Risk Management Fund	640,179	715,031	697,762	1,105,947	-
Community Schools Fund	3,660,653	3,008,827	2,669,601	643,316	-
CPP Fund	-	-	-	-	-
Food Services Fund	271,237	177,638	218,836	110,600	-
Grant Fund**	-	-	-	-	-
Transportation Fund	1,010,192	1,058,330	1,010,740	1,065,364	-
Operations and Technology Fund	4,624,117	13,077,142	22,337,386	19,668,232	14,807,283
Bond Redemption Fund	44,961,935	49,553,956	49,925,855	49,873,355	49,910,705
2014 Building Fund	149,279,877	196,777,138	98,882,778	27,135,746	9,068,146
Capital Reserve Fund	2,849,151	5,346,486	6,882,117	4,492,105	-
Health Insurance Fund	6,010,279	4,876,987	6,073,818	8,239,138	-
Dental Insurance Fund	603,143	665,213	1,143,043	1,456,180	-
Private Purpose Trust	3,928,091	4,586,719	1,348,178	1,313,178	1,318,178
Student Activities	2,697,202	2,556,394	5,997,847	6,297,237	4,547,237
Front Range BOCES Fund	-	-	265,449	324,849	-
GRAND TOTAL:	\$ 270,510,860	\$ 337,837,414	\$ 257,621,602	\$ 187,464,176	\$ 96,003,447

*The Preschool and CPP Funds were consolidated effective 2018-19.

** The Grant Fund ending fund balance is zero due to the accrual and/or deferral of revenues based upon expenditures incurred during the year.

All Funds (continued)

Summary of Fund Balance Changes

	2021-22 Beginning Fund Balance	2021-22 Reserves	2021-22 Net Beginning Fund Balance	2021-22 Ending Fund Balance	Net Change	% Net Change
FUND:						
General Operating Fund	\$ 52,783,343	\$ 33,869,097	\$ 18,914,246	\$ 61,671	\$ (18,852,575)	-100%
PERA On-behalf Fund	-	-	-	-	-	0%
Differentiated School Support	-	108,140	(108,140)	7,101,193	7,209,333	0%
Charter School Fund	9,258,574	883,131	8,375,443	8,038,286	(337,157)	-4%
Technology Fund	3,083,981	444,452	2,639,529	1,150,749	(1,488,780)	-56%
Athletics Fund	137,500	98,485	39,015	-	(39,015)	-100%
Preschool Fund	475,532	358,996	116,536	-	(116,536)	-100%
Risk Management Fund	1,105,947	1,608,153	(502,206)	-	502,206	-100%
Community Schools Fund	643,316	168,778	474,538	-	(474,538)	-100%
CPP Fund	-	-	-	-	-	0%
Food Services Fund	110,600	110,529	71	-	(71)	-100%
Grant Fund	-	-	-	-	-	0%
Transportation Fund	1,065,364	1,065,364	-	-	-	0%
Operations and Technology Fund	19,668,232	875,639	18,792,593	14,807,283	(3,985,310)	-21%
Bond Redemption Fund	49,873,355	-	49,873,355	49,910,705	37,350	0%
2014 Building Fund	27,135,746	-	27,135,746	9,068,146	(18,067,600)	-67%
Capital Reserve Fund	4,492,105	1,168,202	3,323,903	-	(3,323,903)	-100%
Health Insurance Fund	8,239,138	7,251,872	987,266	-	(987,266)	-100%
Dental Insurance Fund	1,456,180	1,457,757	(1,577)	-	1,577	-100%
Private Purpose Trust	1,313,178	-	1,313,178	1,318,178	5,000	0%
Student Activities	6,297,237	300,000	5,997,237	4,547,237	(1,450,000)	-24%
Front Range BOCES Fund	324,849	329,849	(5,000)	-	5,000	-100%
GRAND TOTAL:	\$ 187,464,176	\$ 50,098,444	\$ 137,365,732	\$ 96,003,447	\$ (41,362,285)	

The above summary outlines changes in fund balance net of current year reserve amounts. In accordance with board Policy DB, the district maintains a minimal level of year-end fund balance net of these reserves in order to ensure ongoing financial health.

Changes in fund balance are authorized by the Board of Education as a use of beginning fund balance for one-time uses which will not lead to an ongoing deficit. Funds with a positive net change have budgeted resources higher than anticipated uses.

Current year reserves are subtracted from the Beginning Fund Balance to arrive at a net Beginning Fund Balance to reflect funds actually available for use. Changes in fund balance are calculated against the net Beginning Fund Balance.



All Funds (continued)

Summary of Fund Balance Changes (continued)

The significant changes in fund balance, identified as greater than \$500,000, are as follows:

General Operating Fund – Fund balance uses are identified in the “Budget Adjustment Plan” in the Introductory Section. These funds were allocated to critical needs through the budget process and will not create any specific or significant consequence.

Differentiated School Support Fund – This fund will support schools over a three-year period.

Technology Fund – Carryover funds have been identified for technology needs that span multiple fiscal years.

Operations & Technology Fund – Fund balance carryover funds are for an identified project related to a required ERP system upgrade.

2014 Building Fund – Fund balance represents bond proceeds that continue to be spent down on capital improvements as planned within the 2014 Educational Facilities Master Plan.

Capital Reserve Fund – Fund balance represents the carryover of one-time funds for capital improvement projects throughout the district. The capital improvement projects primarily include building renovations and improvements.

Health Insurance Fund – Fund balance was generated from positive claims experience and savings related to a change in the district's benefit consultants, and third party service providers, including stop loss insurance coverage and claims administration. Fund balance is being partially used to cover an increase in contributions (3.8%) that is less than the expected increase in medical claims. Benefit plan design changes and contributions from the district and dependents will be reconsidered in 2021-22, as necessary.

Budgeted Expenditures per Student

FUND:	2020-21		2021-22	
	Budgeted		Budgeted	
	Budgeted Expenditures	Expenditures Per Student FTE	Budgeted Expenditures	Expenditures Per Student FTE
Operating Funds	\$ 355,422,413	\$ 11,688	\$ 380,087,633	\$ 12,846
Grant Fund	39,800,000	1,309	33,800,000	1,142
Special Revenue Funds	57,217,992	1,882	61,192,237	2,068
Internal Service Funds*	38,337,819	1,261	39,181,396	1,324
Bond Redemption Fund	57,174,000	1,880	57,077,650	1,929
Capital Project Funds	78,970,412	2,597	24,724,970	836
Fiduciary Funds	7,050,000	232	11,795,000	399
Total Budget	\$ 633,972,636	\$ 20,847	\$607,858,886	\$ 20,544

BUDGETED ENROLLMENT:	2020-21	2021-22
Student Enrollment	29,097	29,372
Student Funded FTE	30,410.4	29,588.1

* Internal Service Funds are used to account for self-funded employee health and dental insurance programs within the district.

All Funds (continued)

Authorized FTE Summary

LOCATION	100-104 Admin	105/125 Principal	106 Asst Principal	201-209 Teachers	210-224 Other Teachers	230-239 Psych OT/PT/SW Nurse	320-357 Profes'nl Support	360-399 Techn'cl Support	400-499 Liaisons Monitors	500-599 Offc/Admin Support	600-699 Trades & Services	TOTAL FTEs
101 CURR DEPT - ELEM LEVEL	-	-	-	6.490	-	-	-	-	-	-	-	6.490
102 RESERVES - ELEM LEVEL	-	-	0.009	15.367	2.000	-	-	-	6.061	1.259	-	24.696
119 BEAR CREEK ELEMENTARY	-	1.000	-	18.002	2.000	-	-	-	6.071	2.000	2.000	31.073
120 BIRCH ELEMENTARY	-	1.000	-	18.406	1.500	-	-	-	5.315	2.188	2.000	30.409
124 COLUMBINE ELEMENTARY	-	1.000	1.000	28.790	2.500	-	-	-	4.965	2.250	2.500	43.005
127 CREST VIEW ELEMENTARY	-	1.000	1.000	26.500	2.000	-	-	-	4.964	2.250	2.750	40.464
130 DOUGLASS ELEMENTARY	-	1.000	-	19.042	2.000	-	-	-	4.553	2.000	2.500	31.095
131 SANCHEZ ELEMENTARY	-	1.000	1.000	24.042	2.500	-	-	-	4.343	1.875	2.250	37.010
132 EISENHOWER ELEMENTARY	-	1.000	-	20.752	2.000	-	-	-	6.001	2.000	2.500	34.253
134 EMERALD ELEMENTARY	-	1.000	-	22.792	2.000	-	-	-	4.936	2.125	2.500	35.353
136 FLATIRONS ELEMENTARY	-	1.000	-	11.000	1.000	-	-	-	2.022	2.000	2.000	19.022
138 FOOTHILL ELEMENTARY	-	1.000	-	23.250	2.000	-	-	-	7.396	2.125	3.000	38.771
141 GOLD HILL ELEMENTARY	-	0.050	-	2.368	-	-	-	-	0.200	0.514	0.250	3.382
144 HEATHERWOOD ELEMENTARY	-	1.000	-	16.271	1.000	-	-	-	5.995	2.000	2.000	28.266
147 JAMESTOWN ELEMENTARY	-	0.050	-	2.168	-	-	-	-	0.100	0.500	0.250	3.068
150 KOHL ELEMENTARY	-	1.000	0.500	18.772	1.500	-	-	-	6.439	2.125	2.500	32.836
153 LAFAYETTE ELEMENTARY	-	1.000	-	24.770	3.000	-	-	-	7.284	2.250	2.500	40.804
154 RYAN ELEMENTARY	-	1.000	1.000	27.670	2.000	-	-	-	7.660	2.125	2.000	43.455
156 FIRESIDE ELEMENTARY	-	1.000	-	24.540	2.000	-	-	-	7.483	2.375	2.500	39.898
157 LOUISVILLE ELEMENTARY	-	1.000	0.500	25.000	2.000	-	-	-	7.606	2.125	2.500	40.731
158 COAL CREEK ELEMENTARY	-	1.000	-	18.502	2.000	-	-	-	6.713	2.000	2.000	32.215
161 BCSIS	-	1.000	-	16.751	1.000	-	-	-	2.459	2.000	1.250	24.460
164 CREEKSIDE ELEMENTARY	-	1.000	-	20.792	1.500	-	-	-	7.581	2.125	2.000	34.998
166 MESA ELEMENTARY	-	1.000	-	16.501	1.000	-	-	-	5.820	2.000	2.000	28.321
169 NEDERLAND ELEMENTARY	-	1.000	-	12.520	1.500	-	-	-	3.900	2.000	2.500	23.420
180 PIONEER ELEMENTARY	-	1.000	0.500	29.458	2.000	-	-	-	5.500	2.375	3.000	43.833
185 SUPERIOR ELEMENTARY	-	1.000	-	23.500	2.000	-	-	-	6.304	2.125	2.750	37.679
190 UNIVERSITY HILL ELEM	-	1.000	0.500	30.540	2.000	-	-	-	4.771	2.875	2.750	44.436
192 HIGH PEAKS ELEMENTARY	-	1.000	-	15.751	1.000	-	-	-	2.380	1.750	1.250	23.131
193 COMMUNITY MONTESSORI	-	1.000	-	15.001	1.000	-	-	-	8.399	2.000	2.000	29.400
196 WHITTIER ELEMENTARY	-	1.000	-	22.202	2.000	-	-	-	3.331	2.000	2.000	32.533
1 ELEMENTARY SCHOOLS TOTAL	-	27.100	6.009	597.510	50.000	-	-	-	156.552	59.336	62.000	958.507
201 CURR DEPT - MIDDLE LEVEL	-	-	-	13.106	-	-	-	-	-	-	-	13.106
202 RESERVES - MIDDLE LEVEL	-	-	-	12.638	-	-	-	-	0.585	-	-	13.223
225 BROOMFIELD HEIGHTS MIDDLE	-	1.000	1.000	26.926	3.000	-	-	-	8.786	3.000	3.000	46.712
230 MANHATTAN MIDDLE	-	1.000	1.000	23.906	3.000	-	-	-	4.725	3.000	3.000	39.631
240 CASEY MIDDLE	-	1.000	1.000	34.270	3.000	-	-	-	3.202	3.000	3.500	48.972
250 CENTENNIAL MIDDLE	-	1.000	1.000	30.000	3.000	-	-	-	2.007	3.000	3.500	43.507
252 ANGEVINE MIDDLE	-	1.000	2.000	37.010	4.000	-	-	-	6.949	3.000	3.750	57.709
254 LOUISVILLE MIDDLE	-	1.000	1.000	31.000	3.000	-	-	-	5.782	3.000	3.000	47.782
260 PLATT MIDDLE	-	1.000	1.000	22.340	3.000	-	-	-	5.461	3.000	3.750	39.551
270 SOUTHERN HILLS MIDDLE	-	1.000	1.000	24.500	3.000	-	-	-	5.586	3.000	3.000	41.086
2 MIDDLE SCHOOLS TOTAL	-	8.000	9.000	255.696	25.000	-	-	-	43.083	24.000	26.500	391.279
301 CURR DEPT - SENIOR LEVEL	-	-	-	7.225	-	-	-	-	-	-	-	7.225
302 RESERVES - SENIOR LEVEL	-	-	-	9.987	(0.200)	-	-	0.077	0.814	0.400	-	11.078
310 BOULDER HIGH	-	1.000	4.000	101.600	5.900	-	-	1.000	16.796	8.500	7.500	146.296
315 BROOMFIELD HIGH	-	1.000	3.000	74.135	4.500	-	-	0.750	13.854	6.500	7.000	110.739
320 CENTAURUS HIGH	-	1.000	3.000	77.180	5.700	-	-	0.750	15.889	6.000	6.000	115.519
330 FAIRVIEW HIGH	-	1.000	4.000	86.570	6.400	-	-	1.000	17.816	8.500	8.000	133.286
350 NEW VISTA HIGH	-	1.000	0.800	16.170	2.000	-	-	0.375	0.880	2.750	2.500	26.475
360 MONARCH HIGH	-	1.000	3.000	71.330	4.900	-	-	0.750	14.901	6.500	7.000	109.381
3 SENIOR HIGH SCHOOLS TOTAL	-	6.000	17.800	444.197	29.200	-	-	4.702	80.950	39.150	38.000	659.999
440 ARAPAHOE RIDGE HIGH	-	1.000	1.000	9.250	1.000	-	-	-	2.000	3.200	-	17.450
461 BOULDER UNIVERSAL	-	0.100	1.000	28.277	0.600	-	2.700	-	3.248	2.000	-	37.925
490 TECHNICAL ED CENTER	-	-	-	13.500	1.000	-	-	-	1.000	1.800	4.500	21.800
4 VOCATIONAL/TECHNICAL SCHOOLS TOTAL	-	1.100	2.000	51.027	2.600	-	2.700	-	6.248	7.000	4.500	77.175
502 MONARCH K-8	-	1.000	2.000	39.542	3.500	-	-	-	11.351	4.000	3.500	64.893
503 NEDERLAND MIDDLE/SENIOR	-	1.000	1.000	18.074	2.300	-	-	0.375	4.950	3.500	3.000	34.199
505 ASPEN CREEK K-8	-	1.000	2.000	40.772	3.500	-	-	-	11.731	4.125	4.000	67.128
506 ELDORADO K-8	-	1.000	2.000	35.612	3.500	-	-	-	3.535	4.000	4.250	53.897
509 ERIE K-8	-	1.000	2.000	33.905	3.000	-	-	-	6.798	4.313	3.750	54.766
590 SUMMER SCHOOL	-	-	-	-	-	-	0.500	-	-	-	-	0.500
595 ALTERNATIVE LEARNING OPTIONS	-	-	-	-	-	-	1.300	-	-	0.300	-	1.600
5 COMBINATION SCHOOLS TOTAL	-	5.000	9.000	167.905	15.800	-	1.800	0.375	38.365	20.238	18.500	276.983



All Funds (continued)

Authorized FTE Summary (continued)

LOCATION	100-104 Admin	105/125 Principal	106 Asst Principal	201-209 Teachers	210-224 Other Teachers	230-239 Psych OT/PT/SW	320-357 Profes'nl Support	360-399 Techn'cl Support	400-499 Liaisons Monitors	500-599 Offc/Admin Support	600-699 Trades & Services	TOTAL FTEs
602 SUPERINTENDENT'S OFFICE	1.000	-	-	-	-	-	0.600	-	-	1.200	-	2.800
603 DEPUTY SUPERINTENDENT	1.000	-	-	-	-	-	-	-	-	-	-	1.000
604 LEGAL COUNSEL OFFICE	1.000	-	-	-	-	-	1.800	-	-	1.000	-	3.800
605 CURRICULUM, ASSESSMENT & INSTR	5.000	-	-	-	2.000	-	2.000	-	-	-	-	9.000
606 BUSINESS SERVICES DIVISION	1.000	-	-	-	-	-	-	-	-	1.000	-	2.000
607 STRATEGIC INITIATIVES	2.000	-	-	-	2.000	-	1.000	0.500	-	-	-	5.500
608 PLANNING & ASSESSMENT	2.000	-	-	-	-	-	3.000	0.500	-	1.000	-	6.500
609 VOCATIONAL ED ADMIN	1.000	-	-	-	-	-	-	-	-	-	-	1.000
610 PRESCHOOL	0.333	-	-	-	1.000	-	-	-	-	0.471	-	1.804
611 SPECIAL EDUCATION	4.000	-	-	15.816	16.650	97.667	-	-	19.783	4.100	-	158.016
612 READING	1.000	-	-	-	2.000	-	-	-	-	-	-	3.000
613 STUDENT SUCCESS	4.000	-	-	-	1.000	-	-	-	-	1.000	-	6.000
614 INSTITUTIONAL EQUITY	1.000	-	-	-	4.000	-	-	-	-	-	-	5.000
616 CULTURALLY & LINGUISTICALLY DIVERSE ED	1.000	-	-	0.180	2.000	-	-	-	-	1.000	-	4.180
621 EAST NETWORK	1.000	-	-	-	-	-	-	-	-	3.000	-	4.000
622 SOUTHWEST NETWORK	1.000	-	-	-	-	-	-	-	-	3.000	-	4.000
623 NORTHWEST NETWORK	1.000	-	-	-	-	-	-	-	-	3.000	-	4.000
624 STEM	2.000	-	-	-	1.000	-	-	-	-	-	-	3.000
628 BOARD OF EDUCATION	-	-	-	-	-	-	0.400	-	-	-	-	0.400
634 ENGLISH LANGUAGE DEVELOPMENT	1.000	-	-	0.060	2.000	-	-	-	-	-	-	3.060
635 DISTRICT-WIDE INSTRUCTION	1.000	-	-	-	-	-	17.000	-	-	-	-	18.000
637 SCIENCE	-	-	-	-	-	-	-	-	-	1.500	-	1.500
640 OPERATIONAL SERVICES	0.500	-	-	-	-	-	1.862	0.800	-	0.500	-	3.662
642 MAINTENANCE & OPERATIONS	2.000	-	-	-	-	-	5.000	-	-	1.000	48.000	56.000
643 ENVIRONMENTAL SERVICES	1.000	-	-	-	-	-	15.000	-	-	1.000	18.600	35.600
668 COMMUNICATION SERVICES	1.000	-	-	-	-	-	1.000	3.000	-	1.000	-	6.000
670 GRANTS ADMINISTRATION	0.750	-	-	-	-	-	-	-	-	-	-	0.750
685 STUDENT ENROLLMENT CENTER	1.000	-	-	-	-	-	2.000	1.000	-	3.000	-	7.000
686 PROFESSIONAL LEARNING	1.000	-	-	-	-	-	2.000	-	-	-	-	3.000
687 HUMAN RESOURCES	4.100	-	-	-	2.000	-	7.200	1.000	-	4.500	-	18.800
688 BUDGET SERVICES	1.000	-	-	-	-	-	7.250	-	-	-	-	8.250
689 INFORMATION TECHNOLOGY	7.000	-	-	-	-	-	1.000	42.000	-	2.000	-	52.000
690 FINANCE & ACCOUNTING	0.600	-	-	-	3.000	-	5.000	-	-	5.625	-	14.225
695 PURCHASING	1.000	-	-	-	-	-	1.000	-	-	3.000	-	5.000
698 HEALTH SERVICES	1.000	-	-	-	1.000	14.900	3.000	1.000	1.800	1.781	-	24.481
6 CENTRALIZED SERVICES TOTAL	54.283	-	-	16.056	39.650	112.567	77.112	49.800	21.583	44.677	66.600	482.328
791 MATERIALS MANAGEMENT	-	-	-	-	-	-	3.000	-	-	-	6.000	9.000
792 PRINT SHOP	-	-	-	-	-	-	-	0.750	-	-	2.000	2.750
7 SERVICE CENTERS TOTAL	-	-	-	-	-	-	3.000	0.750	-	-	8.000	11.750
809 DISTRICT ALLOCATIONS	-	-	-	-	2.000	-	-	-	0.313	-	-	2.313
8 DISTRICT-WIDE COSTS TOTAL	-	-	-	-	2.000	-	-	-	0.313	-	-	2.313
925 SUMMIT CHARTER	-	-	-	-	-	-	-	-	-	-	1.750	1.750
932 BOULDER PREP CHARTER	-	-	-	1.000	-	-	-	-	-	-	-	1.000
952 HORIZONS K-8 CHARTER	-	-	-	0.100	-	-	-	-	-	-	-	0.100
954 JUSTICE HIGH CHARTER	-	-	-	1.200	-	-	-	-	-	-	0.500	1.700
956 PEAK TO PEAK CHARTER	-	-	-	0.600	-	-	-	-	-	-	-	0.600
971 EDUCATION CENTER BUILDING	-	-	-	-	-	-	-	-	-	-	4.000	4.000
973 MAPLETON EARLY CHILDHOOD CENTER	-	-	-	1.106	-	-	-	-	1.000	-	-	2.106
975 HALCYON	-	-	-	-	-	-	-	-	-	-	0.500	0.500
9 OTHER OPERATIONAL UNITS TOTAL	-	-	-	4.006	-	-	-	-	1.000	-	6.750	11.756
TOTAL GENERAL OPERATING FUND	54.283	47.200	43.809	1,536.397	164.250	112.567	84.612	55.627	348.094	194.401	230.850	2,872.090
OTHER DISTRICT FUNDS												
17 PRESCHOOL FUND	1.667	-	-	25.334	-	7.970	1.000	-	43.295	5.154	1.000	85.420
18 RISK MANAGEMENT FUND	0.300	-	-	-	-	-	1.200	-	-	0.500	-	2.000
19 COMMUNITY SCHOOL PROGRAM	1.000	-	-	-	-	-	8.750	-	63.055	5.100	2.000	79.905
21 FOOD SERVICES FUND	1.000	-	-	-	-	-	10.000	-	-	2.000	98.306	111.306
22 GRANTS FUND	1.250	-	-	40.634	9.410	14.824	7.050	-	56.184	5.500	-	134.852
25 TRANSPORTATION FUND	1.000	-	-	-	-	-	7.620	-	35.000	18.500	218.750	280.870
42 2014 BUILDING FUND	2.000	-	-	-	-	-	7.000	0.200	-	1.000	-	10.200
66 HEALTH INSURANCE FUND	0.850	-	-	-	-	-	2.300	-	-	-	-	3.150
67 DENTAL INSURANCE FUND	0.150	-	-	-	-	-	0.300	-	-	-	-	0.450
10 OTHER DISTRICT FUNDS TOTAL	9.217	-	-	65.968	9.410	22.794	45.220	0.200	197.534	37.754	320.056	708.153
CHARTER SCHOOL FUND												
11 CHARTER SCHOOL FUND	-	1.000	1.000	20.500	2.833	-	1.000	-	3.311	2.560	-	32.204
925 SUMMIT CHARTER	-	-	-	9.500	3.000	-	0.500	-	-	0.500	-	13.500
932 BOULDER PREP CHARTER	-	1.000	1.000	25.199	1.000	-	0.680	-	9.778	2.505	2.000	43.162
952 HORIZONS K-8 CHARTER	-	1.000	0.800	3.000	-	-	-	-	-	0.500	-	5.300
954 JUSTICE HIGH CHARTER	8.000	3.000	3.000	87.700	10.000	-	11.600	-	18.537	7.760	8.290	157.887
11 CHARTER SCHOOL FUND	8.000	6.000	5.800	145.899	16.833	-	13.780	-	31.626	13.825	10.290	252.053
ALL FUNDS GRAND TOTAL	71.500	53.200	49.609	1,748.264	190.493	135.361	143.612	55.827	577.254	245.980	561.196	3,832.296

School Allocation Formulas

The school formulas are detailed in the following pages. Each instructional level, elementary, middle and high, as well as program resources such as Special Education, literacy, and language support services are shown below. Staffing formulas are listed by type of employee. The School Discretionary Funds or School Resource Allocation (SRA) formula is also included.

- The district's budget methodology to allocate state and local funds to each Title I school ensures it receives all the state and local budget funds it would otherwise receive if it did not receive any Title I funding.
- BVSD assures that its budget methodology is compliant with the supplement, not supplant provisions within section 1118(b) of, and referenced throughout, the Every Student Succeeds Act.

Staffing formulas may change each year depending upon available resources. Specific classroom staffing may vary because of site-based decisions.

Elementary Level

1. Principals: 1.0 Full Time Equivalent (FTE)/school (Small schools below 350 students may have multiple assignments and reduced FTE.)
2. Assistant Principals: Allocations are based on school needs and available FTE.
K-8 Assistant Principals: 2.0 Assistant Principal FTE allocated from elementary and middle levels.
3. Classroom Teachers Class Size Formulas:
All elementary schools are staffed using guideline ratio of 1:24.58 with adjustments made to accommodate individual grade levels. Guidelines for class size can be found in the BVEA negotiated agreement section C-6.

Elementary art, general music and physical education specialist allocations were updated in 2017-18 to reflect the work of a task force assigned to equalize specialist instruction time at the elementary level. A rotating ABC schedule, adopted to support the implementation of the Ideal School Day, includes equalized instruction time for all elementary specials. The terms of this agreement are outlined in the Memorandum of Understanding for Guidelines of Elementary Art, General Music and Physical Education Specialists. The allocation of .0556 FTE per section provides equalized instruction of 50 minutes per grade level classroom on a rotating ABC schedule.
4. Teacher Librarians: 1.0 FTE teacher librarian may be assigned to schools with over 350 K-5 student FTE and .50 FTE may be assigned to schools with enrollments under 350 student FTE.
5. Each school with an enrollment of 350+ K-5 students will be allocated a 1.0 FTE School Counselor; those with enrollments of 200-350 K-5 students be allocated a 0.50 FTE School Counselor. All Title schools and schools with poverty at 30 percent or above have been allocated a 1.0 FTE School Counselor. Gold Hill and Jamestown did not receive this resource.
6. School Clerical Support: Clerical FTE is allocated based on enrollment and includes office manager clerical FTE.

Enrollment	FTE
100 – 399	1.125 – 2.000
400– 600+	2.125 – 2.500
7. Custodians: The custodial formula for elementary schools is the sum of the building square footage/25,000; the custodial formula for K-8 schools is the sum of the building square footage/29,000. Rounding occurs at .250, .50, .750, and 1.0. The head custodian position is included within this allocation formula.

School Allocation Formulas (continued)**Elementary Level (continued)****8. Paraeducators:**

Regular Paraprofessional: The para allocation was reset in 2018-19 to add a weighted student formula which provides added resources for students with a free and reduced lunch (FRL) status. The standard ratio of .0326 hours is allocated per student. Additional weight is added for students with a FRL status. The FRL student count receives a weighted enrollment of one and a half, providing 50 percent more for students with the FRL status. Schools with full day kindergarten receive an allocation of .50 or .25 paraprofessional FTE per section.

Health Room Paraprofessional:

.500 FTE for enrollment of 75 – 500

.600 FTE for enrollment greater than 501

9. Library Paraprofessional: 3.5 hours per day for schools with a .50 teacher librarian (adjustments made for schools at one site). Schools with a full time teacher librarian do not receive library paraprofessional FTE.**10. School Discretionary Funds:** The SRA allocation was revised in 2018-19 to simplify the allocation process and provide a weighted formula designed to support student populations of poverty, English Language Learners, and Special Education. Student enrollment (heads) is used based on initial enrollment projections from BVSD Planning Office in the spring. Adjustments are made for actual enrollment and Special Demographics reported with official October count information in the fall. The school resource allocation (SRA) is allocated at \$65 per pupil. An allocation for Special Programs is given to Free and Reduced (FRL) of \$125, English Language Learners of \$25, and \$25 for Special Education. Schools with preschool programs will receive a per pupil amount of \$65 as well as \$25 per preschool student. All of these funds are totaled to comprise the SRA. Schools have the discretion to reallocate the funds within the total as long as they comply with state law and employee contracts.

Elementary leadership enrollment numbers include kindergarten through fifth grade. Preschool allocations are staffed using independent formulas.

Middle Level**1. Principals:** 1.0 FTE/school.**2. Assistant Principals:** Assistant Principal 1.0 FTE; adjustments made for schools with above average FRL populations.

K-8 Assistant Principals: 2.0 Assistant Principal FTE allocated from elementary and middle levels.

3. Classroom Teachers: 1.0 FTE teaching position per 22.99 students as a middle level average. In addition, 7.5 FTE are allocated to the 14 middle schools based on identified free and reduced lunch student counts. Boulder Universal is staffed with a student teacher ratio of 155 course offerings per 1.0 teacher FTE. The classroom teacher allocation includes art, music, and physical education teachers at the middle level. Guidelines for class size can be found in the BVEA negotiated agreement section C-5.**4. Teacher Librarians:** 1.0 FTE teacher librarian may be assigned to schools with over 375 students and partial FTE may be assigned to schools with enrollments under 375 students or multi-level schools at one site.**5. Counselors:** The formula was adjusted to a range in 2013-14. Total student enrollment ranges are as follows: 100-350 = .50 FTE; 351-400 = 1.0 FTE; 401-500 = 1.5 FTE; 501 and over = 2.0 FTE. Service is for 10 days beyond the regular teaching assignment.

School Allocation Formulas (continued)

Middle Level (continued)

6. School Clerical Support: Clerical FTE are allocated based on the size of each school; adjustments are made for schools with above average FRL populations.

Small (1-350)	1.0 – 1.50 FTE
Average (over 350)	2.5 – 3.00 FTE
7. Custodians: The custodial formula for middle schools is the sum of the building square footage/32,000; the custodial formula for K-8 schools is the sum of the building square footage/29,000. Rounding occurs at .250, .50, .750, and 1.0. The head custodian position is included within this allocation formula.
8. Paraeducators: The paraeducator allocation includes hours for regular programs and health rooms. Staffing is based on enrollment .01832 hours per student FTE. The overall average is approximately 1.0 paraeducator FTE per school.
9. Community Liaisons: 0.50 FTE at the following schools: Angevine, Broomfield Heights, Casey, Centennial and Manhattan.
10. School Discretionary Funds: The SRA allocation was revised in 2018-19 to simplify the allocation process and provide a weighted formula designed to support student populations of poverty, English Language Learners, and Special Education. Student enrollment (heads) is used based on initial enrollment projections from BVSD Planning Office in the spring. Adjustments are made for actual enrollment and Special Demographics reported with official October count information in the fall. The SRA is allocated at \$75 per pupil. An allocation for Special Programs is given to Free and Reduced (FRL) of \$125, English Language Development of \$25, and \$25 for Special Education. All of these funds are totaled to comprise the SRA. Schools have the discretion to reallocate the funds within the total as long as they comply with state law and employee contracts.

High School

1. Principals: 1.0 FTE/school (Nederland Middle .5/Senior .5)
2. Assistant Principals:
The formula is dependent on enrollment bands. Enrollment ranges of 1,000-1,800 receive 3.0 Assistant Principal FTE. Enrollment greater than 1,800 receives 4.0 Assistant Principal FTE. Schools with less than 1,000 students receive allocations based on individual site needs. These schools include Arapahoe Campus, Nederland, and New Vista.
3. Classroom Teachers Staffing Formula/Ratio:
The base formula for most high school teacher FTE is 26.34:1. Small schools are staffed at the following ratios: Arapahoe Campus 20.34:1, Nederland 19.64:1 and New Vista 24.74:1. An additional 8.5 FTE is distributed based on identified free and reduced lunch student count. Boulder Universal is staffed with a student teacher ratio of 155 course offerings per 1.0 teacher FTE.

The classroom teacher allocations include art, music, and physical education teachers at the secondary level. Additional allocations are made for program needs i.e., International Baccalaureate, Advanced Placement, Hispanic Study Skills, and Career Technical Education classes. Class size caps for regular freshman and sophomore math and language arts classes enroll a maximum of 30 students per section. Additional guidelines for class size can be found in the BVEA negotiated agreement section C-5.

School Allocation Formulas (continued)

High School (continued)

4. Multicultural Leadership Class: .20 FTE teaching position per high school campus.
5. Connections: .50 FTE at Boulder, Broomfield, Centaurus, Fairview and Monarch.
6. Teacher Librarians:
 - 1.0 FTE at Boulder, Broomfield, Centaurus, Fairview, Monarch and New Vista
 - 0.50 FTE Nederland Senior
7. Counselors: 1.0 FTE per approximately 450 students. Service is for 10 days beyond the regular teaching assignment.
8. School Clerical Support: Clerical FTE are allocated based on the size of each school.
 - a. Small (100 -900) 2.0 - 3.0 FTE, Medium (901 -1,700) 5.5 - 6.5 FTE, Large (1,701-3,000) 7.0 - 9.0 FTE
 - b. Adjustments are made based on program needs.
9. Custodians: The custodial formula for high schools is the sum of the building square footage/33,000. Rounding occurs at .250, .50, .750, and 1.0. The head custodian position is included within this allocation formula.
10. Media Technicians: Allocation of media technician personnel is based upon the following chart:

Enrollment	Hours/ Week	FTE
0 – 949	15	0.375
950 – 1,700	32	0.750
1,701 – 2,000+	40	1.000
11. Paraeducators: Staffing is based on enrollment and .0104 hours per student FTE. The average is approximately 2.3 FTE for the larger schools and .27 FTE for smaller schools.
12. Pupil Services: 8.857 teacher FTE; allocation varies based on school needs.
13. Community Liaisons:
 - Arapahoe Ridge 1.0, Boulder 1.0, Broomfield 1.0, Centaurus 1.0, Fairview 1.0
14. Campus Monitors:

Arapahoe Ridge	1.0 FTE	Boulder	3.5 FTE	Broomfield	2.5 FTE
Centaurus	2.0 FTE	Fairview	3.4 FTE	Monarch	2.6 FTE
New Vista	0.5 FTE	Nederland	1.0 FTE		
15. School Discretionary Funds: The SRA allocation was revised in 2018-19 to simplify the allocation process and provide a weighted formula designed to support student populations of poverty, English Language Learners, and Special Education. Student enrollment (heads) is used based on initial enrollment projections from BVSD Planning Office in the spring. Adjustments are made for actual enrollment and Special Demographics reported with official October count information in the fall. The SRA is allocated at \$70 per pupil. An allocation for Special Programs is given to Free and Reduced (FRL) of \$125, English Language Development of \$25, and \$25 for Special Education. All of these funds are totaled to comprise the SRA. Schools have the discretion to reallocate the funds within the total as long as they comply with state law and employee contracts.

Special Program Allocations

1. **Special Education:** All special education instructional staff, paraeducator hours, and special skills aides' hours are allocated to schools based on the location and severity of students with disabilities. A factoring system has been utilized for the allocation of teacher FTE and is outlined below:
 - a. Learning Programs (Resource)
 - i. IEP Preschool students – 1.0 teacher FTE per 8 students
 - ii. IEP Elementary school – 1.0 teacher FTE per 21 students
 - iii. IEP Middle and High school – 1.0 teacher FTE per 25 students
 - iv. One-on-one paraprofessional FTE allocated as per students' needs
 - b. Intensive Programs Elementary
 - i. 1.0 Teacher FTE
 - ii. 1.626 Para Professional for ICAN Programs
 - iii. 3.252 Para Professionals for Multi-Intensive Programs
 - iv. 3.252 Para Professionals for Autism Intensive Programs
 - c. Intensive Programs Middle/High
 - i. 1.0 Teacher FTE
 - ii. 1.950 Para Professional for ICAN Programs
 - iii. 3.892 Para Professionals for Multi-Intensive Programs
 - iv. 3.892 Para Professionals for Autism Intensive Programs
 - d. Speech/Language Pathologist
 - i. FTE based on number of students on IEP
 - e. Psychologist/Social Workers
 - i. FTE based on school student population
 - f. Occupational/Physical Therapists
 - i. FTE allocated based on number of students on IEP

Special Program Allocation

4.000 SPED Directors
 4.100 Clerical
 1.000 Special Ed Specialist
 1.000 Child Find Coordinator
 3.173 Transitional 18-21
 2.000 Teacher in Other Assignment
 0.800 Teacher Assistive Tech
 2.000 Charter School
 146.500 Special Education Teacher Assigned to Schools
 4.350 BCBA
 9.666 Preschool
 8.000 Child Find
 1.500 Audiologist
 1.600 Visual Impaired
 4.300 Hearing Impaired
 52.662 Speech Language Specialist
 15.172 Occupational Physical Therapist
 10.214 Social Workers
 19.441 Psychologist

Special Skills Aides Allocated as follows:

2.624 Interpreters
 1.000 Health Screener
 0.875 COTA\OTA
 182.828 Paraeducators

Special Program Allocations (continued)

2. Instrumental Music: 26.661 teaching positions
3. Literacy:
27.00 Literacy Teacher FTE at the K-5 level: 0.5 FTE per elementary and K-8. Additional FTE is allocated based on size, demographics, and student assessment data.
9.34 Literacy Teacher FTE for Secondary: 0.5 FTE increments are allocated for literacy interventionists to schools based on demographics and student assessment data.
4. Preschool per classroom allocations:
1.000 Teacher
0.875 Paraeducator
0.125 Clerical (2 sessions) 0.250 (4 sessions)
0.100 Health Room Paraeducator (2 sessions) 0.200 (4 sessions)
0.500 Community Liaison (2 sessions) or 0.60 (4 sessions). Title I schools receive an additional 0.10 per site.
0.300 Additional Preschool paraeducator assigned with the approval of the ECE Executive Director. A second para site visit will be completed when extensive need children with health and safety needs are enrolled in a preschool classroom. Needs based only.

Mapleton Early Childhood Center

- 1.000 Custodian
- 1.000 Registrar
- 1.000 Health Para-Educator
- 1.000 ECE Director (Site Administrator)
- 1.000 Community Liaison

5. Culturally and Linguistically Diverse Education (CLDE):
60.540 ELD Teacher FTE
FTE is allocated based on the number of EB students (NEP, LEP and FEP Y1 and Y2) registered at each school. Each year, the CLDE department receives a total FTE allocation which is distributed to BVSD schools where an ELD program is offered. Elementary program schools are allocated 1.0 FTE for every 40 students in increments of .25. Middle Schools are allocated 1.0 FTE for every 50 students in increments of .17. High schools are allocated 1.0 FTE for every 50 students in increments of .2. EB numbers are collected in January of the previous school year. With this, there may be minor administrative adjustments to the calculated amount to reflect unique circumstances at a school. Charter schools are provided FTE support based upon the number of CLDE students registered as of January the year before and charter contract language.
6. Gifted and Talented Tutor (GT):
10.956 GT Tutor FTE is allocated as: 7.656 FTE at the K-5 level, 2.1 FTE at the Middle School level and 1.2 FTE at the High School level. School level allocations are based on pupil count using the spring staffing counts. FTE must be used to serve identified talented and gifted students, their families, and enrichment activities for advanced learners. Allocation formulas may change each year depending upon available resources.
7. Grants:
Title I Formula based grant: Schools are ranked on the basis of FRL percentages and the portion of the allocated grant funds deemed available to schools is allocated to those schools selected in that process. A per FRL pupil amount is then applied to the FRL headcount at each school selected to determine the individual school allocations. Most of our Title I schools are considered "schoolwide" Title I schools so all students at those schools benefit from these dollars. Schools identified as "targeted assistance" only provide services to the BVSD specifically identified Title I students at that school. Other grant fund awards are expended in accordance with a specific grant purposes, not on an allocation basis.

Special Education Funding

The reimbursement method for determining special education state funding was eliminated by the Colorado state legislature in 1994. Funds are now distributed on a per student basis from the Special Education December 1 Count added to a base amount related to a district's prior year funding levels. The year of the base is set by the legislature.

A history of total special education funding is provided below.

I. Funding Sources - 2021-22

Federal Funds: Federal Grant Dollars	11.63% of total Special Education budget
State Funds: Categorical Reimbursements	13.90% of total Special Education budget
Local Funds: School Finance Act, Mill Levy Override	74.47% of total Special Education budget

II. Expenditures Over the Past Five Years: A Comparison

Expenditures:	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Salaries/Wages	\$ 26,241,626	\$ 27,540,551	\$ 29,216,163	\$ 29,976,239	\$ 31,399,039
Benefits	8,440,437	8,953,111	9,687,788	10,266,898	10,650,998
Purchased Services, Supplies, Capital Outlay	1,780,988	1,618,468	1,660,043	2,550,672	1,312,393
Total General Operating Fund Expenditures	\$ 36,463,051	\$ 38,112,130	\$ 40,563,994	\$ 42,793,809	\$ 43,362,430
Charter Expenditures	811,487	861,907	904,521	951,462	951,462
Transportation Expenditures	1,469,569	1,550,901	1,572,504	1,648,027	1,648,027
Maintenance of Effort	\$ 38,744,107	\$ 40,524,938	\$ 43,041,019	\$ 45,393,298	\$ 45,961,919
Total Grant Expenditures ^{1, 2}	\$ 5,404,008	\$ 11	\$ 6,463,084	\$ 5,812,843	\$ 6,049,987
Total Expenditures	\$ 44,148,115	\$ 40,524,949	\$ 49,504,103	\$ 51,206,141	\$ 52,011,906
Personnel (full-time equivalents) ^{3, 4}					
Instructional Staff ⁴	303.921	303.921	323.566	327.766	327.766
Paraprofessionals	181.263	181.263	214.509	214.184	214.184
Clerical	8.100	8.100	8.100	9.100	9.100
Administrators	6.000	6.000	6.000	6.000	6.000
Total General Fund & Grant Personnel	499.28	499.28	552.17	557.05	557.05
October Pupil Count	3,508	3,695	3,623	3,761	3,761
December Pupil Count ⁵	3,630	3,795	3,620	3,761	3,818
Per October Pupil Expenditure	\$ 12,585	\$ 10,968	\$ 13,664	\$ 13,615	\$ 13,829
Per December Pupil Expenditure	\$ 12,162	\$ 10,679	\$ 13,675	\$ 13,615	\$ 13,622
State Categorical Reimbursement	\$ 5,852,396	\$ 6,115,848	\$ 7,240,136	\$ 7,211,379	\$ 7,228,240
High Cost Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -
State Child Find Reimbursement	\$ 102,159	\$ 108,408	\$ 159,634	\$ 108,408	\$ 108,408

1 Total grant expenditures amounts for prior years have been adjusted to reflect pass-through transfers.

2 Personnel figures reflect both the General Operating Fund and Grant Fund.

3 Includes Special Skills Aide hours converted to FTE. And Charter school FTE.

4 Actual FTE are a point in time number and may change depending on the date used.

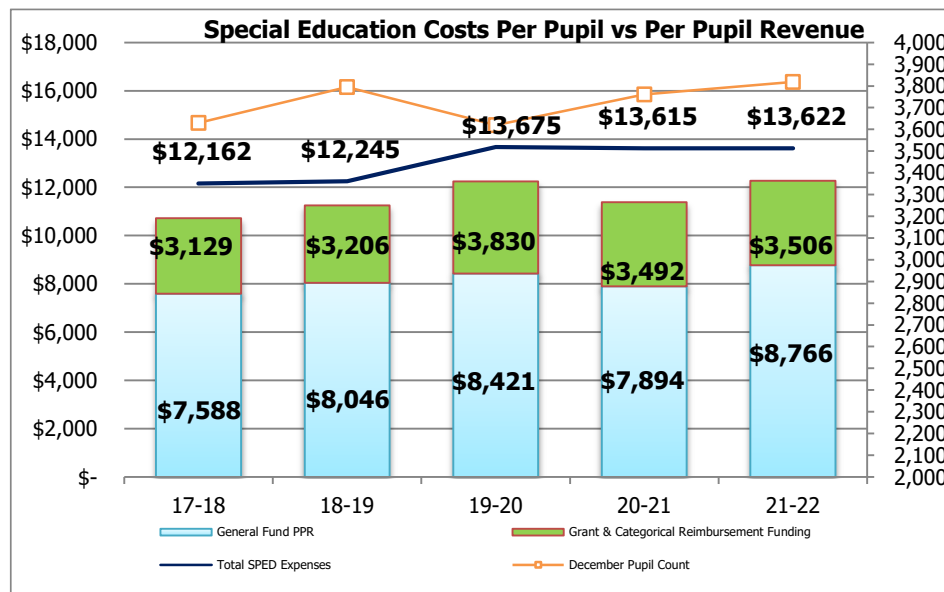
5 December Count budget is an estimate based on a 4 year average change, a 1.53% increase in count from October.

Special Education Costs

Over the last five years, the number of students in Special Education has increased 5.2 percent while per pupil revenue (PPR) increased 13.4 percent on average in that same span of time. The difference between PPR as compared to total special education costs reflects a shortfall in revenue of approximately 1.2 percent on average over the last five years.

To minimize the impact to the general operating fund for costs associated with this program, the district seeks grant and other state funding. Though these alternate funding sources greatly mitigate the difference between PPR and total expenses, there remains a shortfall in funding of 1.3 percent on average over the last five years. Currently, grant and other state funding equates to 30.2 percent of the total for special education funding; these alternate funding sources have resulted in an average increase of 8.6 percent over the last five years, reducing the impact to the general operating fund.

With the changes noted, it remains increasingly difficult for the General Operating Fund to absorb these Special Education costs without affecting other BVSD goals and priorities.



Computation of Legal Debt Margin

(Unaudited)

Assessed Valuation	\$ 7,334,630,164
Debt Limit Percentage	<u>20.00%</u>
Legal Debt Limit	1,466,926,033
Debt Outstanding	<u>791,885,000</u>
Legal Debt Margin	<u>\$ 675,041,033</u>

(1) Colorado Statute No. 22-42-104: Each school district shall have a limit of bonded indebtedness of 20% of the latest valuation for assessment of the taxable property in such district, as certified by the assessor to the Board of County Commissioners, or 25% if enrollment has increased by 3% or more over each preceding year in the last three years, or 6% of actual value.

(2) Due to the specific nature of Colorado State Law, the district's practice is to follow state law with regard to legal debt levels rather than maintain a separate debt policy.

(3) Existing debt has been approved by the voters and allows the district to fund capital improvement projects. Funds for debt repayment are generated via a separate mill levy (see Bond Redemption Fund). Accordingly, existing debt levels have no impact on current or future operating budgets.



General Obligation Debt: Bond Redemption Fund

General obligation bonds payable at June 30, 2020, are comprised of the following issues:

\$136,520,000 General Obligation Bonds, Series 2019A. Issued to implement a district-wide capital construction and improvement program. Principal payments due on December 1 and interest payments due on December 1 and June 1, through 2048. Interest accrues at rates ranging from 5.00% to 6.00%.		\$ 136,175,000
\$162,745,000 General Obligation Refunding Bonds, Series 2019B. Issued to refund the General Obligation Bonds, Series 2009. Principal payments due on December 1 and interest payments due on December 1 and June 1, through 2034. Interest accrues at rates ranging from 3.00% to 5.00%.		154,055,000
\$190,000,000 General Obligation Bonds, Series 2017A. Issued to implement a district-wide capital construction and improvement program. Principal payments due on December 1 and interest payments due on December 1 and June 1, through 2047. Interest accrues at rates ranging from 5.00% to 5.25%.		190,000,000
\$93,740,000 General Obligation Refunding Bonds, Series 2017B. Issued to refund the General Obligation Bonds, Series 2007. Principal payments due on December 1 and interest payments due on December 1 and June 1, through 2028. Interest accrues at rates ranging from 2.00% to 4.00%.		76,655,000
\$250,000,000 General Obligation Bonds, Series 2015. Issued to implement a district-wide capital construction and improvement program. Principal payments due on December 1 and interest payments due on December 1 and June 1, through 2044. Interest accrues at rates ranging from 4.00% to 5.00%.		235,000,000
Total		<u>\$ 791,885,000</u>

Annual debt service requirements to maturity for general obligation bonds are as follows:

<u>Year Ended June 30.</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021	\$ 20,865,000	\$ 36,299,000	\$ 57,164,000
2022	21,755,000	35,312,650	57,067,650
2023	22,840,000	34,239,100	57,079,100
2024	18,125,000	33,282,575	51,407,575
2025	18,975,000	32,411,025	51,386,025
2026 - 2030	109,065,000	147,551,056	256,616,056
2031 - 2035	136,755,000	119,506,131	256,261,131
2036 - 2040	169,970,000	84,933,375	254,903,375
2041 - 2045	216,210,000	37,982,938	254,192,938
2046 - 2049	57,325,000	4,518,875	61,843,875
Total	<u>\$791,885,000</u>	<u>\$ 566,036,725</u>	<u>\$1,357,921,725</u>

Note:

All bonds that have been authorized have been issued. The Bond Redemption Fund mill levy will be adjusted annually to ensure adequate revenues to make all debt service payments as they become due in accordance with the debt schedule identified above. On November 4, 2014, voters approved a ballot measure authorizing the district to issue general obligation bonds in an amount not to exceed \$576,520,000. The bonds have been issued in three series and are for the purpose of funding capital projects outlined in the district's Facilities Master Plan. On April 14, 2015, the district issued \$250,000,000 of General Obligations Bonds, Series 2015. On March 16, 2017, the district issued \$190,000,000 of General Obligation Bonds, Series 2017A. On March 6, 2019, the district issued \$136,520,000 of General Obligation Bonds, Series 2019A, which was the remaining amount authorized.

General obligation bonds have been issued to carry out district-wide capital improvement plans, which have included necessary repair and deferred maintenance projects, replacement of schools and other facilities, and the construction of new school sites.

The BVSD June 30, 2020, Comprehensive Annual Financial Report identifies \$10.7M as an accrued obligation for compensated absences as of 6/30/2020.

Long-Term Debt: Capital Lease

Capital Lease

The district acquired certain school buses under capital lease financing agreements. The buses have an 8-year estimated useful life. At June 30, 2020, the net book value of buses under capital lease agreements is \$2,147,695 (\$3,585,122 less accumulated depreciation of \$1,437,427). These lease agreements qualify as capital leases and, therefore, have been recorded at the present value of future minimum lease payments as of the inception date.

The future minimum lease obligations and the net present value of these minimum lease payments as of June 30, 2020, were as follows:

<u>Year Ended June 30,</u>	<u>Governmental Activities</u>
2021	\$ 525,157
2022	525,157
2023	358,724
2024	81,751
2025	81,751
2026	81,751
Total minimum lease payments	1,654,291
Less: amount representing interest	(72,061)
Present value of minimum lease payments	<u>\$ 1,582,230</u>

Operating Lease

The district leases the majority of its non-bus fleet of vehicles. Total costs for the lease was \$498,758 for the year ended June 30, 2020. Future minimum lease payments for the lease are as follows:

<u>Year Ended June 30,</u>	<u>Governmental Activities</u>
2021	\$ 482,514
2022	285,288
2023	185,180
2024	114,204
2025	27,276
Total	<u>\$ 1,094,462</u>





BOULDER VALLEY SCHOOL DISTRICT

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General Operating Fund

440Summary

	2017-18 Audited Actual	2018-19 Audited Actual	2019-20 Audited Actual	2020-21 Estimated Actual	2021-22 Proposed Budget
Generally Accepted Accounting Principles					
(GAAP) Fund Balance (Inc Unspent Reserves)	\$ 34,597,631	\$ 40,189,736	\$ 43,442,449	\$ 47,717,796	\$ 52,783,343
GAAP BASIS BEGINNING BALANCE & RESERVES					
Total One-Time Funds	\$ 12,799,785	\$ 14,840,699	\$ 15,087,738	\$ 17,399,800	\$ 19,715,057
Carryover Funds	4,307,109	6,689,275	5,537,711	6,300,508	-
Subtotal Beginning Balance	4,307,109	6,689,275	5,537,711	6,300,508	-
Warehouse Reserve	403,367	410,992	576,781	938,836	425,000
Reserve for Weather Conditions	-	-	500,000	500,000	500,000
Multi Year Contract Reserve	120,000	120,000	135,000	100,000	100,000
Dental Claim Reserve	-	-	-	-	-
Fiscal Crisis Reserve	-	-	-	-	-
Other GAAP Reserves	602,364	817,386	504,760	235,715	44,427
Contingency Reserve	8,182,503	8,655,692	12,057,405	12,710,250	12,170,777
District Reserve - Unrestricted	-	-	-	-	10,700,000
Emergency Reserve (TABOR)	8,182,503	8,655,692	9,043,054	9,532,687	9,128,082
Subtotal Reserves	17,490,737	18,659,762	22,817,000	24,017,488	33,068,286
TOTAL BEGINNING BALANCE & RESERVES	\$ 34,597,631	\$ 40,189,736	\$ 43,442,449	\$ 47,717,796	\$ 52,783,343
TOTAL REVENUE	323,821,590	336,089,642	355,417,160	344,550,882	359,178,508
TOTAL SOURCES	\$ 358,419,221	\$ 376,279,378	\$ 398,859,609	\$ 392,268,678	\$ 411,961,851
TOTAL EXPENDITURES	\$ 273,924,353	\$ 284,653,480	\$ 298,102,683	\$ 295,470,940	\$ 313,209,576
TOTAL RESERVES	-	-	-	-	33,869,097
TOTAL TRANSFERS	44,305,132	48,183,449	53,039,130	44,014,395	64,821,507
TOTAL USES	\$ 318,229,485	\$ 332,836,929	\$ 351,141,813	\$ 339,485,335	\$ 411,900,180
BUDGET BASIS ENDING FUND BALANCE	\$ 40,189,736	\$ 43,442,449	\$ 47,717,796	\$ 52,783,343	\$ 61,671
Generally Accepted Accounting Principles					
(GAAP) Fund Balance (Inc Unspent Reserves)	\$ 40,189,736	\$ 43,442,449	\$ 47,717,796	\$ 52,783,343	\$ 33,930,768



General Operating Fund (continued)

Revenue Summary

	2017-18 Audited Actual	2018-19 Audited Actual	2019-20 Audited Actual	2020-21 Estimated Actual	2021-22 Proposed Budget
REVENUE					
Local Sources					
Property Taxes - Current	\$ 165,721,257	\$ 164,513,062	\$ 181,845,074	\$ 182,199,907	\$ 182,384,133
Property Taxes - Election	69,047,044	70,455,933	73,463,012	74,654,025	74,315,795
Property Tax - Credits/Abatements	2,920,140	1,739,653	2,744,465	2,272,736	1,754,268
Property Taxes - Delinquent	198,566	167,405	297,238	200,000	200,000
Specific Ownership Taxes - Non-equalized	8,855,026	7,200,784	6,126,075	7,191,144	6,745,564
Specific Ownership Taxes - Equalized	8,611,341	10,699,520	11,001,477	10,765,860	11,254,436
Tuition	828,804	799,849	725,076	629,800	629,800
Interest	372,022	737,632	740,714	125,000	125,000
Services Provided to Charters	3,814,659	4,018,259	4,117,548	4,745,615	4,939,148
Miscellaneous Revenue	912,869	691,459	812,438	501,688	501,688
Indirect Cost Reimbursement	509,958	375,274	393,627	400,000	400,000
Subtotal Local Sources	\$ 261,791,686	\$ 261,398,830	\$ 282,266,744	\$ 283,685,775	\$ 283,249,832
State Sources					
Finance Act	\$ 51,141,893	\$ 63,459,348	\$ 60,730,548	\$ 48,722,310	\$ 63,887,877
Career and Technical Reimbursement	1,218,600	1,276,597	1,187,682	1,192,714	1,192,714
Special Education Reimbursement	5,852,396	6,115,848	7,240,136	7,211,379	7,228,240
READ Act	462,343	444,108	163,725	508,356	336,497
ELPA Reimbursement	1,135,180	1,148,630	1,167,047	1,150,369	1,203,369
Talented and Gifted Reimbursement	289,612	293,761	294,674	296,571	296,571
CDE Audit Adjustments/Assessment	-	-	(51,200)	(25,000)	(25,000)
Other State Revenue	102,159	108,408	751,795	108,408	108,408
Subtotal State Sources	\$ 60,202,183	\$ 72,846,700	\$ 71,484,407	\$ 59,165,107	\$ 74,228,676
Federal Sources					
Medicaid Reimbursements	1,827,721	1,844,112	1,666,009	1,700,000	1,700,000
Subtotal Federal Sources	\$ 1,827,721	\$ 1,844,112	\$ 1,666,009	\$ 1,700,000	\$ 1,700,000
TOTAL REVENUE	\$ 323,821,590	\$ 336,089,642	\$ 355,417,160	\$ 344,550,882	\$ 359,178,508

General Operating Fund (continued)

Expenditures, Reserve & Transfer Summary

	2017-18 Audited Actual	2018-19 Audited Actual	2019-20 Audited Actual	2020-21 Estimated Actual	2021-22 Proposed Budget
EXPENDITURES:					
101-125 Administrators & Principals	\$ 20,856,166	\$ 21,508,787	\$ 23,179,994	\$ 23,941,414	\$ 25,565,760
201-224 Teachers and Instructional Support	175,258,699	184,477,988	193,295,641	196,696,880	202,962,625
231-250 Other Licensed Student Support Staff	11,310,624	11,739,993	12,654,018	13,294,279	13,936,959
300-359 Professional Support Staff	6,265,094	6,821,452	7,377,121	8,079,041	10,275,498
360-390 Technical Support Staff	4,437,061	4,671,594	5,203,512	5,516,899	5,858,314
401-490 Para educators & Aides	14,522,593	15,534,314	16,954,729	17,328,046	18,809,940
500-516 Office & Admin Support Staff	13,545,998	13,721,510	14,149,546	14,563,808	14,895,705
600-637 Crafts/Trades Services	15,033,697	15,789,007	16,734,772	18,469,725	17,185,862
Subtotal Salaries and Benefits	\$ 261,229,932	\$ 274,264,645	\$ 289,549,333	\$ 297,890,091	\$ 309,490,663
Purchased Prof & Tech Services	\$ 4,768,242	\$ 4,456,486	\$ 4,314,237	\$ 7,846,155	\$ 4,670,100
Purchased Property Services	4,805,294	5,774,050	6,028,594	6,428,320	8,363,953
Other Purchased Services	2,764,902	2,359,893	2,066,930	2,589,447	2,216,491
Supplies	12,740,264	11,517,487	10,983,318	20,630,964	16,206,364
Cost Allocated to Operation and Technology Fund	(13,616,414)	(14,037,017)	(16,536,720)	(29,028,222)	(28,006,615)
Property and Other Uses of Funds	1,232,133	317,936	1,696,991	(10,885,815)	268,620
Subtotal Non Personnel Expenditures	\$ 12,694,421	\$ 10,388,835	\$ 8,553,350	\$ (2,419,151)	\$ 3,718,913
TOTAL EXPENDITURES	\$ 273,924,353	\$ 284,653,480	\$ 298,102,683	\$ 295,470,940	\$ 313,209,576
RESERVES:					
Contingency Reserve	\$ -	\$ -	\$ -	\$ -	\$ 12,528,383
% of Expenditures	0.0%	0.0%	0.0%	0.0%	4.0%
Emergency Reserve	-	-	-	-	9,396,287
% of Expenditures	0.0%	0.0%	0.0%	0.0%	3.0%
District Reserve - Unrestricted	-	-	-	-	10,700,000
Other GAAP Reserves	-	-	-	-	44,427
Multi Year Contract Reserve	-	-	-	-	275,000
Reserve for Weather Conditions	-	-	-	-	500,000
Warehouse Reserve	-	-	-	-	425,000
TOTAL RESERVES	\$ -	\$ -	\$ -	\$ -	\$ 33,869,097
TRANSFERS TO:					
Risk Management Fund	\$ 4,429,028	\$ 4,315,896	\$ 4,615,896	\$ 4,815,896	\$ 5,915,896
Capital Reserve Fund	2,990,979	3,754,885	5,821,327	1,788,179	2,177,961
Charter Fund	22,907,095	24,608,459	25,913,939	25,437,175	27,056,961
Preschool Fund	4,129,168	6,662,990	6,413,465	7,161,722	6,736,523
Colorado Preschool Fund	1,764,210	-	-	-	-
Food Services	857,616	1,162,851	1,542,667	-	1,512,829
Technology Fund	1,857,137	1,704,966	1,579,097	1,333,886	1,449,886
Transportation Fund	4,387,845	4,972,376	5,328,251	2,261,745	7,224,505
Community Schools Fund	-	-	-	277,216	-
Athletic Fund	2,016,328	2,070,254	1,974,488	1,088,576	2,082,946
Differentiated School Support	-	-	-	-	10,814,000
TRANSFERS FROM:					
Community Schools Fund	\$ (1,034,274)	\$ (1,069,228)	\$ (150,000)	\$ (150,000)	\$ (150,000)
TOTAL TRANSFERS	\$ 44,305,132	\$ 48,183,449	\$ 53,039,130	\$ 44,014,395	\$ 64,821,507
TOTAL USES	\$ 318,229,485	\$ 332,836,929	\$ 351,141,813	\$ 339,485,335	\$ 411,900,180



General Operating Fund (continued)

Beginning Balance Assumptions

Budgeted beginning fund balance for the General Operating Fund includes significant amounts of dollars that are restricted or designated for specific purposes in the budgeted fiscal year. The restricted beginning fund balance for 2021-22 includes the reserves necessary for a multi-year employee contract, reserve for weather conditions, required GAAP reserves, and the warehouse inventory. The unused 2020-21 TABOR emergency reserve and contingency reserve are also considered part of the restricted beginning balance. The one time unrestricted beginning balance includes estimated savings in personnel expenditures and fund transfers from 2020-21. The \$10.7M District Reserve was created in 2020-21. This reserve was built into the budget as a result of available fund balance to support future needs.

The portion of the beginning fund balance that is not restricted is available for use at the discretion of the board.

	Audited Actual 2017-18	Audited Actual 2018-19	Audited Actual 2019-20	Estimated Actual 2020-21	Proposed Budget 2021-22
Restricted	\$4,307,109	\$6,689,275	\$5,537,711	\$6,300,508	\$0
TABOR Reserve	8,182,503	8,655,692	9,043,054	9,532,687	9,128,082
Contingency Reserve	8,182,503	8,655,692	12,057,405	12,710,250	22,870,777
Other Restricted Reserves ¹	1,125,731	1,348,378	1,716,541	1,774,551	1,069,427
Unrestricted	12,799,785	14,840,699	15,087,738	17,399,800	19,715,057
Total GAAP Fund Balance	\$34,597,631	\$40,189,736	\$43,442,449	\$47,717,796	\$52,783,343

1 Other Restricted Reserves include the Warehouse Inventory Reserves and Multi-year Contract Reserves.

Major Sources of Revenue

Revenue Assumptions

The SFA funding for BVSD of \$8,766, per funded pupil is an increase of 11 percent as compared to the 2020-21 Revised Budget per pupil funding. Each year, the legislature sets the base funding for every school district in the state using a formula that includes various factors to determine a level of funding that provides an equitable education experience for all K-12 students across the state.

The SFA total program computation is based on the pupil count taken on October 1 of the fiscal year. For 2021-22, total funded enrollment is projected to be 29,588.1 which includes 609.6 additional students due to declining enrollment and the state allowing an average to lessen the funding impact to school districts. The actual funded pupil count number is determined in early November after the student enrollment data is collected, audited by district staff, and verified with the Colorado Department of Education. Colorado Revised Statute 22-54-103(7) allows districts to average up to five years' pupil counts with the current year's pupil count to minimize the loss of funding that accompanies declining enrollment.

Estimated revenue from the SFA is based on the projected funded enrollment of 29,588.1 times the per pupil funding of \$8,766 (slightly rounded), or \$259.3M. This number is adjusted in the budget to account for uncollectable property tax.

General Operating Fund (continued)

Local Revenues

Local Revenues

- Property taxes are the largest source of revenue for the district. This tax is levied on all the taxable property within the district for the functions of the General Operating Fund, but is separate from the taxes levied by the district for the Bond Redemption Fund, Transportation Fund, and Operations & Technology Fund. Based on the following calculation, it is estimated that the district will receive \$259.3M in local property taxes for funding operations in 2021-22 before any uncollectible factor. This is in addition to the state equalized portion of the School Finance Act Total Program Funding.

School Finance Act Total Program Funding	\$ 259,369,285
Minus: State Finance Act Funding ¹	(63,887,877)
Equalized Specific Ownership Tax ²	(11,254,436)
School Finance Act Local Property Tax Amount	\$ 184,226,972
Plus: Override Elections:	
	1991 \$ 7,062,468
	1998 10,600,000
	2002 15,000,000
	2010 42,403,992
Total Override Elections	\$ 75,066,460
TOTAL ESTIMATED GENERAL OPERATING FUND TAX LEVY ²	\$259,293,432

¹ Subject to change by CDE formula.

² This amount is higher than what is budgeted due to uncollectible local property taxes. Boulder Valley School District does not collect 100 percent of local property taxes each year. This does not include the transportation mill levy or the bond redemption mill levy, as these revenue sources are specifically related to funds other than the General Operating Fund.

- Specific ownership taxes (Non-Equalized) are generated through a state mandated tax collected by the county for yearly motor vehicle registration. These tax revenues are distributed among local governmental agencies based on the percentage of the total property tax attributed to each entity. Specific ownership taxes are a portion of the total program funding formula of the SFA along with local property tax and state equalization. The formula for determining total program funding is based in part on the amount of specific ownership tax revenue actually received by a district in the prior fiscal year. Total specific ownership taxes, which are driven primarily by registration of new cars, is expected to be decrease slightly at a total of \$6.7M as compared to \$7.2M in the 2020-21 Revised budget.
- Specific ownership taxes (Equalized) is tax collected by the county for yearly motor vehicle registration and is outside of the SFA formula. As compared to 2020-21 Revised Budget this is expected to increase by \$488K to a total of \$11.2M.
- Property Tax – Credits/Abatements is expected to decrease due to the removal of one-time budget adjustment. The budget at \$1.7M reflect the expected ongoing budget for the current year.
- Interest is expected to remain the same as the prior year.



General Operating Fund (continued)

Local Revenues (continued)

- Tuition income is expected to remain the same as the prior year.
- Miscellaneous Revenue is expected to remain the same as the prior year.
- Services provided to charters are contractual obligations paid by five charter schools for services in special education, information technology, business services, and district general administration. A slight increase of \$194K is projected for the Proposed Budget due to personnel assumptions for central services as well as a change in student count.

State Revenues

- State Equalization from the SFA represents the second largest revenue source for the General Operating Fund. The total amount of state equalization anticipated to be received in 2021-22 is \$63.9M, which along with equalized specific ownership and local property taxes comprise total program funding, as defined by the SFA.
- Other State Revenues are provided in the SFA to pay for specific groups of students or particular student needs. These programs are often referred to as "categorical" programs and include Special Education, Career and Technical Education, Culturally & Linguistically Diverse Education programs, and the READ Act. Revenues for this category are projected to have a slight decrease of \$102K from the 2020-21 Revised Budget which is due to a small increase for CPI of 2 percent as well as the removal of the deferred revenue for the 2019-20 READ Act.

Major Expenditures

Expenditure Assumptions

Expenditures for the continuation of current programs and services are built upon the established base budgets along with 2020-21 ending fund balance, except as noted in the 2021-22 "Budget Adjustment Plan." District revenues fund the following priorities: providing a competitive employee compensation package, full-day kindergarten, literacy programs, technology support, and building maintenance. Further detail of one-time expenditures is contained in the "Budget Adjustment Plan" in the Introductory Section of this document.

Staff Compensation - Budgeted salary projections for 2020-21 contain an overall increase in compensation for all staff in employee groups paid from the General Operating Fund and expansion of programs at the district. This estimated increase includes compensation to service employees (custodians and maintenance workers), office professionals (clerical employees), instructional staff (teachers, counselors, psychologists, and social workers), paraeducators, other instructional support staff (tutors and computer/media technicians), building administrators (principals and assistant principals), central administrators and professional/technical employees. The increase in salary expense from the prior year consists of COLA (\$6.4M), steps (\$3.1M), horizontal lane movement for eligible employees (\$1.4M) and attrition savings (\$2.6M). Ongoing staffing was adjusted in the Budget based on a change of staff resources due to an increase of high school counselors (\$190K), high school psychologist/social workers (\$224K), one-time staff to support continued unit development and product completion (\$300K), ongoing Career and Technical staff (\$240K) and security and mental health personnel for social emotional support (\$2M). Staffing formula for classroom teachers have been adjusted to account for an increase in student enrollment.

General Operating Fund (continued)

Expenditure Assumptions (continued)

One-time budget for staffing reserve has been included to help with one-time staffing needs as well as unassigned and displaced teachers. Compensation changes include an additional adjustment over the state COLA rate for a total increase of 3 percent (when COLA is 2 percent). Combined, fixed, and variable employee benefits will increase by salary adjustments listed above. Variable benefits will increase related to step compensation increases, and an increase in health insurance and dental insurance in 2021-22. Any regular employee working 20 or more scheduled hours per week, or 0.5 FTE, is eligible for district-paid benefits of long-term disability, health, dental, and life insurance, and a matching contribution of up to \$120 to a flexible spending medical account.

A detailed schedule of the district-paid portions of employee benefits can be found under "Appendix A: Budget Fact Sheet" in the Informational Section of this document. Wages paid have a 2020-21 rate for Medicare, PERA, and long-term disability applied to account for historical pre-tax contributions by employees. Individual medical and dental rates are projected to increase 2 percent annually.

- Purchased Services, Supplies and Materials, Capital Outlay, Other - The current budget for purchased services, supplies and materials, and capital outlay reflects a continuation of base budget amounts, along with adjustments as identified in the "Budget Adjustment Plan" in the Introductory Section. Previous years' one-time and carryover expenses were removed for this year's budget. Ongoing and one-time expenses for this category will change from prior year and is comprised of budget increases for curriculum materials (\$2M), Equal School Day transition support (\$150K), Career and Technical equipment and support (\$260K), utilities and maintenance support for the District (\$686K), Title IX training for staff and students (\$110K), Communication support (\$143K), Instructional and Information Technology software (\$900K), along with additional other fees, contracts, and services.

Reserve and Transfer Assumptions

- Reserves – A total of 6.0 percent of General Operating Fund expenditures is reserved per TABOR (state-required 3.0%) and per local requirements (board policy of 3.0%). Beginning 2018-19, the contingency reserve was increased by 1.0 percent to a total of 4.0 percent. In 2020-21, reserves were increased by \$10.7M. This reserve was built into the budget as a result of available fund balance to support future needs. The use of emergency reserves excludes factors related to economic conditions, revenue shortfalls, and district salary or fringe benefit increases. This Budget also reserves \$500K for potential impacts due to weather conditions, \$275K for multi-year contract obligations, \$44K for GAAP Reserves, and \$425K for warehouse inventory.
- Transfers – New to 2021-22 is a fund "Differentiated School Support". This fund within the General Fund will support schools identified as targeted and flexible for their intervention school support expenditures (45 schools in total). General Operating Fund will transfer one-time \$10.8M in 2021-22 for schools to develop a three-year plan for the use of those funds. For those schools identified as High Support, one-time Federal grant dollars will be accessed for their three year plans.

The total amount of the Capital Reserve Fund and Risk Management Fund transfers is \$8.1M. The Risk Management Fund will increase ongoing by \$100K from the prior year due to an increase in property and liability insurance rates in the state and will increase by \$1M with a one-time transfer into the fund by General Operating Fund. The Capital Reserve Fund increase of \$0.3M in 2021-22 is \$0.5M in ongoing transfer for bus replacement and removal of 2020-21 one-time funding for air quality testing.

General Operating Fund (continued)**Reserve and Transfer Assumptions** (continued)

The General Operating Fund will transfer to the Preschool Fund funds to cover operations as outlined per the Early Childhood Expansion plan, and will include funding for support for Early Childhood Education administration and health insurance, steps, and PERA increases. In addition, the Preschool Fund will also recognize the \$2.1M per pupil funding as well as the expense related to the CPP program in this fund. The fund transfer for CPP and General fund support the increase of COLA, Steps and benefit rates for employees in the fund.

The Transportation Fund transfer will increase from the prior year to support increases in health insurance, steps, COLA and PERA. This year includes a one-time \$30K transfer to support a bus route between Pioneer and Manhattan to support the bilingual program at that school. Utilities have been adjusted and supported by General Operating Fund, including a one-time transfer due to additional expense expected with a higher usage for air circulation due to COVID.

The Athletics Fund transfer increased by \$148K over the base transfer to account for a new District Athletic Director position beginning in the 2020-21 school year.

The transfer to the Technology Fund will increase one-time by \$116K to account for the purchase of 1:1 Web devices for the first year to rollout devices for 5th graders. General fund will fund this in 2020-21 and families will not be assessed a fee for the elementary student.

Community Schools Fund will continue to transfer to the General Fund \$150K to support schools in which they rent out their space to the community.

The transfer of \$1.5M to the Food Services Fund has decreased over prior year (\$200K) to account for a decrease need in general fund support of \$450K due to efficiencies gained with the full operation of the central Culinary Kitchen. The fund is supported for health insurance increases, COLA, steps, and PERA increases. Utilities have been adjusted and supported by General Operating Fund, including a one-time transfer due to additional expense expected with a higher usage for air circulation due to COVID.

Charter Schools Assumptions

Costs for five charter schools, Horizons K-8, Peak to Peak Charter, Summit Middle, Boulder Preparatory High School, and Justice High School, are included in the Charter School Fund. Each individual charter school develops its own revenue and expenditure budgets, which are based on contracts negotiated with the district. The 2021-22 Budget transfer has increased by \$1.6M from the 2020-21 Revised Budget amount. This is largely due to an increase in per pupil funding. The payment for services contracted with the district for 2021-22 will increase by \$0.2M. Contracted services include, in part: special education, information technology, business services, and district general administration.

General Operating Fund (continued)

One-Time Expenditures

The district budget has many accounting funds; the General Operating Fund is the largest. Most of these funds have strict limitations on how they can be used. These restrictions are set by the state and federal governments as well as generally accepted accounting principles. The General Operating Fund has the most discretionary money of any fund and accounts for the majority of district operating expenditures. This fund is where the superintendent and Board of Education can make the most spending decisions.

2021-22 Proposed Budget Contains One-Time Expenditures & Transfers:

Summary of One Time Uses of Funds and Policy DB Calculation

Budget Numbers - Policy DB Calculation	
\$ 359,178,508	Total Revenues
(378,031,083)	Less Total Expenditures & Transfers
-	Less One-Time Revenue
11,960,000	Plus One-Time Transfers
6,924,000	Plus One Time Expenditures & Carryover
31,425	Total Policy DB Ongoing Available
\$ 29,370	Net available Ongoing funds after 7% reserves

Proposed Budget:

Proposed Budget - One-Time Transfers	
\$ 10,814,000	Intervention School Support
1,000,000	Risk Management Fund
116,000	Information Technology Fund for 1:Web 5th grade
30,000	Transportation for one-time routes
\$ 11,960,000	Total One-time Transfers

Proposed Budget - One-Time Expenditures	
\$ 3,000,000	Staffing Reserve
2,000,000	Curriculum Materials
586,000	Continued Unit Development and Product Completion
308,000	Utilities
150,000	Equal School Day Transition Year - Late Start Supervision
150,000	Career and Technical Education - Equipment and Program Development
150,000	Software Use Analysis - 3-year Pilot Program
125,000	Communications Support
122,000	SRO Replacement - Security Staff Setup
110,000	Title IX Training - Staff and Students
100,000	Targeted Intervention Resources - Build Tier II Intervention Strategy Units
51,000	Kindergarten Enrollment Marketing
39,000	Staff and Student Badges
18,000	Communications Support - Board Live Translation & Fluency
15,000	PD for Principals
\$ 6,924,000	Total One-Time Expenditures

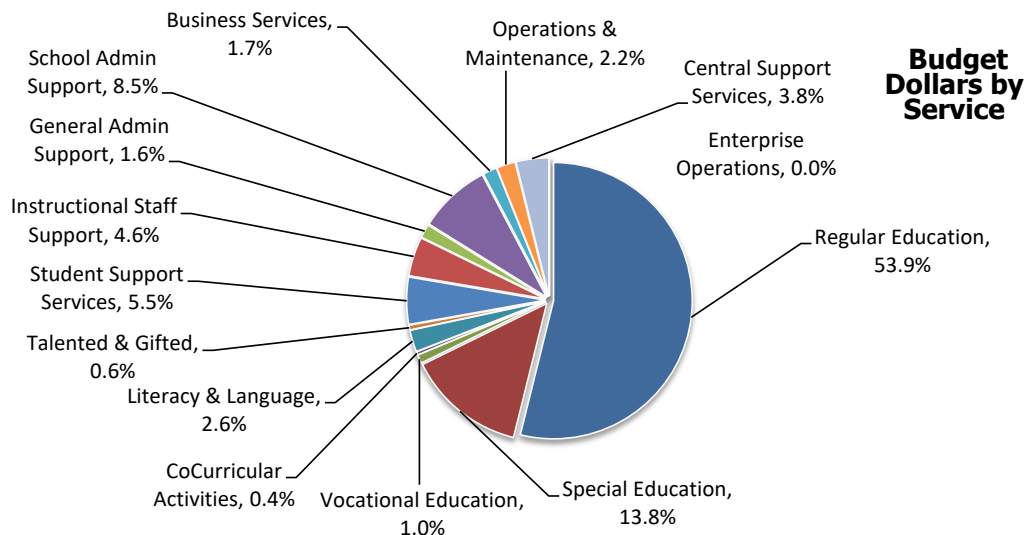


General Operating Fund (continued)

Expenditure by Service (SRE)*

SERVICE	EXPENDITURES	% OF SPENDING	FTE
<u>Instruction</u>			
Regular Education	\$ 168,681,593	53.9%	1,404.747
Special Education	43,362,430	13.8%	462.518
Vocational Education	3,167,420	1.0%	22.700
CoCurricular Activities	1,157,232	0.4%	0.000
Culturally & Linguistically Diverse Education	7,971,754	2.6%	64.540
Talented & Gifted	1,719,509	0.6%	17.971
Total Instruction	226,059,938	72.2%	1,972.476
<u>Instructional Support</u>			
Student Support Services	17,251,504	5.5%	158.700
Instructional Staff Support	14,344,904	4.6%	97.381
Total Instructional Support	31,596,408	10.1%	256.081
<u>School Administration and Operations</u>			
School Admin Support	26,456,011	8.5%	239.433
Operations & Maintenance	6,903,516	2.2%	267.012
Total School Administration and Ops	33,359,527	10.7%	506.445
<u>District Wide Services and Community Obligations</u>			
General Admin Support	5,014,552	1.6%	19.063
Business Services	5,171,768	1.7%	41.225
Central Support Services	12,007,383	3.8%	76.800
Total District Wide Support	22,193,703	7.1%	137.088
GRAND TOTAL ALL SERVICES	\$ 313,209,576	100%	2,872.090

*SRE: Special Reporting Element is used in the Colorado Department of Education chart of accounts to designate broad categories of expense. See the Glossary for a detailed description of these items.



General Operating Fund (continued)

SRE Five-Year Comparison

SRE	2017-18 Audited Actual	2018-19 Audited Actual	2019-20 Audited Actual	2020-21 Revised Budget	2021-22 Proposed Budget
11 Regular Education	\$ 145,027,880	\$ 149,203,690	\$ 157,484,134	\$ 161,296,869	\$ 168,681,593
12 Special Education	36,618,035	38,426,575	40,920,645	42,762,928	43,362,430
13 Vocational Education	2,495,322	2,333,521	2,393,525	2,573,945	3,167,420
14 Cocurricular Education and Athletics	760,025	777,832	740,166	1,048,656	1,157,232
16 Culturally and Linguistically Diverse Education	7,387,053	7,638,406	7,711,784	7,649,991	7,971,754
17 Talented and Gifted Education	1,582,594	1,657,128	1,538,907	1,630,590	1,719,509
21 Student Services	12,830,555	14,613,921	16,465,416	17,143,524	17,251,504
22 Instructional Staff Support	12,260,256	12,844,915	13,753,545	15,386,324	14,344,904
23 General Administration	4,251,697	4,277,300	4,455,614	4,404,509	5,014,552
24 School Administration	23,172,222	23,640,388	24,964,448	25,999,515	26,456,011
25 Business Services	4,388,263	4,382,496	4,430,267	4,946,999	5,171,768
26 Operations and Maintenance	14,653,923	15,425,466	13,731,058	7,071,170	6,903,516
28 Central Services	8,496,528	9,431,843	9,513,174	12,354,394	12,007,383
TOTAL:	<u>\$ 273,924,353</u>	<u>\$ 284,653,481</u>	<u>\$ 298,102,683</u>	<u>\$ 304,269,414</u>	<u>\$ 313,209,576</u>



General Operating Fund (continued)

Making Choices in the BVSD Budget

<u>CATEGORY</u>			
GROUP	21-22	% OF	% OF TOTAL
PROGRAM	BUDGET	GROUP	BUDGET
<u>INSTRUCTION</u>			
INSTRUCTION TOTAL	\$ 226,059,938		72.18%
REGULAR EDUCATION			
GENERAL INSTRUCTION - ALL LEVELS	150,153,606	66.42%	
ELEMENTARY SPECIALISTS (ART, MUSIC, PE)	9,107,163	4.03%	
ELEMENTARY ENGLISH LANGUAGE DEVELOPMENT	3,095,073	1.37%	
INSTRUMENTAL MUSIC	3,098,198	1.37%	
DROPOUT PREVENTION	1,275,558	0.56%	
MIDDLE LEVEL ENGLISH LANGUAGE DEVELOPMENT	653,709	0.29%	
SECONDARY LEVEL LITERACY	425,830	0.19%	
STUDENT ACHIEVEMENT	28,450	0.01%	
HIGH SCHOOL OPTIONS	30,999	0.01%	
IB PROGRAM	335,309	0.15%	
CONNECTIONS	289,630	0.13%	
MULTI-CULTURAL	184,136	0.08%	
EXPELLED STUDENT SERVICES	3,932	0.00%	
SPECIAL EDUCATION	43,362,430	19.18%	
CAREER AND TECHNICAL EDUCATION	3,167,420	1.40%	
COCURRICULAR EDUCATION AND ATHLETICS	1,157,232	0.51%	
CULTURALLY AND LINGUISTICALLY DIVERSE EDUCATION	7,971,754	3.53%	
TALENTED AND GIFTED EDUCATION	1,719,509	0.76%	
TOTAL INSTRUCTION	\$ 226,059,938		72.18%
<u>INSTRUCTIONAL SUPPORT</u>			
STUDENT SERVICES	\$ 17,251,504		5.51%
COUNSELING SERVICES	8,681,072	50.33%	
NURSING AND HEALTH SERVICES	3,638,358	21.09%	
DROPOUT PREVENTION	295,193	1.71%	
FAMILY RESOURCE SCHOOLS	160,000	0.93%	
TRANSLATION SERVICES	257,729	1.49%	
SOCIAL WORK SERVICES	144,077	0.84%	
FAMILY ADVOCATE PROGRAM	205,677	1.19%	
OTHER STUDENT SERVICES (i.e. STUDENT ACCOUNTING; PLACEMENT SERVICES)	3,869,398	22.43%	
INSTRUCTIONAL STAFF SUPPORT	\$ 14,344,904		4.58%
LIBRARY SUPPORT SERVICES	5,511,406	38.42%	
ADMIN AND EVALUATION OF LEARNING SERVICES	1,056,653	7.37%	
CULTURAL DIVERSITY	446,082	3.11%	
CURRICULUM DEVELOPMENT COUNCIL	4,285	0.03%	
MEDIA SUPPORT SERVICES	204,055	1.42%	
STAFF DEVELOPMENT	662,541	4.62%	
INDUCTION	198,392	1.38%	
OTHER INSTRUCTIONAL STAFF SUPPORT	6,261,490	43.65%	
TOTAL INSTRUCTIONAL SUPPORT	\$ 31,596,408		10.09%

General Operating Fund (continued)

Making Choices in the BVSD Budget (continued)

CATEGORY GROUP PROGRAM	21-22 BUDGET		% OF GROUP	% OF TOTAL BUDGET
<u>SCHOOL ADMINISTRATION AND OPERATIONS</u>				
SCHOOL ADMINISTRATION	\$ 26,456,011			8.45%
PRINCIPAL'S OFFICE		26,068,210	98.53%	
SCHOOL ADMINISTRATION SERVICES		377,931	1.43%	
OTHER SCHOOL ADMINISTRATION (i.e. CHINOOK; HIGH SCHOOL OPTIONS)		9,870	0.04%	
OPERATIONS AND MAINTENANCE	\$ 6,903,516			2.20%
MAINTENANCE & OPERATIONS		(88,935)	-1.29%	
ENVIRONMENTAL SERVICES		639,920	9.27%	
ADMIN OF MAINTENANCE AND OPERATIONS		1,513,430	21.92%	
OTHER MAINTENANCE SERVICES (i.e. ZONE MAINTENANCE; RELAMPING)		4,839,101	70.10%	
TOTAL SCHOOL ADMINISTRATION & OPERATIONS	\$ 33,359,527			10.65%
<u>DISTRICT WIDE SERVICES AND COMMUNITY OBLIGATIONS</u>				
GENERAL ADMINISTRATION	\$ 5,014,552			1.60%
SUPERINTENDENT		792,804	15.82%	
TAX COLLECTION FEES		677,000	13.50%	
LEGAL SERVICES		162,790	3.25%	
ADMIN OF GENERAL SUPPORT SERVICES		886,322	17.67%	
STAFF NEGOTIATIONS SERVICES		405,991	8.10%	
GRANT PROCUREMENT		140,987	2.81%	
ELECTION SERVICES		81,100	1.62%	
OTHER GENERAL ADMINISTRATION (i.e. AUDIT; BOARD OF EDUCATION)		1,867,558	37.24%	
BUSINESS SERVICES	\$ 5,171,768			1.65%
CENTRAL SERVICES	\$ 12,007,383			3.83%
INFORMATION SYSTEMS SERVICES (INFORMATION TECHNOLOGY)		5,284,709	44.02%	
HUMAN RESOURCES		2,226,021	18.54%	
TELECOMMUNICATIONS		429,075	3.57%	
COMMUNICATION SERVICES		660,045	5.50%	
RESEARCH AND EVALUATION SERVICES		218,117	1.82%	
PLANNING SERVICES		654,800	5.45%	
INSURANCE MANAGEMENT SERVICES		155,850	1.30%	
SUBSTITUTE OFFICE		95,961	0.80%	
RECRUITMENT		372,305	3.10%	
OTHER CENTRAL SERVICES (i.e. TELEVISION BOARD MEETINGS)		1,910,500	15.91%	
TOTAL DISTRICT WIDE SUPPORT	\$ 22,193,703			7.08%
GRAND TOTAL GENERAL OPERATING FUND	\$ 313,209,576			100.00%

Footnotes:

- 1 Category is a grouping of like SRE accounts within the CDE Chart of Accounts.
- 2 Group is a direct title of the SRE (Special Reporting Element) within the CDE Chart of Accounts.
- 3 Program is the Program or Project title from the CDE or BVSD Chart of Accounts.
- 4 "% of Group" equals budgeted dollars for that program divided by the "Budget" for that Group (SRE).



General Operating Fund (continued)

Service (SRE) Budgets by Object

SRE Summary

SRE SUMMARY PROGRAM	0100's SALARIES	0200's BENEFITS	0300's PROF/TECH SERVICES	0400's PROPERTY SERVICES	0500's OTHER SERVICES	0600's SUPPLIES	0700/0800's PROPERTY & OTHER USES	2021-22 PROPOSED BUDGET
SRE 11 Regular Education	\$ 122,724,640	\$ 37,783,519	\$ 847,980	\$ 575,806	\$ 305,714	\$ 6,158,217	\$ 285,717	\$ 168,681,593
SRE 12 Special Education	31,399,039	10,650,998	17,169	12,585	660,258	588,712	33,669	43,362,430
SRE 13 Vocational Education	2,081,707	645,240	2,000	35,936	2,966	395,696	3,875	3,167,420
SRE 14 Co-Curricular Education & Athletics	937,062	206,624	-	-	12,346	800	400	1,157,232
SRE 16 English Language Development	6,066,272	1,864,888	-	100	6,811	33,683	-	7,971,754
SRE 17 Talented & Gifted Education	1,004,260	366,590	22,860	525	235,450	89,824	-	1,719,509
SRE 21 Student Support Services	12,354,881	4,026,183	508,253	6,970	65,845	177,359	112,013	17,251,504
SRE 22 Instructional Staff Support	9,397,673	3,063,201	921,009	1,254	116,385	812,341	33,041	14,344,904
SRE 23 General Administration Support	2,744,551	775,384	1,036,253	4,800	109,452	245,478	98,634	5,014,552
SRE 24 School Administration Support	19,844,499	6,350,057	-	-	152,090	93,922	15,443	26,456,011
SRE 25 Business Services	3,546,977	1,119,488	463,519	118,850	70,950	144,457	(292,473)	5,171,768
SRE 26 Operations & Maintenance	15,227,997	5,511,210	85,216	2,399,770	42,400	6,815,386	(23,178,463)	6,903,516
SRE 28 Central Support Services	7,480,405	2,317,318	765,841	5,207,357	435,824	650,489	(4,849,851)	12,007,383
GRAND TOTAL	\$ 234,809,963	\$ 74,680,700	\$ 4,670,100	\$ 8,363,953	\$ 2,216,491	\$ 16,206,364	\$ (27,737,995)	\$ 313,209,576

General Operating Fund (continued)

Service (SRE) Budgets by Object (continued)

SRE Detail

SRE	0100's SALARIES	0200's BENEFITS	0300's PROF/TECH SERVICES	0400's PROPERTY SERVICES	0500's OTHER SERVICES	0600's SUPPLIES	0700/0800's PROPERTY & OTHER USES	2021-22 PROPOSED BUDGET
PROGRAM								
SRE 11 REGULAR EDUCATION								
0010 GEN ELEMENTARY EDUC	45,006,620	14,507,316	6,819	250,635	28,566	1,059,619	35,250	\$ 60,894,825
0020 GEN MIDDLE EDUCATION	24,227,485	7,639,773	29,772	107,012	12,782	314,709	26,052	32,357,585
0030 GEN HIGH SCHOOL EDUCATION	35,548,282	11,198,602	253,480	135,594	87,278	437,759	86,964	47,747,959
0040 GEN PRESCHOOL EDUCATION	73,278	35,390	-	-	-	81,960	-	190,628
0060 INTEGRATED EDUCATION	2,518,384	768,411	-	79,335	52,088	58,455	3,280	3,479,953
0080 LIBRARY INSTRUCTION	96,523	45,934	-	850	-	82,149	2,742	228,198
0090 OTHER GEN EDUCATION	6,002,713	689,388	557,509	-	125,000	3,169,505	113,800	10,657,915
0093 HOMEBOUND/HOSPITAL	20,720	4,568	-	-	-	-	-	25,288
0200 ART	2,293,135	719,015	-	-	-	27,412	-	3,039,562
0231 METALWORK AND JEWELRY	-	-	-	-	-	340	-	340
0260 PHOTOGRAPHY	-	-	-	-	-	600	-	600
0300 OTHER ART PROGRAMS	-	-	-	-	-	2,875	-	2,875
0500 LANG ARTS ENGLISH	-	-	-	50	-	239,242	-	239,292
0510 LANGUAGE SKILLS	-	-	-	-	-	4,446	-	4,446
0511 READING	-	-	-	-	-	1,106	-	1,106
0550 SPEECH	-	-	-	-	-	1,187	1,000	2,187
0560 DRAMA	-	-	-	-	-	830	-	830
0600 FOREIGN LANGUAGES	-	-	-	950	-	18,225	-	19,175
0690 OTHER FOREIGN LANGUAGES	-	-	-	-	-	300	-	300
0810 HEALTH EDUCATION	-	-	200	300	-	3,110	-	3,610
0830 PHYSICAL EDUCATION	2,294,681	719,355	-	-	-	19,552	1,110	3,034,698
0920 HOME EC FAMILY FOCUS	-	-	-	-	-	9,167	-	9,167
0926 FOOD AND NUTRITION	-	-	-	-	-	500	-	500
1000 INDUST ARTS/TECHNOLOGY ED	-	-	-	-	-	8,234	300	8,534
1100 MATHEMATICS	-	-	-	650	-	463,229	-	463,879
1210 MUSIC GENERAL	2,292,827	718,947	200	-	-	16,319	1,000	3,029,293
1240 MUSIC VOCAL	-	-	-	-	-	4,672	-	4,672
1250 MUSIC INSTRUMENTAL	2,349,992	736,820	-	80	-	11,306	-	3,098,198
1251 CONCERT BAND	-	-	-	-	-	645	-	645
1255 ORCHESTRA FULL	-	-	-	-	-	400	-	400
1256 ORCHESTRA, STRING	-	-	-	-	-	700	-	700
1300 NATURAL SCIENCE	-	-	-	-	-	47,500	-	47,500
1310 GEN SCIENCE	-	-	-	-	-	36,167	2,819	38,986
1500 SOCIAL SCIENCES	-	-	-	350	-	33,365	-	33,715
1600 COMPUTER TECHNOLOGY	-	-	-	-	-	2,632	11,400	14,032
SRE TOTAL	122,724,640	37,783,519	847,980	575,806	305,714	6,158,217	285,717	\$ 168,681,593
SRE 12 SPECIAL EDUCATION								
0092 ESY EXTENDED SCHOOL YEAR	120,652	26,603	4,325	-	800	4,045	-	\$ 156,425
0093 HOMEBOUND/HOSPITAL	23,879	5,265	-	-	-	-	-	29,144
1700 SPECIAL EDUCATION	8,452,939	2,753,613	12,844	10,485	634,883	508,747	32,994	12,406,505
1710 PHYS DISABILITY	1,355,958	430,175	-	-	-	5,000	-	1,791,133
1720 VISUAL DISABILITY	131,702	42,069	-	-	-	2,000	-	175,771
1730 HEARING DISABILITY	541,279	179,612	-	-	-	456	-	721,347
1740 S.L.I.C.	-	-	-	-	-	1,155	-	1,155
1750 SIED SPED SPECIAL ED	2,232,412	818,907	-	2,100	-	28,500	-	3,081,919
1760 COMMUNICATIVE DISABILITY	28,833	6,359	-	-	4,000	6,300	-	45,492
1770 SPEECH/LANGUAGE DISABLT	4,505,734	1,394,842	-	-	-	5,000	-	5,905,576
1780 MULTIPLE DISABILITIES	3,644,220	1,390,492	-	-	-	7,250	-	5,041,962
1790 OTHER DISABILITIES	-	-	-	-	-	799	-	799
1791 PRESCH DISABILITY CHILD	1,585,714	596,326	-	-	-	-	-	2,182,040
1799 OTHER SPED	3,840,430	1,510,379	-	-	-	3,000	-	5,353,809
2113 SOCIAL WORK SERVICES	1,197,910	354,693	-	-	-	2,500	-	1,555,103
2123 APPRAISAL SERVICES	921,432	276,538	-	-	-	-	-	1,197,970
2140 PSYCHOLOGICAL SERVICES	2,035,341	613,921	-	-	-	2,500	-	2,651,762
2149 OTHER PSYCHOLOGICAL SERVICES	395,065	124,798	-	-	-	-	-	519,863
2153 AUDIOLOGY SERVICES	122,898	35,308	-	-	-	10,000	-	168,206
2213 STAFF DEVELOPMENT	-	-	-	-	20,575	1,460	-	22,035
2231 ADMIN SPED SPECIAL EDUC	262,641	91,098	-	-	-	-	675	354,414
SRE TOTAL	31,399,039	10,650,998	17,169	12,585	660,258	588,712	33,669	\$ 43,362,430



General Operating Fund (continued)

Service (SRE) Budgets by Object (continued)

SRE	0100's SALARIES	0200's BENEFITS	0300's PROF/TECH SERVICES	0400's PROPERTY SERVICES	0500's OTHER SERVICES	0600's SUPPLIES	0700/0800's PROPERTY & OTHER USES	2021-22 PROPOSED BUDGET
PROGRAM								
SRE 13 VOCATIONAL EDUCATION								
0030 GEN HIGH SCHOOL EDUCATION	1,671,451	522,631	-	35,936	-	146,576	-	\$ 2,376,594
0035 EARLY CHILDHOOD	-	-	-	-	-	3,435	-	3,435
0090 OTHER GEN ED	-	-	-	-	-	150,000	-	150,000
0300 BUSINESS EDUCATION	-	-	-	-	-	8,253	186	8,439
0400 MARKETING/DISTRIBUTIVE ED	-	-	-	-	-	1,891	-	1,891
0560 DRAMA	-	-	-	-	-	500	-	500
0741 NURSING ASSISTING	-	-	-	-	2,066	2,500	129	4,695
0761 MEDICAL ASSISTING	-	-	-	-	-	6,069	-	6,069
0920 HOME EC COMPREHENSIVE	-	-	-	-	-	4,589	-	4,589
0921 HOME EC COMPREHENSIVE	-	-	-	-	-	8,076	1,120	9,196
0930 OCCUP PREP	-	-	-	-	-	9,160	-	9,160
0936 COSMETOLOGY	-	-	-	-	-	5,705	250	5,955
0939 OTHER OCCUP PREPARATION	-	-	-	-	900	4,325	500	5,725
1000 INDUST ARTS/TECHNOLOGY ED	-	-	-	-	-	2,649	-	2,649
1010 CONSTRUCTION	-	-	-	-	-	7,004	324	7,328
1060 METALS, PLASTICS, WOODS	-	-	-	-	-	8,244	-	8,244
1070 AUTO MECHANICS	-	-	1,000	-	-	7,495	322	8,817
1089 COLLISION REPAIR	-	-	1,000	-	-	6,462	324	7,786
1390 OTHER SCIENCE	-	-	-	-	-	3,549	-	3,549
1500 SOCIAL SCIENCES	-	-	-	-	-	4,237	-	4,237
1600 TECHNICAL EDUCATION/COMPUTER TECH	-	-	-	-	-	1,497	-	1,497
1930 HIGH SPONSOR STUDENT ACT	64,101	14,134	-	-	-	-	-	78,235
2122 COUNSELING SERVICES	102,785	30,841	-	-	-	6	194	133,826
2232 ADMIN VOC VOCATIONAL ED	130,841	38,227	-	-	-	-	-	169,068
2410 PRINCIPAL'S OFFICE	112,529	39,407	-	-	-	3,474	526	155,936
SRE TOTAL	2,081,707	645,240	2,000	35,936	2,966	395,696	3,875	\$ 3,167,420
SRE 14 CO-CURRICULAR EDUCATION & ATHLETICS								
1808 INTRAMURALS - GENERAL	282,812	62,364	-	-	-	-	-	\$ 345,176
1896 UNIFIED SPORTS	26,857	5,921	-	-	-	-	-	32,778
1910 ELEM SPONSOR STUDENT ACT	62,101	13,692	-	-	-	-	-	75,793
1920 MIDDLE SPONSOR STUDENT AC	102,528	22,606	-	-	-	-	-	125,134
1930 HIGH SPONSOR STUDENT ACT	389,484	85,882	-	-	-	-	-	475,366
1935 COED CHEERS	36,100	7,960	-	-	-	-	-	44,060
1936 POMS	36,100	7,960	-	-	-	-	-	44,060
8916 JITSUYGO HIGH SCH PROGRAM	1,080	239	-	-	12,346	800	400	14,865
SRE TOTAL	937,062	206,624	-	-	12,346	800	400	\$ 1,157,232
SRE 16 CULTURALLY & LINGUISTICALLY DIVERSE EDUCATION								
0010 GEN ELEMENTARY EDUC	3,298,437	1,034,224	-	-	-	75	-	\$ 4,332,736
0020 GEN MIDDLE EDUCATION	1,052,119	329,851	-	-	-	1,241	-	1,383,211
0030 GEN HIGH SCHOOL EDUCATION	937,043	293,845	-	-	-	3,412	-	1,234,300
0090 OTHER GEN EDUCATION	348,604	78,333	-	-	-	-	-	426,937
2200 INSTRUCTIONAL STAFF SPRT	397,176	117,323	-	-	1,811	2,595	-	518,905
2212 CURRICULUM DEVELOPMENT	-	-	-	100	5,000	26,360	-	31,460
2214 EVALUATION INSTRUCT SVCS	32,893	11,312	-	-	-	-	-	44,205
SRE TOTAL	6,066,272	1,864,888	-	100	6,811	33,683	-	\$ 7,971,754
SRE 17 TALENTED & GIFTED EDUCATION								
0070 TALENTED AND GIFTED	726,126	280,905	300	-	218,200	42,392	-	\$ 1,267,923
0550 SPEECH	-	-	-	-	-	1,255	-	1,255
1090 OTHER INDUST ARTS/TECH	91,884	28,402	20,000	-	-	-	-	140,286
1900 STUDENT ACTIVITIES	6,022	1,328	2,560	525	5,500	1,004	-	16,939
2200 SUPPORT SERVICES INSTRUCTIONAL STAFF	3,000	662	-	-	-	-	-	3,662
2237 ADMIN TAG PROGRAMS	177,228	55,293	-	-	11,750	45,173	-	289,444
SRE TOTAL	1,004,260	366,590	22,860	525	235,450	89,824	-	\$ 1,719,509

General Operating Fund (continued)

Service (SRE) Budgets by Object (continued)

SRE	0100's SALARIES	0200's BENEFITS	0300's PROF/TECH SERVICES	0400's PROPERTY SERVICES	0500's OTHER SERVICES	0600's SUPPLIES	0700/0800's PROPERTY & OTHER USES	2021-22 PROPOSED BUDGET
PROGRAM								
SRE 21 STUDENT SUPPORT SERVICES								
1790 OTHER DISABILITIES	52,267	16,417	-	-	-	-	-	\$ 68,684
2100 SUPPORT SERVICES-STUDENTS	1,421,814	434,132	310,445	-	17,398	61,344	5,550	2,250,683
2112 ATTENDANCE SERVICES	454,656	154,236	-	-	-	-	-	608,892
2113 SOCIAL WORK SERVICES	457,087	187,860	-	-	-	-	-	644,947
2114 STUDENT ACCOUNTING	575,960	185,674	22,508	1,220	5,400	8,528	750	800,040
2122 COUNSELING SERVICES	6,591,205	2,052,061	7,300	-	17,397	11,496	1,613	8,681,072
2126 PLACEMENT SERVICES	-	-	-	-	-	318	-	318
2134 NURSING SERVICES	881,129	291,058	14,000	2,500	6,150	5,906	3,100	1,203,843
2139 OTHR HLTH SVCS-MEDICAID	1,497,864	569,478	154,000	3,250	19,500	89,423	101,000	2,434,515
2149 PSYCHOLOGICAL SERVICES	76,147	24,880	-	-	-	-	-	101,027
2190 OTHER SUPPORT SERVICES-STUDENTS	346,752	110,387	-	-	-	344	-	457,483
SRE TOTAL	12,354,881	4,026,183	508,253	6,970	65,845	177,359	112,013	\$ 17,251,504
SRE 22 INSTRUCTIONAL STAFF SUPPORT								
2200 INSTRUCTIONAL TECH	423,147	129,036	726,647	-	27,787	388,189	15,500	\$ 1,710,306
2210 IMPROVEMENT INSTRUC SVCS	2,153,745	648,681	22,500	-	5,008	28,187	316	2,858,437
2212 CURRICULUM DEVELOPMENT	413,926	130,072	100,700	-	-	17,066	-	661,764
2213 STAFF DEVELOPMENT	216,426	233,130	14,912	1,200	64,250	118,647	13,976	662,541
2214 EVALUATION INSTRUCT SVCS	663,861	189,542	56,250	-	-	147,000	-	1,056,653
2219 LEARNING MATERIALS CENTER	84,244	26,701	-	-	19,340	71,307	-	201,592
2220 MEDIA SUPPORT SERVICES	576,841	199,881	-	-	-	-	-	776,722
2222 LIBRARY SUPPORT SVCS	4,167,189	1,301,432	-	-	-	41,785	1,000	5,511,406
2223 AUDIOVISUAL SERVICES	-	-	-	54	-	160	2,249	2,463
2225 AUDIOVISUAL SERVICES	52,014	17,562	-	-	-	-	-	69,576
2231 ADMIN SPECIAL EDUCATION	646,280	187,164	-	-	-	-	-	833,444
SRE TOTAL	9,397,673	3,063,201	921,009	1,254	116,385	812,341	33,041	\$ 14,344,904
SRE 23 GENERAL ADMINISTRATION SUPPORT								
2300 ADMIN GEN SUPPORT SVCS	484,099	131,994	47,500	-	9,000	213,729	-	\$ 886,322
2304 GENERAL ADMIN SUPPORT	1,287,042	362,592	-	-	-	480	-	1,650,114
2311 ADMIN BOE BOARD OF EDUC	-	-	7,300	1,200	14,500	3,571	35,134	61,705
2312 BOE SECTRY BOARD OF EDUC	37,181	11,823	-	-	-	-	-	49,004
2314 ELECTION SERVICES	-	-	81,100	-	-	-	-	81,100
2315 LEGAL SERVICES	75,730	25,433	54,977	-	2,500	3,650	500	162,790
2316 TAX COLLECTION FEES	-	-	677,000	-	-	-	-	677,000
2317 AUDIT SERVICES	-	-	71,735	-	-	-	-	71,735
2318 STAFF NEGOTIATIONS SVCS	303,043	85,872	16,576	-	-	500	-	405,991
2321 SUPERINTENDENT	449,763	126,876	45,065	3,600	82,452	22,048	63,000	792,804
2322 COMMUNITY RELATIONS SVCS	-	-	35,000	-	-	-	-	35,000
2323 GRANT PROCURMNT/LOBBYING	107,693	30,794	-	-	1,000	1,500	-	140,987
SRE TOTAL	2,744,551	775,384	1,036,253	4,800	109,452	245,478	98,634	\$ 5,014,552
SRE 24 SCHOOL ADMINISTRATION SUPPORT								
2400 SCHOOL ADMIN SUPPORT SVCS	373,086	4,845	-	-	-	-	-	\$ 377,931
2410 PRINCIPAL'S OFFICE	19,471,413	6,345,212	-	-	152,090	93,922	15,443	26,078,080
SRE TOTAL	19,844,499	6,350,057	-	-	152,090	93,922	15,443	\$ 26,456,011
SRE 25 BUSINESS SERVICES								
2139 OTHER HEALTH SERVICES	22,226	6,929	-	-	-	-	-	\$ 29,155
2500 BUSINESS SUPPORT SERVICES	20,000	290	-	-	-	-	-	20,290
2501 BUSINESS SUPPORT SERVICES	284,054	81,423	-	-	-	-	-	365,477
2511 ADMIN BUSINESS SERVICES	-	-	38,176	-	14,200	5,500	14,900	72,776
2513 BUDGETING SERVICES	721,204	225,305	14,700	-	8,850	43,900	2,000	1,015,959
2515 PAYROLL SERVICES	433,032	136,665	-	-	3,000	-	-	572,697
2516 FINANCIAL ACCOUNTING SVCS	776,165	247,284	400,643	6,100	22,300	10,400	10,100	1,472,992
2520 PURCHASING SERVICES	485,778	149,021	-	750	17,400	8,900	1,100	662,949
2530 WAREHOUSING/DISTRIBUTING	624,672	210,680	5,000	14,000	5,200	4,600	40,500	904,652
2535 WAREHOUSE INVENTORY ADJ	-	-	-	-	-	16,157	-	16,157
2540 PRINT/PUBLISH/DUPLICATE	179,846	61,891	5,000	98,000	-	55,000	(361,073)	38,664
SRE TOTAL	3,546,977	1,119,488	463,519	118,850	70,950	144,457	(292,473)	\$ 5,171,768
SRE 26 OPERATIONS & MAINTENANCE								
2600 MAINTENANCE & OPERATIONS	10,889,806	4,034,330	35,500	1,952,270	24,100	5,965,542	(22,990,483)	\$ (88,935)
2610 ADMIN MAINTENANCE & OPS	1,118,069	340,381	5,000	-	2,650	46,380	950	1,513,430
2620 ENVIRONMENTAL SERVICES	171,875	54,134	29,375	367,807	8,450	3,114	5,165	639,920
2622 BUILDINGS	-	-	-	-	-	189,250	-	189,250
2623 TRADES	-	-	-	-	-	189,250	-	189,250
2624 HVAC	-	-	-	-	-	189,250	-	189,250
2627 ENERGY - PHASE I	-	-	-	-	1,500	-	-	1,500
2631 GROUNDS	-	-	-	5,663	-	189,250	-	194,913
2660 SECURITY SERVICES	2,667,661	930,066	12,341	18,150	3,700	35,600	11,814	3,679,332
2690 OTHER OPERATIONS	380,586	152,299	3,000	55,880	2,000	7,750	(205,909)	395,606
SRE TOTAL	15,227,997	5,511,210	85,216	2,399,770	42,400	6,815,386	(23,178,463)	\$ 6,903,516



General Operating Fund (continued)

Service (SRE) Budgets by Object (continued)

SRE	0100's SALARIES	0200's BENEFITS	0300's PROF/TECH SERVICES	0400's PROPERTY SERVICES	0500's OTHER SERVICES	0600's SUPPLIES	0700/0800's PROPERTY & OTHER USES	2021-22 PROPOSED BUDGET
PROGRAM								
SRE 28 CENTRAL SUPPORT SERVICES								
2800 CENTRAL SUPPORT SERVICES	5,000	72	-	-	20,000	200,000	-	\$ 225,072
2801 CENTRAL SUPPORT SERVICES	715,105	202,352	-	-	-	-	-	917,457
2811 PLANNING SERVICES	442,367	130,079	57,000	1,250	6,200	14,554	3,350	654,800
2814 RESEARCH/EVALUATION SVCS	147,831	44,786	7,500	-	4,250	10,250	3,500	218,117
2820 COMMUNICATION SERVICES	365,996	122,468	133,000	-	9,230	17,551	11,800	660,045
2830 HUMAN RESOURCES	1,597,958	495,722	158,772	3,500	12,950	41,187	11,893	2,321,982
2832 RECRUITMENT/PLACEMENT SVC	151,786	49,739	55,000	-	2,780	98,000	15,000	372,305
2834 INSVC TRAINING NON-CERT	-	-	14,000	-	1,604	-	-	15,604
2835 EMPLOYEE INSURANCE SVCS	-	-	30,000	-	350	300	200	30,850
2840 INFORMATION SYSTEMS SERVICES	-	-	-	-	-	150,000	(4,922,644)	(4,772,644)
2841 SUPERVISING INFO SYS SERVICES	320,173	98,139	72,569	58,406	33,650	20,730	14,450	618,117
2842 SYSTEM ANALYSIS SERVICES	338,228	101,514	121,000	-	6,600	2,400	800	570,542
2843 PROGRAMMING SERVICES	1,438,484	435,620	26,500	4,332,010	33,210	7,986	2,100	6,275,910
2844 OPERATIONS SERVICES	547,738	174,861	26,500	511,416	16,500	81,500	6,000	1,364,515
2845 TELECOMMUNICATIONS	-	-	1,000	300,775	127,200	-	100	429,075
2849 OTHER INFORMATION SYSTEMS SERVICES	1,281,741	425,570	55,000	-	33,000	2,300	1,200	1,798,811
2850 RISK MANAGEMENT SERVICES	-	-	-	-	125,000	-	-	125,000
2890 OTHER SUPPORT SERVICES	127,998	36,396	8,000	-	3,300	3,731	2,400	181,825
SRE TOTAL	7,480,405	2,317,318	765,841	5,207,357	435,824	650,489	(4,849,851)	\$ 12,007,383
GRAND TOTAL	234,809,963	74,680,700	4,670,100	8,363,953	2,216,491	16,206,364	(27,737,995)	\$ 313,209,576

General Operating Fund (continued)

Project/Program Budgets by Object

Project Summary

PROJECT SUMMARY PROGRAM	0100's SALARIES	0200's BENEFITS	0300's PROF/TECH SERVICES	0400's PROPERTY SERVICES	0500's OTHER SERVICES	0600's SUPPLIES	0700/0800'S PROPERTY & OTHER USES	2021-22 PROPOSED BUDGET
0000 SCHOOL/DEPT WIDE	\$ 186,443,988	\$ 58,662,469	\$ 3,485,486	\$ 6,471,505	\$ 1,110,982	\$ 14,846,949	\$ (26,480,094)	\$ 244,541,285
0017 ELEMENTARY LITERACY	2,356,234	738,839	-	-	-	-	-	3,095,073
0021 CHOICE	4,633	1,021	-	-	-	500	-	6,154
0027 MIDDLE LEVEL LITERACY	497,670	156,039	-	-	-	-	-	653,709
0031 DROPOUT PREVENTION	1,467,228	489,334	241,430	-	-	15,500	-	2,213,492
0032 PASSAGES	217,657	68,372	-	-	-	-	-	286,029
0034 CONNECTIONS	219,045	68,680	-	-	-	1,905	-	289,630
0035 MULTI-CULTURAL	140,184	43,952	-	-	-	-	-	184,136
0036 SECONDARY LEVEL LITERACY	324,185	101,645	-	-	-	-	-	425,830
0037 EXPELLED STUDENT SERVICES	-	-	-	-	2,800	1,132	-	3,932
0038 HIGH SCHOOL OPTIONS	5,000	1,102	20,000	-	4,897	-	-	30,999
0039 ADVANCED PLACEMENT	105,140	32,966	-	-	-	-	-	138,106
0040 AVID	97,639	29,189	16,800	-	30,000	3,263	17,000	193,891
0066 INTERDISCIPLINARY ED	-	-	-	-	-	500	-	500
0067 INTERDISCIPLINARY ED	-	-	-	-	-	500	-	500
0068 INTERDISCIPLINARY ED	-	-	-	-	-	500	-	500
0071 TALENTED & GIFTED (SRA)	-	-	300	-	200	11,595	-	12,095
0072 TALENTED AND GIFTED	431,982	191,459	20,000	-	-	202	-	643,643
0073 TAG - DISTRICT PROGRAMS	343,000	104,152	-	-	218,000	31,850	-	697,002
0089 SUMMER ONLINE	211,781	49,541	-	-	60,000	150	550	322,022
0094 STUDENT ACHIEVEMENT	13,782	3,038	-	-	19,340	99,757	-	135,917
0137 FAMILY ADVOCATE PROGRAM	146,521	59,156	-	-	-	-	-	205,677
0193 PLANNING INNOVATIONS	21,500	4,741	-	750	6,200	1,647	1,300	36,138
0660 ENGLISH AS 2ND LANGUAGE	5,669,096	1,747,565	-	-	-	4,728	-	7,421,389
2001 IB PROGRAM	201,495	60,714	3,700	-	29,500	7,000	33,600	336,009
2118 FAMILY RESOURCE SCHOOLS	-	-	160,000	-	-	-	-	160,000
2161 TRANSLATION SERVICES	139,755	46,968	67,135	-	-	3,871	-	257,729
2191 ADA/504 SERVICES	100,554	30,307	27,810	-	-	-	5,000	163,671
2205 INDUCTION	112,367	34,586	5,000	-	25,287	15,152	6,000	198,392
2215 CULTURAL DIVERSITY	286,280	88,775	58,627	-	2,500	8,400	1,500	446,082
2216 FIRST AID TRAINING	-	-	-	-	-	2,500	8,000	10,500
2218 CURRICULUM DEVELOPMENT COUNCIL	2,925	1,360	-	-	-	-	-	4,285
2236 SUPERVISION-LIT/LANG	397,176	117,323	-	100	6,811	28,955	-	550,365
2395 BVSD FOUNDATION SUPPORT	-	-	47,500	-	-	-	-	47,500
2550 MAILROOM	-	-	-	7,600	-	-	-	7,600
2621 HAZARDOUS ENVIRONMENT SERVICES	-	-	-	15,000	-	-	-	15,000
2623 RECECYLING SERVICES	-	-	-	207,217	-	-	-	207,217
2801 TIES ALLOCATIONS	-	-	-	139,590	-	-	-	139,590
2834 SUBSTITUTE OFFICE	72,001	23,960	-	-	-	-	-	95,961
3120 STATE VOCATIONAL ED	2,081,707	645,240	2,000	35,936	2,966	395,696	3,875	3,167,420
3130 STATE ECEA SPECIAL ED	31,399,039	10,650,998	17,169	12,585	660,258	588,712	33,669	43,362,430
3150 STATE TALENTED & GIFTED	229,278	70,979	2,560	525	17,250	46,177	-	366,769
3259 READ ACT	-	-	335,583	-	-	-	-	335,583
4355 ERP IMPLEMENTATION	-	-	-	1,469,895	-	-	(1,469,895)	-
9003 MEDICAID	1,071,121	356,230	159,000	3,250	19,500	89,223	101,500	1,799,824
GRAND TOTAL	234,809,963	74,680,700	4,670,100	8,363,953	2,216,491	16,206,364	(27,737,995)	\$ 313,209,576



General Operating Fund (continued)

Project/Program Budgets by Object (continued)

Project Detail

PROJECT PROGRAM	0100's SALARIES	0200's BENEFITS	0300's PROF/TECH SERVICES	0400's PROPERTY SERVICES	0500's OTHER SERVICES	0600's SUPPLIES	0700/0800's PROPERTY & OTHER USES	2021-22 PROPOSED BUDGET
0000 SCHOOL/DEPT WIDE								
0010 GEN ELEMENTARY ED	42,577,580	13,749,163	3,819	250,635	5,066	1,058,619	21,650	\$ 57,666,532
0020 GEN MIDDLE EDUCATION	23,623,744	7,452,686	267	107,012	4,782	309,446	9,052	31,506,989
0030 GEN HIGH SCHOOL EDUCATION	33,571,142	10,584,141	4,755	135,594	13,581	393,272	66,964	44,769,449
0040 GEN PRESCHOOL EDUCATION	73,278	35,390	-	-	-	81,960	-	190,628
0060 INTEGRATED EDUCATION	2,337,384	728,500	-	79,335	52,088	58,455	3,280	3,259,042
0080 LIBRARY INSTRUCTION	96,523	45,934	-	850	-	82,149	2,742	228,198
0090 OTHER GEN EDUCATION	6,002,713	689,388	367,826	-	125,000	3,161,005	113,800	10,459,732
0093 HOMEBOUND/HOSPITAL	20,720	4,568	-	-	-	-	-	25,288
0200 ART	2,293,135	719,015	-	-	-	27,412	-	3,039,562
0231 METALWORK AND JEWELRY	-	-	-	-	-	340	-	340
0260 PHOTOGRAPHY	-	-	-	-	-	600	-	600
0300 BUSINESS EDUCATION	-	-	-	-	-	2,875	-	2,875
0500 LANG ARTS ENGLISH	-	-	-	50	-	239,242	-	239,292
0510 LANGUAGE SKILLS	-	-	-	-	-	4,446	-	4,446
0511 READING	-	-	-	-	-	1,106	-	1,106
0550 SPEECH	-	-	-	-	-	1,187	1,000	2,187
0560 DRAMA	-	-	-	-	-	830	-	830
0600 FOREIGN LANGUAGES	-	-	-	950	-	18,225	-	19,175
0690 OTHER FOREIGN LANGUAGES	-	-	-	-	-	300	-	300
0810 HEALTH EDUCATION	-	-	200	300	-	3,110	-	3,610
0830 PHYSICAL EDUCATION	2,294,681	719,355	-	-	-	19,552	1,110	3,034,698
0920 HOME EC FAMILY FOCUS	-	-	-	-	-	9,167	-	9,167
0926 FOOD AND NUTRITION	-	-	-	-	-	500	-	500
1000 INDUST ARTS/TECHNOLOGY	-	-	-	-	-	8,234	300	8,534
1100 MATHEMATICS	-	-	-	650	-	463,229	-	463,879
1210 MUSIC GENERAL	2,292,827	718,947	200	-	-	16,319	1,000	3,029,293
1240 MUSIC VOCAL	-	-	-	-	-	4,672	-	4,672
1250 MUSIC INSTRUMENTAL	2,349,992	736,820	-	80	-	11,306	-	3,098,198
1251 CONCERT BAND	-	-	-	-	-	645	-	645
1255 ORCHESTRA FULL	-	-	-	-	-	400	-	400
1256 ORCHESTRA, STRING	-	-	-	-	-	700	-	700
1300 NATURAL SCIENCE	-	-	-	-	-	47,500	-	47,500
1310 GEN SCIENCE	-	-	-	-	-	36,167	2,819	38,986
1500 SOCIAL SCIENCES	-	-	-	350	-	33,365	-	33,715
1600 COMPUTER TECHNOLOGY	-	-	-	-	-	2,632	11,400	14,032
1808 INTRAMURALS - GENERAL	282,812	62,364	-	-	-	-	-	345,176
1896 UNIFIED SPORTS	26,857	5,921	-	-	-	-	-	32,778
1910 ELEM SPONSOR STUDENT ACT	62,101	13,692	-	-	-	-	-	75,793
1920 MIDDLE SPONSOR STUDENT A	102,528	22,606	-	-	-	-	-	125,134
1930 HIGH SPONSOR STUDENT ACT	389,484	85,882	-	-	-	-	-	475,366
1935 CHEER/POMS	36,100	7,960	-	-	-	-	-	44,060
1936 CHEER/POMS	36,100	7,960	-	-	-	-	-	44,060
2100 SUPPORT SERVICES-STUDENT	1,181,505	356,857	55,500	-	17,398	57,473	550	1,669,283
2113 SOCIAL WORK SERVICES	101,553	42,524	-	-	-	-	-	144,077
2114 STUDENT ACCOUNTING	575,960	185,674	22,508	1,220	5,400	8,528	750	800,040
2122 COUNSELING SERVICES	6,591,205	2,052,061	7,300	-	17,397	11,496	1,613	8,681,072
2126 PLACEMENT SERVICES	-	-	-	-	-	318	-	318
2134 NURSING SERVICES	881,129	291,058	14,000	2,500	6,150	5,906	3,100	1,203,843
2139 OTHER HLTH SVCS-MEDICAID	501,236	236,594	-	-	-	200	-	738,030
2149 OTHER PSYCHOLOGICAL SERVICES	76,147	24,880	-	-	-	-	-	101,027
2190 OTHER SUPPORT SERVICES-STUDENT	322,819	103,079	-	-	-	-	-	425,898

General Operating Fund (continued)

Project/Program Budgets by Object (continued)

Project Detail (continued)

PROJECT	0100's SALARIES	0200's BENEFITS	0300's PROF/TECH SERVICES	0400's PROPERTY SERVICES	0500's OTHER SERVICES	0600's SUPPLIES	0700/0800's PROPERTY & OTHER USES	2021-22 PROPOSED BUDGET
PROGRAM								
0000 SCHOOL/DEPT WIDE (continued)								
2200 INSTRUCTIONAL STAFF SPRT	61,980	13,939	517,120	-	-	362,137	-	\$ 955,176
2210 IMPROVEMENT INSTRUCT SVCS	2,153,745	648,681	22,500	-	5,008	28,187	316	2,858,437
2212 CURRICULUM DEVELOPMENT	411,001	128,712	100,000	-	-	17,066	-	656,779
2213 STAFF DEVELOPMENT	216,426	233,130	9,912	1,200	42,250	118,647	13,476	635,041
2214 EVALUATION INSTRUCT SVCS	663,861	189,542	56,250	-	-	147,000	-	1,056,653
2219 LEARNING MATERIALS CENTER	70,462	23,663	-	-	-	-	-	94,125
2220 MEDIA SUPPORT SVCS	576,841	199,881	-	-	-	-	-	776,722
2222 LIBRARY SUPPORT SVCS	4,167,189	1,301,432	-	-	-	41,785	1,000	5,511,406
2223 AUDIOVISUAL SERVICES	-	-	-	54	-	160	2,249	2,463
2231 ADMIN SPECIAL EDUCATION	646,280	187,164	-	-	-	-	-	833,444
2300 ADMIN GEN SUPPORT SVCS	484,099	131,994	-	-	9,000	213,729	-	838,822
2304 ADMIN GEN SUPPORT SVCS	1,287,042	362,592	-	-	-	480	-	1,650,114
2311 ADMIN BOE BOARD OF ED	-	-	7,300	1,200	14,500	3,571	35,134	61,705
2312 BOE SECTRY BOARD OF ED	37,181	11,823	-	-	-	-	-	49,004
2314 ELECTION SERVICES	-	-	81,100	-	-	-	-	81,100
2315 LEGAL SERVICES	75,730	25,433	54,977	-	2,500	3,650	500	162,790
2316 TAX COLLECTION FEES	-	-	677,000	-	-	-	-	677,000
2317 AUDIT SERVICES	-	-	71,735	-	-	-	-	71,735
2318 STAFF NEGOTIATIONS SVCS	303,043	85,872	16,576	-	-	500	-	405,991
2321 SUPERINTENDENT	449,763	126,876	45,065	3,600	82,452	22,048	63,000	792,804
2322 COMMUNITY RELATIONS	-	-	35,000	-	-	-	-	35,000
2323 GRANT PROCUREMENT/LOBBYING	107,693	30,794	-	-	1,000	1,500	-	140,987
2400 SCHOOL ADMIN SUPPORT SVC	373,086	4,845	-	-	-	-	-	377,931
2410 PRINCIPAL'S OFFICE	19,464,565	6,342,890	-	-	152,090	94,116	14,893	26,068,554
2500 BUSINESS SUPPORT SERVICES	20,000	290	-	-	-	-	-	20,290
2511 ADMIN BUSINESS SERVICES	-	-	38,176	-	14,200	5,500	14,900	72,776
2513 BUDGETING SERVICES	721,204	225,305	14,700	-	8,850	43,900	2,000	1,015,959
2515 PAYROLL SERVICES	433,032	136,665	-	-	3,000	-	-	572,697
2516 FINANCIAL ACCOUNTING SERVICES	776,165	247,284	400,643	6,100	22,300	10,400	10,100	1,472,992
2520 PURCHASING SERVICES	485,778	149,021	-	750	17,400	8,900	1,100	662,949
2530 WAREHOUSING/DISTRIBUTING	624,672	210,680	5,000	6,400	5,200	4,600	40,500	897,052
2535 WAREHOUSE INVENTORY ADJ	-	-	-	-	-	16,157	-	16,157
2540 PRINT/PUBLISH/DUPLICATE	179,846	61,891	5,000	98,000	-	55,000	(361,073)	38,664
2600 MAINTENANCE & OPERATIONS	10,889,806	4,034,330	35,500	1,952,270	24,100	5,965,542	(22,990,483)	(88,935)
2610 ADMIN MAINTENANCE & OPS	1,118,069	340,381	5,000	-	2,650	46,380	950	1,513,430
2620 ENVIRONMENTAL SERVICES	171,875	54,134	29,375	6,000	8,450	3,114	5,165	278,113
2622 BUILDINGS	-	-	-	-	-	189,250	-	189,250
2623 TRADES	-	-	-	-	-	189,250	-	189,250
2624 HVAC	-	-	-	-	-	189,250	-	189,250
2627 ENERGY - PHASE I	-	-	-	-	1,500	-	-	1,500
2631 GROUNDS	-	-	-	5,663	-	189,250	-	194,913
2660 SECURITY SERVICES	2,667,661	930,066	12,341	18,150	3,700	35,600	11,814	3,679,332
2690 OTHER OPERATIONS	380,586	152,299	3,000	55,880	2,000	7,750	(205,909)	395,606
2800 CENTRAL SUPPORT SERVICES	5,000	72	-	-	20,000	200,000	-	225,072
2801 CENTRAL SUPPORT SERVICES	715,105	202,352	-	-	-	-	-	917,457
2811 PLANNING SERVICES	420,867	125,338	57,000	500	-	12,907	2,050	618,662
2814 RESEARCH/EVALUATION SERVICES	147,831	44,786	7,500	-	4,250	10,250	3,500	218,117
2820 COMMUNICATION SERVICES	365,996	122,468	133,000	-	9,230	17,551	11,800	660,045
2830 HUMAN RESOURCES	1,525,957	471,762	158,772	3,500	12,950	41,187	11,893	2,226,021
2832 RECRUITMENT/PLACEMENT SERVICES	151,786	49,739	55,000	-	2,780	98,000	15,000	372,305
2834 IN SVC TRAINING NON-CERT	-	-	14,000	-	1,604	-	-	15,604
2835 EMPLOYEE INSURANCE SERVICES	-	-	30,000	-	350	300	200	30,850
2840 INFORMATION SYSTEMS SERVICES	-	-	-	-	-	150,000	(3,452,749)	(3,302,749)
2841 SUPERVISING INFO SYS SERVICES	320,173	98,139	72,569	58,406	33,650	20,730	14,450	618,117
2842 SYSTEM ANALYSIS SERVICES	338,228	101,514	121,000	-	6,600	2,400	800	570,542
2843 PROGRAMMING SERVICES	1,438,484	435,620	26,500	2,862,115	33,210	7,986	2,100	4,806,015
2844 OPERATIONS SERVICES	547,738	174,861	26,500	511,416	16,500	81,500	6,000	1,364,515
2845 TELECOMMUNICATIONS	-	-	1,000	300,775	127,200	-	100	429,075
2849 OTHER INFORMATION SERVICES	1,281,741	425,570	55,000	-	33,000	2,300	1,200	1,798,811
2850 RISK MANAGEMENT SERVICES	-	-	-	-	125,000	-	-	125,000
2890 OTHER SUPPORT SERVICES CENTRAL	127,998	36,396	8,000	-	3,300	3,731	2,400	181,825
8916 JITSUYGO HIGH SCH PROGRAM	1,080	239	-	-	12,346	800	400	14,865
PROJECT TOTAL	186,443,988	58,662,469	3,485,486	6,471,505	1,110,982	14,846,949	(26,480,094)	\$ 244,541,285



General Operating Fund (continued)

Project/Program Budgets by Object (continued)

Project Detail (continued)

PROJECT PROGRAM	0100's SALARIES	0200's BENEFITS	0300's PROF/TECH SERVICES	0400's PROPERTY SERVICES	0500's OTHER SERVICES	0600's SUPPLIES	0700/0800's PROPERTY & OTHER USES	2021-22 PROPOSED BUDGET
0017 ELEMENTARY ENGLISH LANGUAGE DEVELOPMENT								
0010 GEN ELEMENTARY ED	2,356,234	738,839	-	-	-	-	-	\$ 3,095,073
PROJECT TOTAL	2,356,234	738,839	-	-	-	-	-	\$ 3,095,073
0021 CHOICE	-	-	-	-	-	-	-	
0020 GEN MIDDLE EDUCATION	4,633	1,021	-	-	-	500	-	\$ 6,154
PROJECT TOTAL	4,633	1,021	-	-	-	500	-	\$ 6,154
0027 MIDDLE LEVEL ENGLISH LANGUAGE DEVELOPMENT	-	-	-	-	-	-	-	
0020 GEN MIDDLE EDUCATION	497,670	156,039	-	-	-	-	-	\$ 653,709
PROJECT TOTAL	497,670	156,039	-	-	-	-	-	\$ 653,709
0031 DROPOUT PREVENTION	-	-	-	-	-	-	-	
0020 GEN MIDDLE EDUCATION	17,328	3,816	12,705	-	-	-	-	\$ 33,849
0030 GEN HIGH SCHOOL EDUCATION	786,231	245,102	228,725	-	-	15,500	-	1,275,558
2112 ATTENDANCE SERVICES	454,656	154,236	-	-	-	-	-	608,892
2113 SOCIAL WORK SERVICES	209,013	86,180	-	-	-	-	-	295,193
PROJECT TOTAL	1,467,228	489,334	241,430	-	-	15,500	-	\$ 2,213,492
0032 PASSAGES	-	-	-	-	-	-	-	
0030 GEN HIGH SCHOOL ED	217,657	68,372	-	-	-	-	-	\$ 286,029
PROJECT TOTAL	217,657	68,372	-	-	-	-	-	\$ 286,029
0034 CONNECTIONS	-	-	-	-	-	-	-	
0030 GEN HIGH SCHOOL ED	219,045	68,680	-	-	-	1,905	-	\$ 289,630
PROJECT TOTAL	219,045	68,680	-	-	-	1,905	-	\$ 289,630
0035 MULTI-CULTURAL	-	-	-	-	-	-	-	
0030 GEN HIGH SCHOOL ED	140,184	43,952	-	-	-	-	-	\$ 184,136
PROJECT TOTAL	140,184	43,952	-	-	-	-	-	\$ 184,136
0036 SECONDARY LEVEL ENGLISH LANGUAGE DEVELOPMENT	-	-	-	-	-	-	-	
0030 GEN HIGH SCHOOL ED	324,185	101,645	-	-	-	-	-	\$ 425,830
PROJECT TOTAL	324,185	101,645	-	-	-	-	-	\$ 425,830
0037 EXPELLED STUDENT SERVICES	-	-	-	-	-	-	-	
0030 GEN HIGH SCHOOL ED	-	-	-	-	2,800	1,132	-	\$ 3,932
PROJECT TOTAL	-	-	-	-	2,800	1,132	-	\$ 3,932
0038 HIGH SCHOOL OPTIONS	-	-	-	-	-	-	-	
0030 GEN HIGH SCHOOL EDUCATION	5,000	1,102	20,000	-	4,897	-	-	\$ 30,999
PROJECT TOTAL	5,000	1,102	20,000	-	4,897	-	-	\$ 30,999
0039 ADVANCED PLACEMENT	-	-	-	-	-	-	-	
0020 GEN MIDDLE EDUCATION	52,570	16,483	-	-	-	-	-	\$ 69,053
0030 GEN HIGH SCHOOL EDUCATION	52,570	16,483	-	-	-	-	-	69,053
PROJECT TOTAL	105,140	32,966	-	-	-	-	-	\$ 138,106
0040 AVID	-	-	-	-	-	-	-	
0020 GEN MIDDLE EDUCATION	31,540	9,728	16,800	-	8,000	3,263	17,000	\$ 86,331
0030 GEN HIGH SCHOOL EDUCATION	66,099	19,461	-	-	-	-	-	85,560
2213 STAFF DEVELOPMENT	-	-	-	-	22,000	-	-	22,000
PROJECT TOTAL	97,639	29,189	16,800	-	30,000	3,263	17,000	\$ 193,891
0066 INTERDISCIPLINARY ED	-	-	-	-	-	-	-	
0020 GEN MIDDLE EDUCATION	-	-	-	-	-	500	-	\$ 500
PROJECT TOTAL	-	-	-	-	-	500	-	\$ 500

General Operating Fund (continued)

Project/Program Budgets by Object (continued)

Project Detail (continued)

PROJECT PROGRAM	0100's SALARIES	0200's BENEFITS	0300's PROF/TECH SERVICES	0400's PROPERTY SERVICES	0500's OTHER SERVICES	0600's SUPPLIES	0700/0800's PROPERTY & OTHER USES	2021-22 PROPOSED BUDGET
0067 INTERDISCIPLINARY ED								
0020 GEN MIDDLE EDUCATION	-	-	-	-	-	500	-	\$ 500
PROJECT TOTAL	-	-	-	-	-	500	-	\$ 500
0068 INTERDISCIPLINARY ED								
0020 GEN MIDDLE EDUCATION	-	-	-	-	-	500	-	\$ 500
PROJECT TOTAL	-	-	-	-	-	500	-	\$ 500
0071 TALENTED & GIFTED (SRA)								
0070 TALENTED AND GIFTED	-	-	300	-	200	10,340	-	\$ 10,840
0550 SPEECH	-	-	-	-	-	1,255	-	1,255
PROJECT TOTAL	-	-	300	-	200	11,595	-	\$ 12,095
0072 TALENTED AND GIFTED								
0070 TALENTED AND GIFTED	340,098	163,057	-	-	-	202	-	\$ 503,357
1090 OTHER INDUST ARTS/TECH	91,884	28,402	20,000	-	-	-	-	140,286
PROJECT TOTAL	431,982	191,459	20,000	-	-	202	-	\$ 643,643
0073 TAG - DISTRICT PROGRAMS								
0070 TALENTED AND GIFTED	340,000	103,490	-	-	218,000	31,850	-	\$ 693,340
2200 SUPPORT SERVICES - INSTRUCTIONAL	3,000	662	-	-	-	-	-	3,662
PROJECT TOTAL	343,000	104,152	-	-	218,000	31,850	-	\$ 697,002
0089 SUMMER ONLINE								
0030 GEN HIGH SCHOOL EDUCATION	-	-	-	-	60,000	-	-	\$ 60,000
0060 GEN INTGRD ED	181,000	39,911	-	-	-	-	-	220,911
2190 INSTRUCTIONAL SUPPORT SERVICES	23,933	7,308	-	-	-	-	-	31,241
2410 PRINCIPAL'S OFFICE	6,848	2,322	-	-	-	150	550	9,870
PROJECT TOTAL	211,781	49,541	-	-	60,000	150	550	\$ 322,022
0094 STUDENT ACHIEVEMENT								
0090 OTHER GEN EDUCATION	-	-	-	-	-	8,500	-	\$ 8,500
2219 COUNSELING SERVICES	13,782	3,038	-	-	19,340	71,307	-	107,467
PROJECT TOTAL	13,782	3,038	-	-	19,340	99,757	-	\$ 135,917
0137 FAMILY ADVOCATE PROGRAM								
2113 SOCIAL WORK SERVICES	146,521	59,156	-	-	-	-	-	\$ 205,677
PROJECT TOTAL	146,521	59,156	-	-	-	-	-	\$ 205,677
0200 ART								
0193 PLANNING INNOVATIONS								
2811 PLANNING SERVICES	21,500	4,741	-	750	6,200	1,647	1,300	\$ 36,138
PROJECT TOTAL	21,500	4,741	-	750	6,200	1,647	1,300	\$ 36,138
0660 ENGLISH AS 2ND LANGUAGE								
0010 GEN ELEMENTARY ED	3,298,437	1,034,224	-	-	-	75	-	\$ 4,332,736
0020 GEN MIDDLE EDUCATION	1,052,119	329,851	-	-	-	1,241	-	1,383,211
0030 GEN HIGH SCHOOL EDUCATION	937,043	293,845	-	-	-	3,412	-	1,234,300
0090 OTHER GEN EDUCATION	348,604	78,333	-	-	-	-	-	426,937
2214 EVALUATION INSTRUCT SVCS	32,893	11,312	-	-	-	-	-	44,205
PROJECT TOTAL	5,669,096	1,747,565	-	-	-	4,728	-	\$ 7,421,389
2001 IB PROGRAM								
0010 GEN ELEMENTARY ED	35,326	11,050	3,000	-	23,500	1,000	13,600	\$ 87,476
0030 GEN HIGH SCHOOL EDUCATION	166,169	49,664	-	-	6,000	6,000	20,000	247,833
2212 CURRICULUM DEVELOPMENT	-	-	700	-	-	-	-	700
PROJECT TOTAL	201,495	60,714	3,700	-	29,500	7,000	33,600	\$ 336,009
2118 FAMILY RESOURCE SCHOOLS								
2100 SUPPORT SERVICES-STUDENT	-	-	160,000	-	-	-	-	\$ 160,000
PROJECT TOTAL	-	-	160,000	-	-	-	-	\$ 160,000
2161 TRANSLATION SERVICES								
2100 SUPPORT SERVICES-STUDENT	139,755	46,968	67,135	-	-	3,871	-	\$ 257,729
PROJECT TOTAL	139,755	46,968	67,135	-	-	3,871	-	\$ 257,729



General Operating Fund (continued)

Project/Program Budgets by Object (continued)

Project Detail (continued)

PROJECT PROGRAM	0100's SALARIES	0200's BENEFITS	0300's PROF/TECH SERVICES	0400's PROPERTY SERVICES	0500's OTHER SERVICES	0600's SUPPLIES	0700/0800's PROPERTY & OTHER USES	2021-22 PROPOSED BUDGET
2191 ADA/504 SERVICES								
2100 SUPPORT SERVICES-STUDENT	100,554	30,307	27,810	-	-	-	5,000	\$ 163,671
PROJECT TOTAL	100,554	30,307	27,810	-	-	-	5,000	\$ 163,671
2205 INDUCTION								
2200 INSTRUCTIONAL STAFF SPRT	112,367	34,586	5,000	-	25,287	15,152	6,000	\$ 198,392
PROJECT TOTAL	112,367	34,586	5,000	-	25,287	15,152	6,000	\$ 198,392
2215 CULTURAL DIVERSITY								
2200 INSTRUCTIONAL STAFF SPRT	286,280	88,775	58,627	-	2,500	8,400	1,500	\$ 446,082
PROJECT TOTAL	286,280	88,775	58,627	-	2,500	8,400	1,500	\$ 446,082
2216 FIRST AID TRAINING								
2200 INSTRUCTIONAL STAFF SPRT	-	-	-	-	-	2,500	8,000	\$ 10,500
PROJECT TOTAL	-	-	-	-	-	2,500	8,000	\$ 10,500
2218 CURRICULUM DEVELOPMENT COUNCIL								
2212 CURRICULUM DEVELOPMENT	2,925	1,360	-	-	-	-	-	\$ 4,285
PROJECT TOTAL	2,925	1,360	-	-	-	-	-	\$ 4,285
2236 SUPERVISION-LIT/LANG								
2200 INSTRUCTIONAL STAFF SPRT	397,176	117,323	-	-	1,811	2,595	-	\$ 518,905
2212 CURRICULUM DEVELOPMENT	-	-	-	100	5,000	26,360	-	\$ 31,460
PROJECT TOTAL	397,176	117,323	-	100	6,811	28,955	-	\$ 550,365
2395 BVSD FOUNDATION SUPPORT								
2300 ADMIN GEN SUPPORT SVCS	-	-	47,500	-	-	-	-	\$ 47,500
PROJECT TOTAL	-	-	47,500	-	-	-	-	\$ 47,500
2550 MAILROOM								
2530 WAREHOUSING/DISTRIBUTING	-	-	-	7,600	-	-	-	\$ 7,600
PROJECT TOTAL	-	-	-	7,600	-	-	-	\$ 7,600
2621 HAZARDOUS ENVIRONMENT SERVICES								
2620 ENVIRONMENTAL SERVICES	-	-	-	15,000	-	-	-	\$ 15,000
PROJECT TOTAL	-	-	-	15,000	-	-	-	\$ 15,000
2622 DISPOSAL SERVICES								
2620 ENVIRONMENTAL SERVICES	-	-	-	207,217	-	-	-	\$ 207,217
PROJECT TOTAL	-	-	-	207,217	-	-	-	\$ 207,217
2623 RECYCLING SERVICES								
2620 ENVIRONMENTAL SERVICES	-	-	-	139,590	-	-	-	\$ 139,590
PROJECT TOTAL	-	-	-	139,590	-	-	-	\$ 139,590
2834 SUBSTITUTE OFFICE								
2830 HUMAN RESOURCES	72,001	23,960	-	-	-	-	-	\$ 95,961
PROJECT TOTAL	72,001	23,960	-	-	-	-	-	\$ 95,961
3120 STATE VOCATIONAL ED								
0030 GEN HIGH SCHOOL EDUCATION	1,671,451	522,631	-	35,936	-	146,576	-	\$ 2,376,594
0035 EARLY CHILDHOOD	-	-	-	-	-	3,435	-	\$ 3,435
0300 BUSINESS EDUCATION	-	-	-	-	-	8,253	186	\$ 8,439
0400 MARKETING/DISTRIBUTIVE E	-	-	-	-	-	1,891	-	\$ 1,891
0560 DRAMA	-	-	-	-	-	500	-	\$ 500
0741 NURSING ASSISTING	-	-	-	-	2,066	2,500	129	\$ 4,695
0761 MEDICAL ASSISTING	-	-	-	-	-	6,069	-	\$ 6,069
0920 HOME ECONOMICS, FAMILY FOCUS	-	-	-	-	-	4,589	-	\$ 4,589
0921 HOME EC COMPREHENSIVE	-	-	-	-	-	8,076	1,120	\$ 9,196
0930 OCCUP PREP	-	-	-	-	-	9,160	-	\$ 9,160

General Operating Fund (continued)

Project/Program Budgets by Object (continued)

Project Detail (continued)

PROJECT PROGRAM	0100's SALARIES	0200's BENEFITS	0300's PROF/TECH SERVICES	0400's PROPERTY SERVICES	0500's OTHER SERVICES	0600's SUPPLIES	0700/0800's PROPERTY & OTHER USES	2021-22 PROPOSED BUDGET
3120 STATE VOCATIONAL ED (continued)								
0936 COSMETOLOGY	-	-	-	-	-	5,705	250	\$ 5,955
0939 OTHER OCCUP PREPARATION	-	-	-	-	900	4,325	500	5,725
1000 INDUST ARTS/TECHNOLOGY	-	-	-	-	-	2,649	-	2,649
1010 CONSTRUCTION	-	-	-	-	-	7,004	324	7,328
1060 METALS, PLATICS & WOODS	-	-	-	-	-	8,244	-	8,244
1070 AUTO MECHANICS	-	-	1,000	-	-	7,495	322	8,817
1089 COLLISION REPAIR	-	-	1,000	-	-	6,462	324	7,786
1390 OTHER SCIENCE	-	-	-	-	-	3,549	-	3,549
1500 SOCIAL SCIENCES	-	-	-	-	-	4,237	-	4,237
1600 TECHNICAL EDUCATION/COMP TECH	-	-	-	-	-	1,497	-	1,497
1930 HIGH SPONSOR STUDENT ACT	64,101	14,134	-	-	-	-	-	78,235
2122 COUNSELING SERVICES	102,785	30,841	-	-	-	6	194	133,826
2232 ADMIN VOC VOCATIONAL ED	130,841	38,227	-	-	-	-	-	169,068
2410 PRINCIPAL'S OFFICE	112,529	39,407	-	-	-	3,474	526	155,936
PROJECT TOTAL	2,081,707	645,240	2,000	35,936	2,966	395,696	3,875	\$ 3,167,420
3130 STATE ECEA SPECIAL ED								
0092 ESY EXTENDED SCHOOL YEAR	120,652	26,603	4,325	-	800	4,045	-	\$ 156,425
0093 HOMEBOUND/HOSPITAL	23,879	5,265	-	-	-	-	-	29,144
1700 SPECIAL EDUCATION	8,452,939	2,753,613	12,844	10,485	634,883	508,747	32,994	12,406,505
1710 PHYS DISABILITY	1,355,958	430,175	-	-	-	5,000	-	1,791,133
1720 VISUAL DISABILITY	131,702	42,069	-	-	-	2,000	-	175,771
1730 HEARING DISABILITY	541,279	179,612	-	-	-	456	-	721,347
1740 S.L.I.C.	-	-	-	-	-	1,155	-	1,155
1750 SIED SPED SPECIAL ED	2,232,412	818,907	-	2,100	-	28,500	-	3,081,919
1760 COMMUNICATIVE DISABILITY	28,833	6,359	-	-	4,000	6,300	-	45,492
1770 SPEECH/LANGUAGE DISABILITY	4,505,734	1,394,842	-	-	-	5,000	-	5,905,576
1780 MULTIPLE DISABILITIES	3,644,220	1,390,492	-	-	-	7,250	-	5,041,962
1790 OTHER DISABILITIES	-	-	-	-	-	799	-	799
1791 PRESCH DISABILITY CHILD	1,585,714	596,326	-	-	-	-	-	2,182,040
1799 OTHER SPED	3,840,430	1,510,379	-	-	-	3,000	-	5,353,809
2113 SOCIAL WORK SERVICES	1,197,910	354,693	-	-	-	2,500	-	1,555,103
2123 COUNSELING SERVICES	921,432	276,538	-	-	-	-	-	1,197,970
2140 PSYCHOLOGICAL SERVICES	2,035,341	613,921	-	-	-	2,500	-	2,651,762
2149 OTHER PSYCHOLOGICAL SERVICES	395,065	124,798	-	-	-	-	-	519,863
2153 AUDIOLOGY SERVICES	122,898	35,308	-	-	-	10,000	-	168,206
2213 STAFF DEVELOPMENT	-	-	-	-	20,575	1,460	-	22,035
2231 ADMIN SPED SPECIAL ED	262,641	91,098	-	-	-	-	675	354,414
PROJECT TOTAL	31,399,039	10,650,998	17,169	12,585	660,258	588,712	33,669	\$ 43,362,430
3150 STATE TALENTED & GIFTED								
0070 TALENTED AND GIFTED	46,028	14,358	-	-	-	-	-	\$ 60,386
1900 STUDENT ACTIVITIES	6,022	1,328	2,560	525	5,500	1,004	-	16,939
2237 ADMIN TAG PROGRAMS	177,228	55,293	-	-	11,750	45,173	-	289,444
PROJECT TOTAL	229,278	70,979	2,560	525	17,250	46,177	-	\$ 366,769
3259 READ ACT								
0090 OTHER GEN ED	-	-	189,683	-	-	-	-	\$ 189,683
2200 INSTRUCTIONAL STAFF SUPPORT	-	-	145,900	-	-	-	-	145,900
PROJECT TOTAL	-	-	335,583	-	-	-	-	\$ 335,583
4355 ERP IMPLEMENTATION								
2840 INFORMATION SYSTEMS SERVICES	-	-	-	-	-	-	(1,469,895)	\$ (1,469,895)
2843 PROGRAMMING SERVICES	-	-	-	1,469,895	-	-	-	1,469,895
PROJECT TOTAL	-	-	-	1,469,895	-	-	(1,469,895)	\$ -
9003 MEDICAID								
1790 OTHER HLTH SVCS-MEDICAID	52,267	16,417	-	-	-	-	-	\$ 68,684
2139 OTHER HLTH SVCS-MEDICAID	1,018,854	339,813	154,000	3,250	19,500	89,223	101,000	\$ 1,725,640
2213 STAFF DEVELOPMENT	-	-	5,000	-	-	-	500	5,500
PROJECT TOTAL	1,071,121	356,230	159,000	3,250	19,500	89,223	101,500	\$ 1,799,824
GRAND TOTAL	234,809,963	74,680,700	4,670,100	8,363,953	2,216,491	16,206,364	(27,737,995)	313,209,576



General Operating Fund (continued)

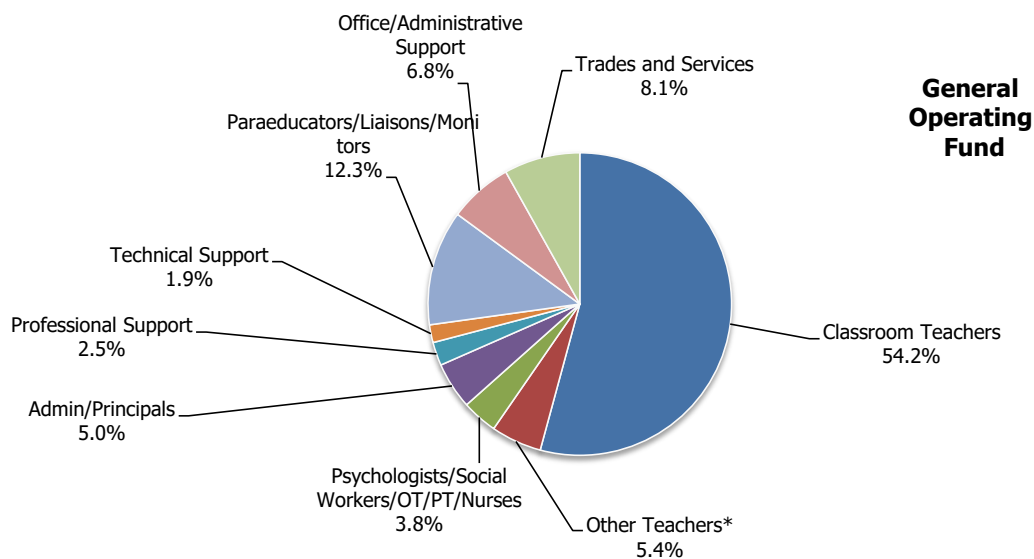
Authorized Positions

	2017-18	2018-19	2019-20	2020-21	2021-22
Classroom Teachers	1,562.433	1,551.326	1,579.970	1,550.861	1,536.397
Other Teachers*	135.589	152.600	157.650	153.551	164.250
Psychologists/Social Workers/OT/PT/Nurses	106.093	106.873	107.672	109.178	112.567
Admin/Principals	135.582	135.342	138.792	142.292	145.292
Professional Support	58.255	64.713	66.113	71.113	84.612
Technical Support	49.613	50.637	52.637	53.637	55.627
Paraeducators/Liaisons/Monitors	306.443	314.455	345.797	350.750	348.094
Office/Administrative Support	192.347	199.280	198.474	194.775	194.401
Trades and Services	233.575	232.075	232.075	230.725	230.850
TOTAL FTE:	2,779.930	2,807.301	2,879.180	2,856.882	2,872.090

Authorized Positions do not include positions funded by the Charter Schools.

	2017-18	2018-19	2019-20	2020-21	2021-22
	Audited	Audited	Audited	Audited	Submitted
TOTAL STUDENT FUNDED FTE	29,822.0	29,765.9	29,765.9	30,410.2	29,588.1
STUDENT FTE (Less Charters)	27,566.9	27,471.7	27,471.7	28,081.2	27,264.1
CHARTER STUDENT FTE	2,255.1	2,294.2	2,351.5	2,342.0	2,342.0

FTE is defined as Full Time Equivalent. This measurement equals the salary and benefits of one full-time employee and may be divided into increments to hire more than one person.



Note: Chart percentages may not equal 100% due to rounding

General Operating Fund (continued)

Location Budget by Object

LOCATION	FTE	0100's SALARIES	0200's BENEFITS	0300's PROF/TECH SERVICES	0400's PROPERTY SERVICES	0500's OTHER SERVICES	0600's SUPPLIES	0700's PROPERTY & OTHER USES	2021-22 PROPOSED BUDGET
ELEMENTARY SCHOOLS									
101 CURR DEPT - ELEM LEVEL	6.490	568,638	178,292	-	-	-	1,201,600	-	\$ 1,948,530
102 RESERVES - ELEM LEVEL	24.696	1,812,600	600,064	163,000	-	23,500	32,850	13,600	2,645,614
119 BEAR CREEK ELEMENTARY	31.073	2,274,183	753,540	-	44,494	-	70,029	1,750	3,143,996
120 BIRCH ELEMENTARY	30.409	2,197,934	731,883	-	18,687	338	80,044	1,275	3,030,161
124 COLUMBINE ELEMENTARY	43.005	3,365,431	1,093,034	1,500	58,937	1,200	118,450	3,000	4,641,552
127 CREST VIEW ELEMENTARY	40.464	3,188,488	1,034,177	-	49,198	-	103,724	-	4,375,587
130 DOUGLASS ELEMENTARY	31.095	2,351,846	772,219	-	53,073	-	80,069	-	3,257,207
131 SANCHEZ ELEMENTARY	37.010	2,872,645	935,789	-	33,361	1,640	79,640	1,400	3,924,475
132 EISENHOWER ELEMENTARY	34.253	2,480,703	825,850	-	38,201	390	91,699	2,400	3,439,243
134 EMERALD ELEMENTARY	35.353	2,668,455	875,736	-	20,538	-	106,386	3,152	3,674,267
136 FLATIRONS ELEMENTARY	19.022	1,436,301	472,224	-	18,161	50	57,137	66	1,983,939
138 FOOTHILL ELEMENTARY	38.771	2,828,053	938,350	-	46,153	1,550	84,602	1,800	3,900,508
141 GOLD HILL ELEMENTARY	3.382	257,147	84,301	-	3,832	-	11,872	33	357,185
144 HEATHERWOOD ELEMENTARY	28.266	2,039,770	679,875	-	40,407	-	78,277	978	2,839,307
147 JAMESTOWN ELEMENTARY	3.068	243,390	78,709	-	1,273	-	13,678	-	337,050
150 KOHL ELEMENTARY	32.836	2,377,547	791,936	-	22,013	300	70,101	1,900	3,263,797
153 LAFAYETTE ELEMENTARY	40.804	3,123,424	1,020,673	-	26,646	-	69,080	700	4,240,523
154 RYAN ELEMENTARY	43.455	3,274,353	1,077,209	-	26,198	1,232	78,980	900	4,458,872
156 FIRESIDE ELEMENTARY	39.898	2,964,948	977,612	-	58,104	200	85,215	1,500	4,087,579
157 LOUISVILLE ELEMENTARY	40.731	3,022,772	997,366	-	28,264	750	69,242	2,496	4,120,890
158 COAL CREEK ELEMENTARY	32.215	2,345,788	777,435	-	40,050	-	59,179	-	3,222,452
161 BCSIS	24.460	1,926,286	624,356	551	18,563	50	46,615	150	2,616,571
173 MAPLETON ELEMENTARY	0.000	1,025	226	-	9,036	-	23,969	-	34,256
164 CREEKSIDE ELEMENTARY	34.998	2,539,129	844,378	-	50,015	200	75,792	400	3,509,914
166 MESA ELEMENTARY	28.321	2,069,470	686,783	-	32,721	-	57,502	-	2,846,476
169 NEDERLAND ELEMENTARY	23.420	1,688,887	562,505	-	19,437	350	83,570	250	2,354,999
180 PIONEER ELEMENTARY	43.833	3,398,858	1,106,517	1,050	35,294	800	124,899	3,304	4,670,722
185 SUPERIOR ELEMENTARY	37.679	2,806,183	924,916	120	31,380	40	103,681	-	3,866,320
190 UNIVERSITY HILL ELEM	44.436	3,505,157	1,135,432	1,269	44,759	226	140,519	426	4,827,788
192 HIGH PEAKS ELEMENTARY	23.131	1,833,583	592,850	-	17,204	25	47,235	870	2,491,767
193 COMMUNITY MONTESSORI	29.400	1,996,008	679,171	-	50,726	350	49,113	469	2,775,837
196 WHITTIER ELEMENTARY	32.533	2,552,006	827,549	-	20,383	200	77,698	150	3,477,986
LEVEL TOTAL	958.507	72,011,008	23,680,957	167,490	957,108	33,391	3,472,447	42,969	\$ 100,365,370
MIDDLE SCHOOLS									
201 CURR DEPT - MIDDLE LEVEL	13.106	1,148,316	360,044	-	-	-	216,100	-	\$ 1,724,460
202 RESERVES - MIDDLE LEVEL	13.223	1,191,575	354,136	29,505	-	30,080	3,263	17,000	1,625,559
225 BROOMFIELD HEIGHTS MIDDLE	46.712	3,488,500	1,149,663	151	43,558	1,201	124,119	5,160	4,812,352
230 MANHATTAN MIDDLE	39.631	3,126,046	1,013,441	-	62,130	2,380	103,549	1,750	4,309,296
240 CASEY MIDDLE	48.972	3,899,151	1,257,056	-	39,643	1,896	128,235	5,802	5,331,783
250 CENTENNIAL MIDDLE	43.507	3,565,207	1,140,614	-	68,148	464	148,925	3,594	4,926,952
252 ANGEVINE MIDDLE	57.709	4,586,428	1,482,813	-	58,334	1,000	185,212	4,000	6,317,787
254 LOUISVILLE MIDDLE	47.782	3,817,919	1,230,936	-	53,155	1,000	143,927	-	5,246,937
260 PLATT MIDDLE	39.551	3,017,799	988,036	300	37,965	400	131,525	600	4,176,625
270 SOUTHERN HILLS MIDDLE	41.086	3,234,443	1,048,525	116	70,862	201	143,921	2,393	4,500,461
LEVEL TOTAL	391.279	31,075,384	10,025,264	30,072	433,795	38,622	1,328,776	40,299	\$ 42,972,212
SENIOR HIGH SCHOOLS									
301 CURR DEPT - SENIOR LEVEL	7.225	633,038	198,484	-	-	-	234,800	-	\$ 1,066,322
302 RESERVES - SENIOR LEVEL	11.078	911,934	291,256	269,425	-	364,043	23,432	20,400	1,880,490
310 BOULDER HIGH	146.296	11,641,988	3,761,936	-	114,490	2,000	409,704	35,000	15,965,118
315 BROOMFIELD HIGH	110.739	8,819,612	2,847,269	-	86,956	4,526	317,059	34,683	12,110,105
320 CENTAURUS HIGH	115.519	9,127,231	2,953,821	-	87,886	5,751	374,424	15,330	12,564,443
330 FAIRVIEW HIGH	133.286	10,344,008	3,365,587	-	120,313	3,000	473,945	9,674	14,316,527
350 NEW VISTA HIGH	26.475	2,269,092	717,600	3,755	32,661	1,650	92,082	4,777	3,121,617
360 MONARCH HIGH	109.381	8,567,659	2,779,964	1,241	37,599	372	355,918	25,109	11,767,862
LEVEL TOTAL	659.999	52,314,562	16,915,917	274,421	479,905	381,342	2,281,364	144,973	\$ 72,792,484
VOCATIONAL/TECHNICAL SCHOOLS									
440 ARAPAHOE RIDGE HIGH	17.450	1,514,109	477,924	1,700	17,478	500	263,051	1,100	\$ 2,275,862
461 BOULDER UNIVERSAL	37.925	3,086,125	992,324	-	-	32,000	8,625	2,300	4,121,374
490 TECHNICAL ED CENTER	21.800	1,711,460	554,412	2,000	35,936	2,966	71,665	2,569	2,381,008
LEVEL TOTAL	77.175	6,311,694	2,024,660	3,700	53,414	35,466	343,341	5,969	\$ 8,778,244
COMBINATION SCHOOLS									
502 MONARCH K-8	64.893	4,868,590	1,601,465	-	84,935	360	183,460	100	\$ 6,738,910
503 NEDERLAND MIDDLE/SENIOR	34.199	2,576,984	847,135	-	41,466	3,977	108,778	1,330	3,579,670
505 ASPEN CREEK K-8	67.128	5,033,265	1,658,161	-	46,696	100	174,558	2,700	6,915,480
506 ELDERADO K-8	53.897	4,292,111	1,390,046	-	50,977	1,000	170,669	600	5,905,403
509 MEADOWLARK K-8	54.766	4,178,562	1,368,568	-	97,810	1,270	89,506	850	5,736,566
590 SUMMER SCHOOL	0.500	64,000	19,420	-	-	-	-	-	83,420
595 ALTERNATIVE LEARNING OPTIONS	1.600	374,980	95,677	-	-	79,121	500	1,550	551,828
LEVEL TOTAL	276.983	21,388,492	6,980,472	-	321,884	85,828	727,471	7,130	\$ 29,511,277
CHARTER SCHOOLS									
925 SUMMIT CHARTER	1.750	87,881	33,463	-	13,564	-	56,582	-	\$ 191,490
932 BOULDER PREP CHARTER	1.000	82,315	26,294	-	-	-	-	-	108,609
952 HORIZONS K-8 CHARTER	0.100	8,669	2,727	-	19,783	-	40,436	-	71,615
954 JUSTICE HIGH CHARTER	1.700	116,084	39,403	-	2,409	-	12,651	-	170,547
956 PEAK TO PEAK CHARTER	0.600	52,014	16,360	-	-	-	-	-	68,374
LEVEL TOTAL	5.150	346,963	118,247	-	35,756	-	109,669	-	\$ 610,635



General Operating Fund (continued)

Location Budget by Object (continued)

LOCATION	FTE	0100's SALARIES	0200's BENEFITS	0300's PROF/TECH SERVICES	0400's PROPERTY SERVICES	0500's OTHER SERVICES	0600's SUPPLIES	0700's EQUIPMENT/ OTHER USES	2021-22 PROPOSED BUDGET
CENTRALIZED SERVICES									
602 SUPERINTENDENT'S OFFICE									
0090 OTHER GEN EDUCATION	0.000	3,800	838	-	-	-	-	-	\$ 4,638
2300 ADMIN GEN SUPPORT SVCS	0.000	-	-	47,500	-	-	-	-	47,500
2321 SUPERINTENDENT	2.800	449,763	126,876	45,065	3,600	82,452	22,048	63,000	792,804
2322 COMMUNITY RELATIONS	0.000	-	-	35,000	-	-	-	-	35,000
LOCATION TOTAL	2.800	453,563	127,714	127,565	3,600	82,452	22,048	63,000	\$ 879,942
604 LEGAL COUNSEL OFFICE									
2100 SUPPORT SERVICES-STUDENTS	1.000	100,554	30,307	27,810	-	-	-	5,000	\$ 163,671
2304 ADMIN GEN SUPPORT SVCS	1.800	265,057	74,168	-	-	-	-	-	339,225
2315 LEGAL SERVICES	1.000	75,730	25,433	54,977	-	2,500	3,650	500	162,790
LOCATION TOTAL	3.800	441,341	129,908	82,787	-	2,500	3,650	5,500	\$ 665,686
605 CURRICULUM, ASSESSMENT & INSTRUCTION									
0090 GEN ED	0.000	-	-	-	-	-	500,000	-	\$ 500,000
2200 INSTRUCTIONAL STAFF SPRT	0.000	-	-	-	-	-	118,381	-	118,381
2210 IMPROVEMENT INSTRUC SVCS	3.200	399,046	116,579	-	-	-	-	-	515,625
2211 ADMIN LEARNING SERVICES	0.000	-	-	-	-	-	-	-	-
2212 CURRICULUM DEVELOPMENT	3.000	322,765	98,034	-	-	-	-	-	420,799
2213 STAFF DEVELOPMENT	0.000	5,020	1,107	-	1,200	-	16,707	1,000	25,034
2214 EVALUATION INSTRUCT SVCS	0.000	-	-	-	-	-	-	-	-
2219 LEARNING MATERIALS CENTER	1.000	84,244	26,701	-	-	19,340	31,307	-	161,592
2222 SCHOOL LIBRARY SERVICES	0.800	55,446	18,690	-	-	-	-	-	74,136
2304 GEN ADMIN CABINET	1.000	197,606	51,899	-	-	-	-	-	249,505
LOCATION TOTAL	9.000	1,064,127	313,010	-	1,200	19,340	666,395	1,000	\$ 2,065,072
606 BUSINESS SERVICES DIVISION									
2501 BUSINESS SUPPORT SERVICES	2.000	284,054	81,423	-	-	-	-	-	\$ 365,477
2511 SUPERVISING BUSINESS SERVICES	0.000	-	-	38,176	-	14,200	5,500	14,900	72,776
LOCATION TOTAL	2.000	284,054	81,423	38,176	-	14,200	5,500	14,900	\$ 438,253
607 STRATEGIC INITIATIVES									
2304 GEN ADMIN CABINET	1.000	192,247	50,710	-	-	-	-	-	\$ 242,957
2811 PLANNING SERVICES	4.000	442,367	130,079	-	1,250	6,200	14,554	1,800	596,250
2843 PROGRAMMING SERVICES	0.500	54,451	16,671	-	-	8,960	2,536	-	82,618
LOCATION TOTAL	5.500	689,065	197,460	-	1,250	15,160	17,090	1,800	\$ 921,825
608 PLANNING & ASSESSMENT									
2214 EVALUATION INSTRUCT SVCS	5.000	663,861	189,542	56,250	-	-	147,000	-	\$ 1,056,653
2814 RESEARCH/EVALUATION SVCS	1.500	147,831	44,786	7,500	-	4,250	10,250	3,500	218,117
LOCATION TOTAL	6.500	811,692	234,328	63,750	-	4,250	157,250	3,500	\$ 1,274,770
609 VOCATIONAL ED ADMIN									
0030 GEN HIGH SCHOOL EDUCATION	0.000	10,000	2,205	-	-	-	146,576	-	\$ 158,781
2232 ADMIN VOC VOCATIONAL ED	1.000	130,841	38,227	-	-	-	-	-	169,068
LOCATION TOTAL	1.000	140,841	40,432	-	-	-	146,576	-	\$ 327,849
610 PRESCHOOL ADMINISTRATION									
2210 IMPROVEMENT INSTRUCTIONAL SERVICES	1.000	109,996	32,898	-	-	-	-	-	\$ 142,894
2231 ADMIN SPED SPECIAL EDUC	0.804	82,766	25,204	-	-	-	-	-	107,970
LOCATION TOTAL	1.804	192,762	58,102	-	-	-	-	-	\$ 250,864
611 SPECIAL EDUCATION									
0092 ESY EXTENDED SCHOOL YEAR	0.000	120,652	26,603	4,325	-	800	4,045	-	\$ 156,425
0093 HOMEBOUND/HOSPITAL	0.000	44,599	9,833	-	-	-	-	-	54,432
1700 SPECIAL EDUCATION	3.261	282,819	89,861	12,844	9,585	634,383	488,939	32,994	1,551,425
1710 PHYS DISABILITY	16.175	1,355,958	430,175	-	-	-	5,000	-	1,791,133
1720 VISUAL DISABILITY	1.600	131,702	42,069	-	-	-	2,000	-	175,771
1730 HEARING DISABILITY	7.425	541,279	179,612	-	-	-	-	-	720,891
1750 SPECIAL ED S.I.E.D	4.938	362,577	120,047	-	2,100	-	27,900	-	512,624
1760 COMMUNICATIVE DISABILITY	0.000	28,833	6,359	-	-	4,000	6,000	-	45,192
1770 SPEECH/LANGUAGE DISABILITY	49.412	4,505,734	1,394,842	-	-	-	5,000	-	5,905,576
1780 MULTIPLE DISABILITIES	6.800	549,222	176,459	-	-	-	7,000	-	732,681
1791 PRESCH DISABILITY CHILD	14.200	551,188	235,560	-	-	-	-	-	786,748
1799 OTHER SPED	0.000	-	-	-	-	-	2,000	-	2,000
2113 SOCIAL WORK SERVICES	11.114	1,197,910	354,693	-	-	-	2,500	-	1,555,103
2123 COUNSELING SERVICES	9.000	921,432	276,538	-	-	-	-	-	1,197,970
2140 PSYCHOLOGICAL SERVICES	20.341	2,035,341	613,921	-	-	-	2,500	-	2,651,762
2149 OTHER PSYCHOLOGICAL SERVICES	4.650	395,065	124,798	-	-	-	-	-	519,863
2153 AUDIOLOGY SERVICES	1.000	122,898	35,308	-	-	-	10,000	-	168,206
2213 STAFF DEVELOPMENT	0.000	-	-	-	-	20,575	1,460	-	22,035
2231 ADMIN SPED SPECIAL EDUC	8.100	826,155	253,058	-	-	-	-	675	1,079,888
LOCATION TOTAL	158.016	13,973,364	4,369,736	17,169	11,685	659,758	564,344	33,669	\$ 19,629,725
612 READING									
2210 IMPROVEMENT INSTRL SVCS	3.000	330,925	98,692	-	-	-	-	-	\$ 429,617
2213 STAFF DEVELOPMENT	0.000	55,395	12,215	-	-	14,000	85,967	7,861	175,438
LOCATION TOTAL	3.000	386,320	110,907	-	-	14,000	85,967	7,861	\$ 605,055
613 STUDENT SUCCESS									
2100 SUPPORT SERVICES	4.000	427,088	131,019	-	-	-	-	-	\$ 558,107
2200 INSTRUCTIONAL STAFF SPRT	0.000	-	-	-	-	1,811	2,595	-	4,406
2210 IMPROVEMENT INSTRL SVCS	2.000	196,415	60,804	-	-	-	-	-	257,219
LOCATION TOTAL	6.000	623,503	191,823	-	-	1,811	2,595	-	\$ 819,732
614 INSTITUTIONAL EQUITY									
1900 STUDENT ACTIVITIES	0.000	6,022	1,328	2,560	525	5,500	1,004	-	16,939
2200 INSTRUCTIONAL STAFF SPRT	3.000	286,280	88,775	58,627	-	2,500	7,000	1,500	444,682
2237 ADMIN -TAG PROGRAMS	2.000	177,228	55,293	-	-	11,750	45,173	-	289,444
3300 COMMUNITY SERVICES	0.000	37,480	8,264	-	-	-	-	-	45,744
LOCATION TOTAL	5.000	507,010	153,660	61,187	525	19,750	53,177	1,500	\$ 796,809
616 LANGUAGE, CULTURE & EQUITY									
0090 OTHER GEN EDUCATION	0.180	16,604	5,127	-	-	-	-	-	\$ 21,731
2200 INSTRUCTIONAL STAFF SPRT	3.500	397,176	117,323	-	-	-	-	-	514,499
2212 CURRICULUM DEVELOPMENT	0.000	-	-	-	100	5,000	26,360	-	31,460
2214 EVALUATION INSTRUCT SVCS	0.500	32,893	11,312	-	-	-	-	-	44,205
LOCATION TOTAL	4.180	446,673	133,762	-	100	5,000	26,360	-	\$ 611,895
617 ELEMENTARY ED ADMIN									
0010 GEN ELEMENTARY EDUC	0.000	9,112	2,009	-	-	-	10,000	-	\$ 21,121
0090 OTHER GEN EDUCATION	0.000	-	-	33,500	-	-	21,500	-	55,000
LOCATION TOTAL	0.000	9,112	2,009	33,500	-	-	31,500	-	\$ 76,121

General Operating Fund (continued)

Location Budget by Object (continued)

LOCATION	FTE	0100's SALARIES	0200's BENEFITS	0300's PROF/TECH SERVICES	0400's PROPERTY SERVICES	0500's OTHER SERVICES	0600's SUPPLIES	0700's EQUIPMENT/ OTHER USES	2021-22 PROPOSED BUDGET
CENTRALIZED SERVICES (continued)									
0090 OTHER GEN EDUCATION	0.000	7,000	1,544	-	-	-	-	-	\$ 8,544
LOCATION TOTAL	0.000	7,000	1,544	-	-	-	-	-	\$ 8,544
621 SECONDARY ED ADMIN									
2210 IMPROVEMENT INSTR SVCS	2.000	117,167	41,961	-	-	-	-	-	\$ 159,128
2300 GENERAL ADMIN SUPPORT	1.000	143,495	41,083	-	-	3,000	71,243	-	258,821
2304 GENERAL ADMIN-CABINET	1.000	78,559	27,261	-	-	-	-	-	105,820
LOCATION TOTAL	4.000	339,221	110,305	-	-	3,000	71,243	-	\$ 523,769
622 SECONDARY ED ADMIN									
2210 IMPROVEMENT INSTR SVCS	2.000	119,628	43,106	-	-	-	-	-	\$ 162,734
2300 GENERAL ADMIN SUPPORT	1.000	173,439	47,732	-	-	3,000	71,243	-	295,414
2304 GENERAL ADMIN-CABINET	1.000	81,423	27,898	-	-	-	-	-	109,321
LOCATION TOTAL	4.000	374,490	118,736	-	-	3,000	71,243	-	\$ 567,469
623 SECONDARY ED ADMIN									
2210 IMPROVEMENT INSTR SVCS	2.000	127,543	44,264	-	-	-	-	-	\$ 171,807
2300 GENERAL ADMIN SUPPORT	1.000	152,165	42,962	-	-	3,000	71,243	-	269,370
2304 GENERAL ADMIN-CABINET	1.000	81,691	27,957	-	-	-	480	-	110,128
LOCATION TOTAL	4.000	361,399	115,183	-	-	3,000	71,723	-	\$ 551,305
624 SECONDARY ED ADMIN									
1300 NATURAL SCIENCE	0.000	-	-	-	-	-	47,500	-	\$ 47,500
2210 IMPROVEMENT INSTR SVCS	3.000	351,780	104,477	22,500	-	5,008	28,187	316	512,268
LOCATION TOTAL	3.000	351,780	104,477	22,500	-	5,008	75,687	316	\$ 559,768
628 BOARD OF EDUCATION									
2311 ADMIN BOE BOARD OF EDUC	0.000	-	-	7,300	1,200	14,500	3,571	35,134	\$ 61,705
2312 BOE SECTRY BOARD OF EDUC	0.400	37,181	11,823	-	-	-	-	-	49,004
2314 ELECTION SERVICES	0.000	-	-	81,100	-	-	-	-	81,100
2317 AUDIT SERVICES	0.000	-	-	71,735	-	-	-	-	71,735
2834 INSVCL TRAINING NON-CERT	0.000	-	-	14,000	-	1,604	-	-	15,604
LOCATION TOTAL	0.400	37,181	11,823	174,135	1,200	16,104	3,571	35,134	\$ 279,148
634 ENGLISH LANGUAGE DEVELOPMENT									
0090 OTHER GEN ED	0.060	5,201	1,635	-	-	-	-	-	\$ 6,836
2100 SUPPORT SERVICES STUDENTS	0.000	2,102	463	7,500	-	1,398	3,500	550	15,513
2210 IMPROVEMENT INSTRUC SVCS	3.000	313,569	94,792	-	-	-	-	-	408,361
2213 STAFF DEVELOPMENT	0.000	11,545	2,547	8,000	-	27,000	4,149	-	53,241
2219 OTHER INSTRUCTIONAL	0.000	-	-	-	-	-	40,000	-	40,000
LOCATION TOTAL	3.060	332,417	99,437	15,500	-	28,398	47,649	550	\$ 523,951
635 DISTRICT-WIDE INSTRUCTION									
1808 COCURRICULAR ACTIVITIES	0.000	(34,744)	(7,660)	-	-	-	-	-	\$ (42,404)
1896 COCURRICULAR ACTIVITIES	0.000	5,197	1,146	-	-	-	-	-	6,343
2100 SUPPORT SERVICES-STUDENTS	11.000	783,570	264,466	97,135	-	16,000	5,171	-	1,166,342
2112 ATTENDANCE SERVICES	6.000	454,656	154,236	-	-	-	-	-	608,892
2122 COUNSELING SERVICES	0.000	-	-	7,000	-	16,679	1,700	1,400	26,779
2200 INSTRUCTIONAL STAFF SPRT	0.000	-	1,200	-	-	-	-	-	1,200
2304 GEN ADMIN CABINET	1.000	190,951	50,422	-	-	-	-	-	241,373
2410 OTHER PRINCIPALS ACCOUT	0.000	-	-	-	-	43,975	-	-	43,975
2811 PLANNING SERVICES	0.000	-	-	57,000	-	-	1,550	-	58,550
LOCATION TOTAL	18.000	1,399,630	463,810	161,135	-	76,654	6,871	2,950	\$ 2,111,050
637 SCIENCE									
2212 CURRICULUM DEVELOPMENT	1.500	70,675	27,718	-	-	-	-	-	\$ 98,393
2213 STAFF DEVELOPMENT	0.000	-	2	-	-	-	-	-	2
LOCATION TOTAL	1.500	70,675	27,720	-	-	-	-	-	\$ 98,395
640 OPERATIONAL SERVICES									
0090 OTHER GEN EDUCATION	0.000	-	-	3,000	-	-	-	7,000	\$ 10,000
2610 ADMIN MAINTENANCE & OPS	2.662	292,135	87,618	5,000	-	2,650	46,380	950	434,733
2890 OTHER SUPPORT SERVICES - CENTRAL	1.000	127,998	36,396	8,000	-	3,300	3,731	2,400	181,825
LOCATION TOTAL	3.662	420,133	124,014	16,000	-	5,950	50,111	10,350	\$ 626,558
642 MAINTENANCE & OPERATIONS									
2600 MAINTENANCE & OPERATIONS	48.000	3,455,233	1,156,355	35,500	90,500	24,100	39,932	51,360	\$ 4,852,980
2610 ADMIN MAINTENANCE & OPS	8.000	825,934	252,763	-	-	-	-	-	1,078,697
2622 BUILDINGS	0.000	-	-	-	-	-	189,250	-	189,250
2623 TRADES	0.000	-	-	-	-	-	189,250	-	189,250
2624 HVAC	0.000	-	-	-	-	-	189,250	-	189,250
2627 ENERGY - PHASE I	0.000	-	-	-	-	1,500	-	-	1,500
2631 GROUNDS	0.000	-	-	-	5,663	-	189,250	-	194,913
LOCATION TOTAL	56.000	4,281,167	1,409,118	35,500	96,163	25,600	796,932	51,360	\$ 6,695,840
643 ENVIRONMENTAL SERVICES									
2620 ENVIRONMENTAL SERVICES	2.000	171,875	54,134	29,375	367,807	8,450	3,114	5,165	\$ 639,920
2660 SECURITY SERVICES	25.200	2,105,772	673,598	12,341	18,150	3,700	35,600	11,814	2,860,975
2690 OTHER OPERATIONS	8.400	380,586	152,299	3,000	55,880	2,000	7,750	(205,909)	395,606
LOCATION TOTAL	35.600	2,658,233	880,031	44,716	441,837	14,150	46,464	(188,930)	\$ 3,896,501
652 COMMUNITY SCHOOLS									
2600 MAINTENANCE & OPERATIONS	0.000	-	-	-	-	-	165,500	-	\$ 165,500
LOCATION TOTAL	0.000	-	-	-	-	-	165,500	-	\$ 165,500
668 COMMUNICATION SERVICES									
2801 CENTRAL SUPPORT SERVICES	1.000	150,891	42,725	-	-	-	-	-	\$ 193,616
2820 COMMUNICATION SERVICES	5.000	365,996	122,468	8,000	-	9,230	17,551	11,800	535,045
LOCATION TOTAL	6.000	516,887	165,193	8,000	-	9,230	17,551	11,800	\$ 728,661
670 GRANTS ADMINISTRATION									
2323 GRANT PROCUREMENT	0.750	107,693	30,794	-	-	1,000	1,500	-	\$ 140,987
LOCATION TOTAL	0.750	107,693	30,794	-	-	1,000	1,500	-	\$ 140,987
685 PROFESSIONAL LEARNING									
2114 STUDENT ACCT SYSTEM	7.000	575,960	185,674	22,508	1,220	5,400	8,500	750	\$ 800,012
LOCATION TOTAL	7.000	575,960	185,674	22,508	1,220	5,400	8,500	750	\$ 800,012
686 PROFESSIONAL LEARNING									
2830 HUMAN RESOURCES	3.000	329,844	98,377	10,000	-	7,500	24,227	3,800	\$ 473,748
LOCATION TOTAL	3.000	329,844	98,377	10,000	-	7,500	24,227	3,800	\$ 473,748
687 HUMAN RESOURCES									
2200 INSTRUCTIONAL STAFF SUPPORT	1.000	112,367	34,586	5,000	-	25,287	15,152	6,000	\$ 198,392
2213 STAFF DEVELOPMENT	0.000	-	210,590	-	-	-	-	-	210,590
2318 STAFF NEGOTIATIONS SVCS	0.000	9,870	2,176	16,576	-	-	500	-	29,122
2835 EMPLOYEE INSURANCE SVCS	0.000	-	-	30,000	-	350	300	200	30,850
2830 HUMAN RESOURCES	13.800	1,268,114	397,345	38,772	3,500	5,450	16,960	8,093	1,738,234
2832 RECRUITMENT/PLACEMENT SVC	2.000	151,786	49,739	55,000	-	2,780	98,000	15,000	372,305
2801 CENTRAL SUPPORT SERVICES	2.000	292,717	82,193	-	-	-	-	-	374,910
LOCATION TOTAL	18.800	1,834,854	776,629	145,348	3,500	33,867	130,912	29,293	\$ 2,954,403



General Operating Fund (continued)

Location Budget by Object (continued)

LOCATION	FTE	0100's SALARIES	0200's BENEFITS	0300's PROF/TECH SERVICES	0400's PROPERTY SERVICES	0500's OTHER SERVICES	0600's SUPPLIES	0700's PROPERTY & OTHER USES	2021-22 PROPOSED BUDGET
CENTRALIZED SERVICES (continued)									
688 BUDGET SERVICES									
2513 BUDGETING SERVICES	8.000	721,204	225,305	14,700	-	8,850	43,900	2,000	\$ 1,015,959
LOCATION TOTAL	8.250	743,430	232,234	14,700	-	8,850	43,900	2,000	\$ 1,045,114
689 INFORMATION TECHNOLOGY									
2213 STAFF DEVELOPMENT	0.000	-	-	-	-	-	-	-	-
2220 MEDIA SUPPORT SERVICES	9.000	576,841	199,881	-	-	-	-	-	\$ 776,722
2801 CENTRAL SUPPORT SERVICES	2.000	271,497	77,434	-	-	-	-	-	\$ 348,931
2841 SUPERVISING INFO SYS SERVICES	3.000	320,173	98,139	72,569	58,406	33,650	20,730	14,450	618,117
2842 SYSTEM ANALYSIS SERVICES	3.000	338,228	101,514	121,000	-	6,600	2,400	800	570,542
2843 PROGRAMMING SERVICES	13.000	1,384,033	418,949	26,500	2,862,115	24,250	5,450	2,100	4,723,397
2844 OPERATIONS SERVICES	6.000	547,738	174,861	26,500	511,416	16,500	81,500	6,000	1,364,515
2845 TELECOMMUNICATIONS	0.000	-	-	1,000	300,775	127,200	-	100	429,075
2849 OTHER INFORMATION SERVICES	16.000	1,281,741	425,570	55,000	-	33,000	2,300	1,200	1,798,811
LOCATION TOTAL	52.000	4,720,251	1,496,348	302,569	3,732,712	241,200	112,380	24,650	\$ 10,630,110
690 FINANCE & ACCOUNTING									
2139 OTHER HLTH SVCS-MEDICAID	0.000	-	-	-	-	-	-	-	-
2515 PAYROLL SERVICES	5.000	433,032	136,665	-	-	3,000	-	-	\$ 572,697
2516 FINANCIAL ACCOUNTING SVCS	9.225	776,165	247,284	6,893	6,100	22,300	10,400	10,100	1,079,242
LOCATION TOTAL	14.225	1,209,197	383,949	6,893	6,100	25,300	10,400	10,100	\$ 1,651,939
695 PURCHASING									
2520 PURCHASING SERVICES	5.000	485,778	149,021	-	750	17,400	8,900	1,100	\$ 662,949
LOCATION TOTAL	5.000	485,778	149,021	-	750	17,400	8,900	1,100	\$ 662,949
698 HEALTH SERVICES									
1790 OTHER SERVICES	0.600	52,267	16,417	-	-	-	-	-	\$ 68,684
2134 NURSING SERVICES	11.181	881,129	291,058	14,000	2,500	6,150	5,906	3,100	1,203,843
2139 OTHER HLTH SVCS-MEDICAID	12.700	996,628	332,884	154,000	3,250	19,500	89,223	101,000	1,696,485
2200 INSTRUCTIONAL STAFF SPRT	0.000	-	-	-	-	-	2,500	8,000	10,500
2213 STAFF DEVELOPMENT	0.000	-	-	5,000	-	-	-	500	5,500
LOCATION TOTAL	24.481	1,930,024	640,359	173,000	5,750	25,650	97,629	112,600	\$ 2,985,012
LEVEL TOTAL	482.328	43,310,179	13,821,326	1,576,638	4,307,592	1,394,482	3,645,345	240,553	\$ 68,296,115
SERVICE CENTERS									
791 WAREHOUSE	0.000								
2530 WAREHOUSING/DISTRIBUTING	9.000	624,672	210,680	5,000	14,000	5,200	4,600	40,500	\$ 904,652
2535 WAREHOUSE INVENTORY ADJ	0.000	-	-	-	-	-	16,157	-	16,157
LOCATION TOTAL	9.000	624,672	210,680	5,000	14,000	5,200	20,757	40,500	\$ 920,809
792 PRINT SHOP									
2540 PRINT SHOP DISTRICT	2.750	179,846	61,891	5,000	98,000	-	55,000	(361,073)	\$ 38,664
LOCATION TOTAL	2.750	179,846	61,891	5,000	98,000	-	55,000	(361,073)	\$ 38,664
LEVEL TOTAL	11.750	804,518	272,571	10,000	112,000	5,200	75,757	(320,573)	\$ 959,473
DISTRICT-WIDE COSTS									
808 SCHOOL ALLOCATIONS	0.000	1,277,800	308,215	331,326	120,000	500	-	-	\$ 2,037,841
809 DISTRICT ALLOCATIONS	2.313	5,621,946	402,627	2,276,453	1,492,430	241,660	4,044,793	(27,899,815)	(13,819,906)
LEVEL TOTAL	2.313	6,899,746	710,842	2,607,779	1,612,430	242,160	4,044,793	(27,899,815)	\$ (11,782,065)
OTHER OPERATIONAL UNITS									
970 SOMBRERO MARSH BUILDING	0.000	-	-	-	5,916	-	5,266	-	\$ 11,182
971 EDUCATION CENTER BUILDING	4.000	199,363	76,750	-	30,701	-	160,251	500	467,565
973 MAPLETON EARLY CHILDHOOD CENTER	2.106	125,537	44,708	-	-	-	-	-	170,245
974 UNI HILL PRIMARY BUILDING	0.000	-	-	-	42	-	180	-	222
975 HALYCON BUILDING	0.500	22,517	8,986	-	13,410	-	11,704	-	56,617
LEVEL TOTAL	6.606	347,417	130,444	-	50,069	-	177,401	500	\$ 705,831
GRAND TOTAL	2,872.090	\$ 234,809,963	\$ 74,680,700	\$ 4,670,100	\$ 8,363,953	\$ 2,216,491	\$ 16,206,364	\$ (27,737,995)	\$ 313,209,576

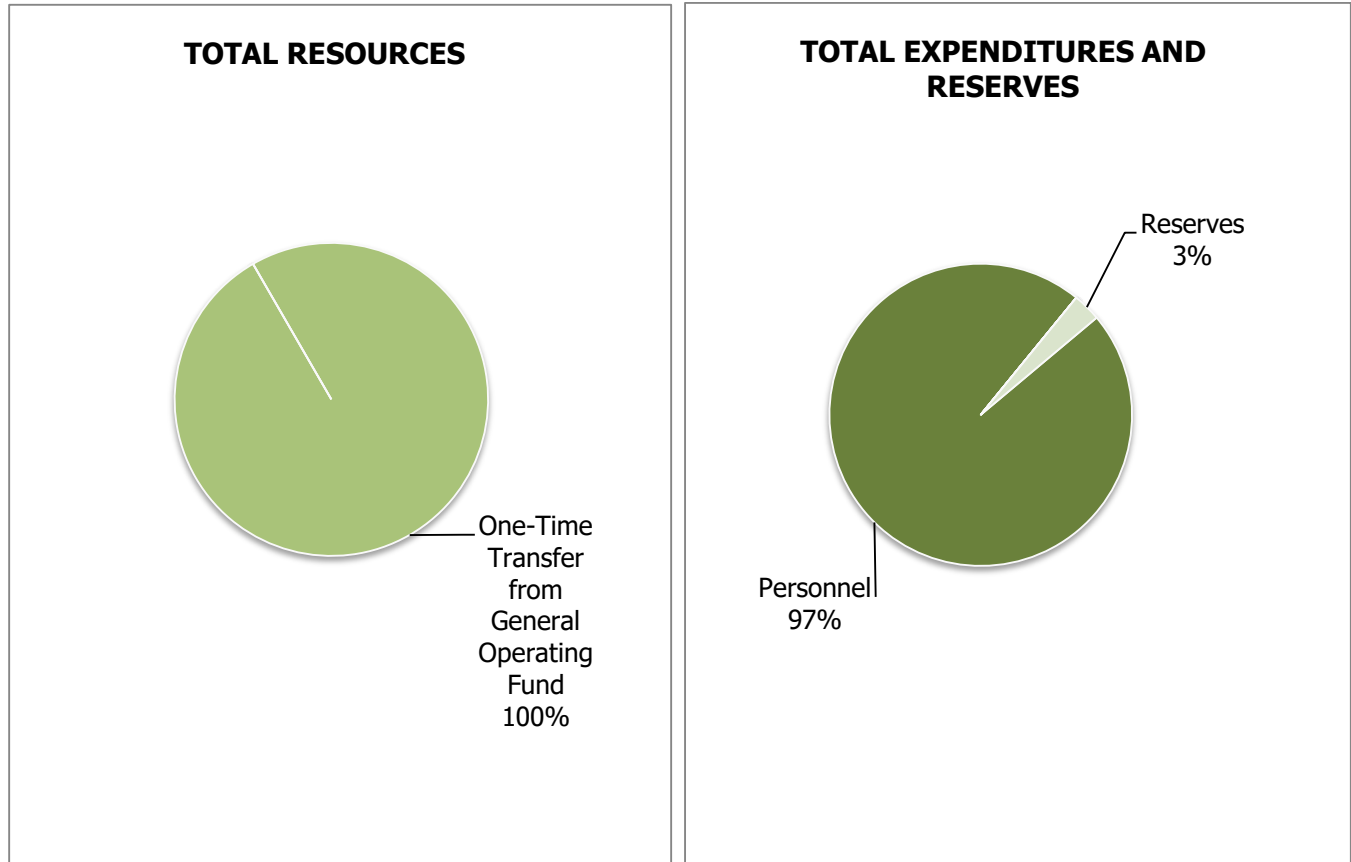
PERA On-Behalf Fund

As a component of Senate Bill 18-200 the State is required to make a direct on-behalf payment of \$225.0 million to Colorado PERA each year. The payment is allocated based on the proportionate amount of annual payroll to the School Division Trust Fund, State Division Trust Fund, Judicial Division Trust Fund, and Denver Public Schools Division Trust Fund. Generally accepted accounting principles require the district to report its proportionate share of on-behalf payments as both a revenue and expenditure. Because on-behalf payments have no financial impact on district operations, the revenues and expenditures have been recorded in a new stand-alone fund, so as to not distort ongoing district activities. Because the necessary calculations are not provided to the district by Colorado PERA until after year end, budgeted amounts represent a conservative estimate based on prior year data.

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUE:					
PERA On-Behalf Payments	\$ -	\$ 6,055,941	\$ 5,929,408	\$ -	\$ 7,000,000
TOTAL REVENUE	\$ -	\$ 6,055,941	\$ 5,929,408	\$ -	\$ 7,000,000
TOTAL RESOURCES	\$ -	\$ 6,055,941	\$ 5,929,408	\$ -	\$ 7,000,000
EXPENDITURES:					
PERA On-Behalf Payments	\$ -	\$ 6,055,941	\$ 5,929,408	\$ -	\$ 7,000,000
TOTAL EXPENDITURES	\$ -	\$ 6,055,941	\$ 5,929,408	\$ -	\$ 7,000,000
EMERGENCY RESERVE	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL RESERVES	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES AND EMERGENCY RESERVE	\$ -	\$ 6,055,941	\$ 5,929,408	\$ -	\$ 7,000,000
ENDING BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -

Differentiated School Support Fund

The Differentiated School Support Fund was created in FY22 and is used to track spending of resources allocated to schools as part of the district's Strategic Plan. Through a tiered system of school requirements, supports, and accountability metrics which drive the allocation of resources, the goal is to help close the opportunity and achievement gap in the District. A weighted and differentiated funding model was implemented to distribute resources to schools identified with differentiated levels of Flexible, Targeted, and High support needs.

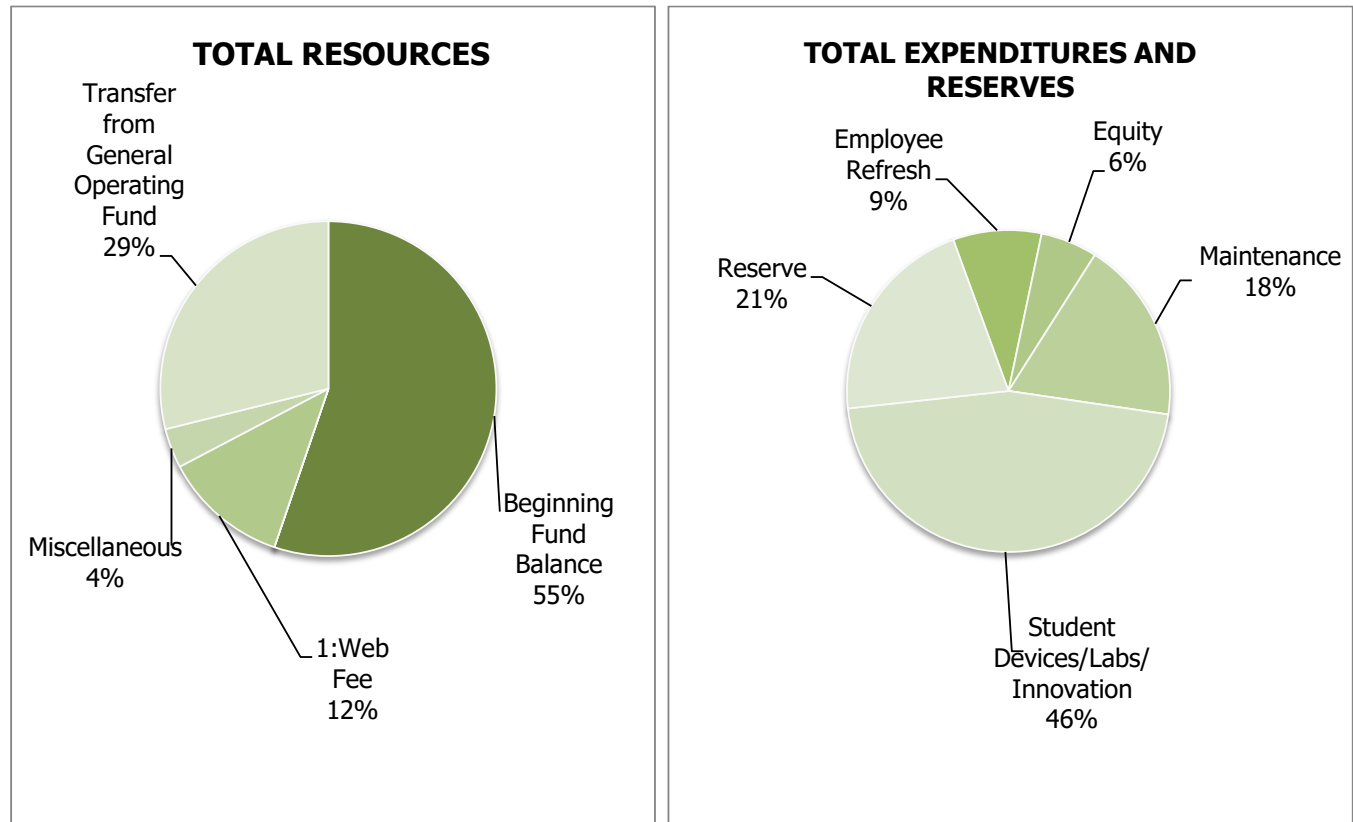


Differentiated School Support Fund (continued)

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUE:					
Transfer From General Operating Fund	\$ -	\$ -	\$ -	\$ -	\$ 10,814,000
TOTAL REVENUE	\$ -	\$ -	\$ -	\$ -	\$ 10,814,000
TOTAL RESOURCES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 10,814,000</u>
EXPENDITURES:					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 3,604,667
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ 3,604,667
EMERGENCY RESERVE					
-	\$ -	\$ -	\$ -	\$ -	\$ 108,140
TOTAL RESERVES	\$ -	\$ -	\$ -	\$ -	\$ 108,140
TOTAL EXPENDITURES/RESERVES AND TRANSFERS	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,712,807</u>
ENDING BALANCE	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 7,101,193</u>

Technology Fund

The Technology Fund was established for digital device procurement, software updates, and technical support. The program maintains technologies by bi-annual allocations to each school based on student counts. The allocations are used to purchase Chromebooks, tablets, desktops, laptops, projectors, large screen TVs, document cameras, and other technology for use in the classroom and administrative functions. The estimated carryover amounts are for projects that span multiple years. Current year funding includes revenues from the Federal E-Rate reimbursement program, Fiber, LiveWire, 1:Web Program and the Cart:Web Program. The Tech Tools Program will support K-4 with 1:1 Chromebooks in FY 2022. Timing of equipment purchases affect the carryover balance in this fund.



Technology Fund (continued)

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 2,381,340	\$ 2,197,175	\$ 2,307,552	\$ 2,549,086	\$ 3,083,981
REVENUE:					
Miscellaneous Local	\$ 134,945	\$ 253,298	\$ 190,974	\$ 177,410	\$ 220,804
Student Fees	57,912	170,418	244,403	296,511	655,591
Transfer from General Operating Fund	1,857,137	1,704,966	1,579,097	1,333,886	1,449,886
TOTAL REVENUE	\$ 2,049,994	\$ 2,128,682	\$ 2,014,474	\$ 1,807,807	\$ 2,326,281
TOTAL RESOURCES	\$ 4,431,334	\$ 4,325,857	\$ 4,322,026	\$ 4,356,893	\$ 5,410,262
EXPENDITURES:					
Employee Devices/Professional Dev.	\$ 576,147	\$ 309,322	\$ 211,109	\$ 129,946	\$ 315,000
Equity	85,885	158,694	168,462	71,479	326,266
Maintenance	409,319	375,331	318,256	431,468	873,779
Classroom Software	163,041	138,054	-	-	-
Student Devices/Labs/Innovation	999,767	1,036,904	1,075,113	640,019	2,300,016
TOTAL EXPENDITURES	\$ 2,234,159	\$ 2,018,305	\$ 1,772,940	\$ 1,272,912	\$ 3,815,061
EMERGENCY RESERVE	\$ -	\$ -	\$ -	\$ -	\$ 114,452
GAAP RESERVES	-	-	-	-	330,000
TOTAL RESERVES	\$ -	\$ -	\$ -	\$ -	\$ 444,452
TOTAL EXPENDITURES AND EMERGENCY RESERVE	\$ 2,234,159	\$ 2,018,305	\$ 1,772,940	\$ 1,272,912	\$ 4,259,513
ENDING BALANCE	\$ 2,197,175	\$ 2,307,552	\$ 2,549,086	\$ 3,083,981	\$ 1,150,749

Athletics Fund

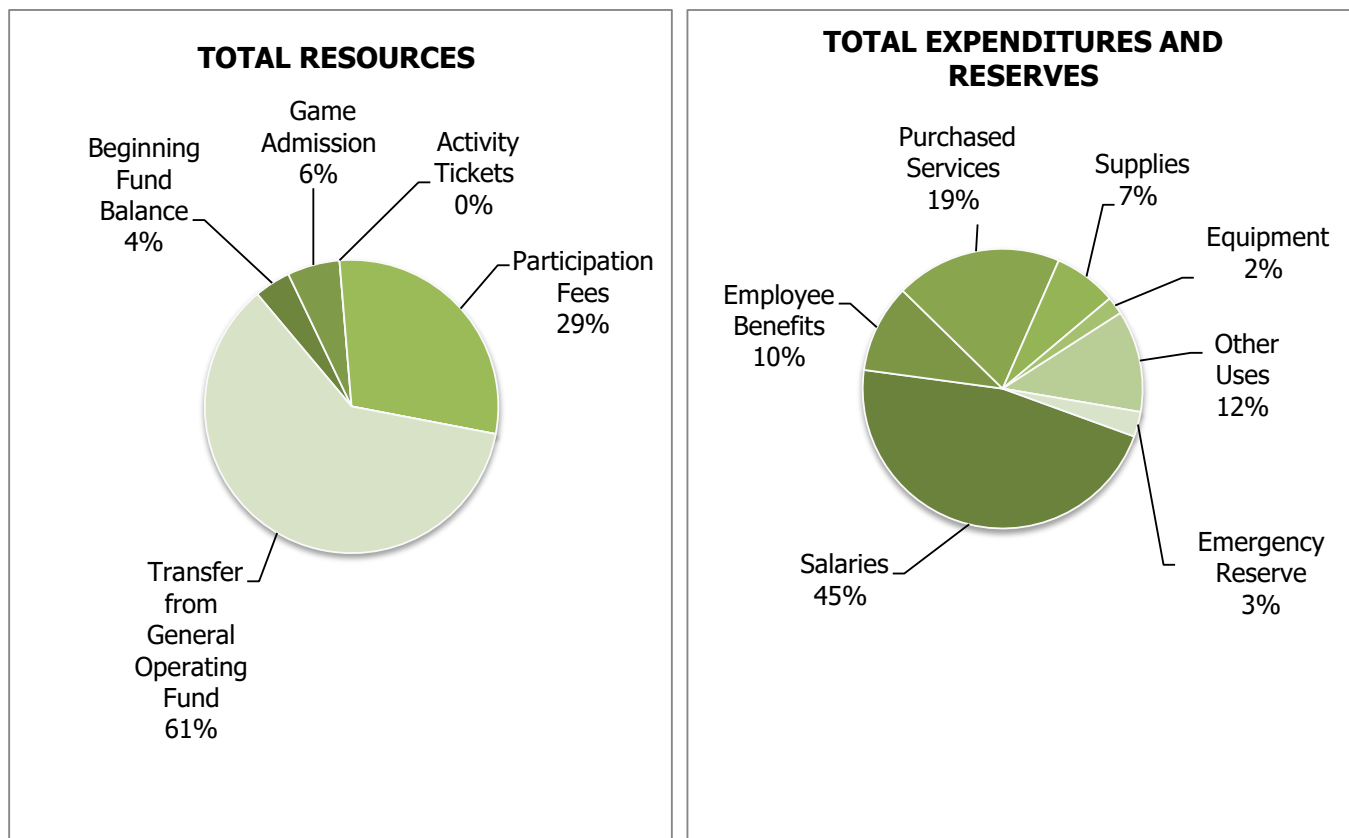
The Proposed Budget includes step increases. The budget reflects a transfer amount from the General Operating Fund of \$2.1M to cover of Athletic program expenses. All Charter School athletic program expenditures are reflected in the Charter School Fund.

Middle Level

- 13 middle schools offer interscholastic sports and intramural sports;
- 8 interscholastic sports are offered: football, girls basketball, boys basketball, co-ed wrestling, girls volleyball, co-ed track, and co-ed cross country;
- 230 interscholastic coaches in middle level programs;
- The average cost of a middle level coach is \$2,745 per season;

High School

- 6 high schools offer interscholastic sports (Boulder, Fairview, Monarch, Centaurus, Nederland, and Broomfield);
- 13 interscholastic sports and weight room training are offered for boys and girls;
- Coaching positions are allocated based on the number of participants in each school with an average of 73 per high school (except Nederland with 20 coaches);
- State tournament expenses are paid from the building activity account;
- 61 percent of the athletic budget is funded from a transfer from the General Operating Fund;
- Approximately \$40K per year is spent on helmet reconditioning and safety equipment.



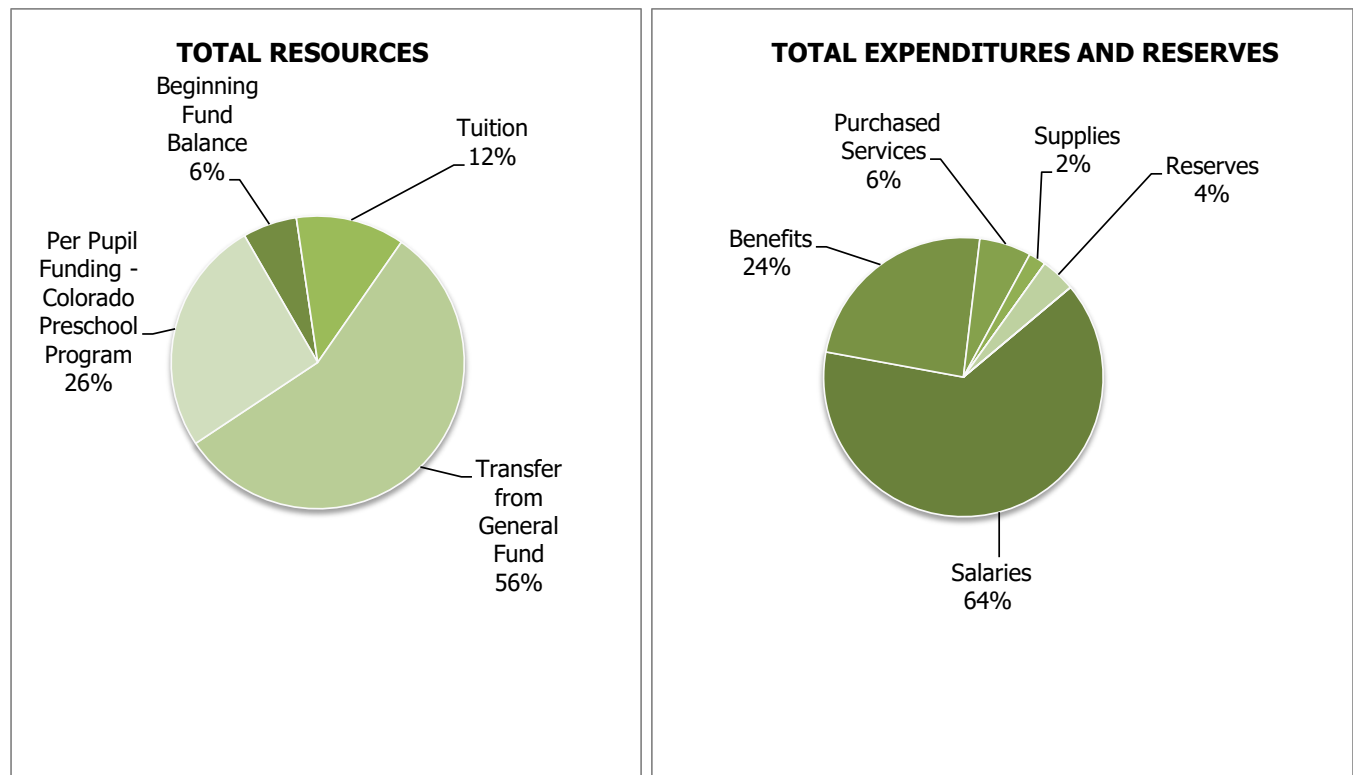
Athletics Fund (continued)

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 423,047	\$ 485,249	\$ 274,411	\$ 92,170	\$ 137,500
REVENUE:					
Game Admission	\$ 175,209	\$ 156,238	\$ 139,800	\$ 7,500	\$ 197,660
Activity Tickets	88,090	76,511	39,585	-	-
Participation Fees	1,003,991	1,013,829	635,502	253,254	1,003,644
Transfer from General Operating Fund	2,016,328	2,070,254	1,974,488	1,088,576	2,082,946
TOTAL REVENUE	<u>\$ 3,283,618</u>	<u>\$ 3,316,832</u>	<u>\$ 2,789,375</u>	<u>\$ 1,349,330</u>	\$ 3,284,250
TOTAL RESOURCES	<u>\$ 3,706,665</u>	<u>\$ 3,802,081</u>	<u>\$ 3,063,786</u>	<u>\$ 1,441,500</u>	\$ 3,421,750
EXPENDITURES:					
Personnel	\$ 1,904,927	\$ 1,934,087	\$ 1,630,991	\$ 656,440	\$ 1,943,119
Purchased Services	699,365	750,453	665,669	301,025	657,780
Supplies	180,057	282,943	277,025	184,860	249,406
Equipment	83,060	194,650	100,497	49,375	70,458
Other Uses	354,007	365,537	297,434	112,300	402,502
TOTAL EXPENDITURES	<u>\$ 3,221,416</u>	<u>\$ 3,527,670</u>	<u>\$ 2,971,616</u>	<u>\$ 1,304,000</u>	\$ 3,323,265
EMERGENCY RESERVE	\$ -	\$ -	\$ -	\$ -	\$ 98,485
TOTAL EXPENDITURES AND EMERGENCY RESERVE	<u>\$ 3,221,416</u>	<u>\$ 3,527,670</u>	<u>\$ 2,971,616</u>	<u>\$ 1,304,000</u>	\$ 3,421,750
ENDING BALANCE	<u>\$ 485,249</u>	<u>\$ 274,411</u>	<u>\$ 92,170</u>	<u>\$ 137,500</u>	\$ -

Preschool Fund

The preschool general fund includes a total of 75 sessions of integrated preschool in 20 elementary schools and the Mapleton Early Childhood Center. A reduced tuition rate allows parents to request enrollment for a scholarship rate of \$200 per month for four half-days of integrated preschool, for a nine month schedule. Full tuition rates are \$400 a month with a schedule of four half-days per week. The Community Montessori tuition rates are as follows; for a five day a week, half-day program, the rate is \$594 per month, with an extended half-day option available for an additional \$403 per month.

Colorado Preschool Program is a no-cost preschool program for eligible families that supports students who have identified risk factors that can impact school success and/or may lead to achievement gaps. Funding for the 2021-22 Colorado Preschool Program and the Early Childhood At-Risk Enhancement (ECARES), which is part of the Colorado Preschool Program, serves half-day and full-day preschool. During the current school year, BVSD is expecting an allocation of 479 slots (239.50 FTE). Last year, BVSD requested an additional 11 slots above the state allocation after all of the original slots were filled. The additional 11 slots were only needed during the last school year.



Preschool Fund (continued)

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 595,499	\$ 525,333	\$ 803,233	\$ 331,894	\$ 475,532
REVENUE:					
Transfer from General Operating Fund	\$ 4,129,168	\$ 4,539,443	\$ 4,404,102	\$ 5,211,522	\$ 4,637,066
Per Pupil Funding - Colorado Preschool Program	1,764,210	2,123,547	2,009,363	1,950,200	2,099,457
Tuition	1,434,535	1,443,540	858,482	249,523	998,265
TOTAL REVENUE	\$ 7,327,913	\$ 8,106,530	\$ 7,271,947	\$ 7,411,245	\$ 7,734,788
TOTAL RESOURCES	<u>\$ 7,923,412</u>	<u>\$ 8,631,863</u>	<u>\$ 8,075,180</u>	<u>\$ 7,743,139</u>	<u>\$ 8,210,320</u>
EXPENDITURES:					
Personnel	\$ 6,431,976	\$ 6,655,027	\$ 6,985,883	\$ 6,633,271	\$ 7,060,178
Purchased Services	451,816	465,936	434,034	398,525	520,264
Supplies	161,969	214,203	234,283	141,642	178,713
Property and Equipment	44,377	40,920	29,215	25,000	25,000
Other Uses of Funds	261,601	397,506	11,396	17,700	15,700
TOTAL EXPENDITURES	<u>\$ 7,351,739</u>	<u>\$ 7,773,592</u>	<u>\$ 7,694,811</u>	<u>\$ 7,216,138</u>	<u>\$ 7,799,855</u>
RESERVES:					
Emergency Reserves	\$ -	\$ -	\$ -	\$ -	\$ 233,996
Identified Commitment	-	-	-	-	125,000
TOTAL RESERVES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 358,996</u>
TRANSFERS:					
To Risk Management Fund	\$ 34,217	\$ 38,470	\$ 36,331	\$ 38,170	\$ 38,170
To Capital Reserve Fund	12,123	16,568	12,144	13,299	13,299
TOTAL TRANSFERS	<u>\$ 46,340</u>	<u>\$ 55,038</u>	<u>\$ 48,475</u>	<u>\$ 51,469</u>	<u>\$ 51,469</u>
TOTAL EXPENDITURES/EMERGENCY RESERVE AND TRANSFERS	<u>\$ 7,398,079</u>	<u>\$ 7,828,630</u>	<u>\$ 7,743,286</u>	<u>\$ 7,267,607</u>	<u>\$ 8,210,320</u>
ENDING BALANCE	<u>\$ 525,333</u>	<u>\$ 803,233</u>	<u>\$ 331,894</u>	<u>\$ 475,532</u>	<u>\$ -</u>

Note: The 2017-18 beginning fund balance has been restated to include the beginning balance of the CPP fund and revenue and expenses have been included for both the Preschool and CPP fund for that year.



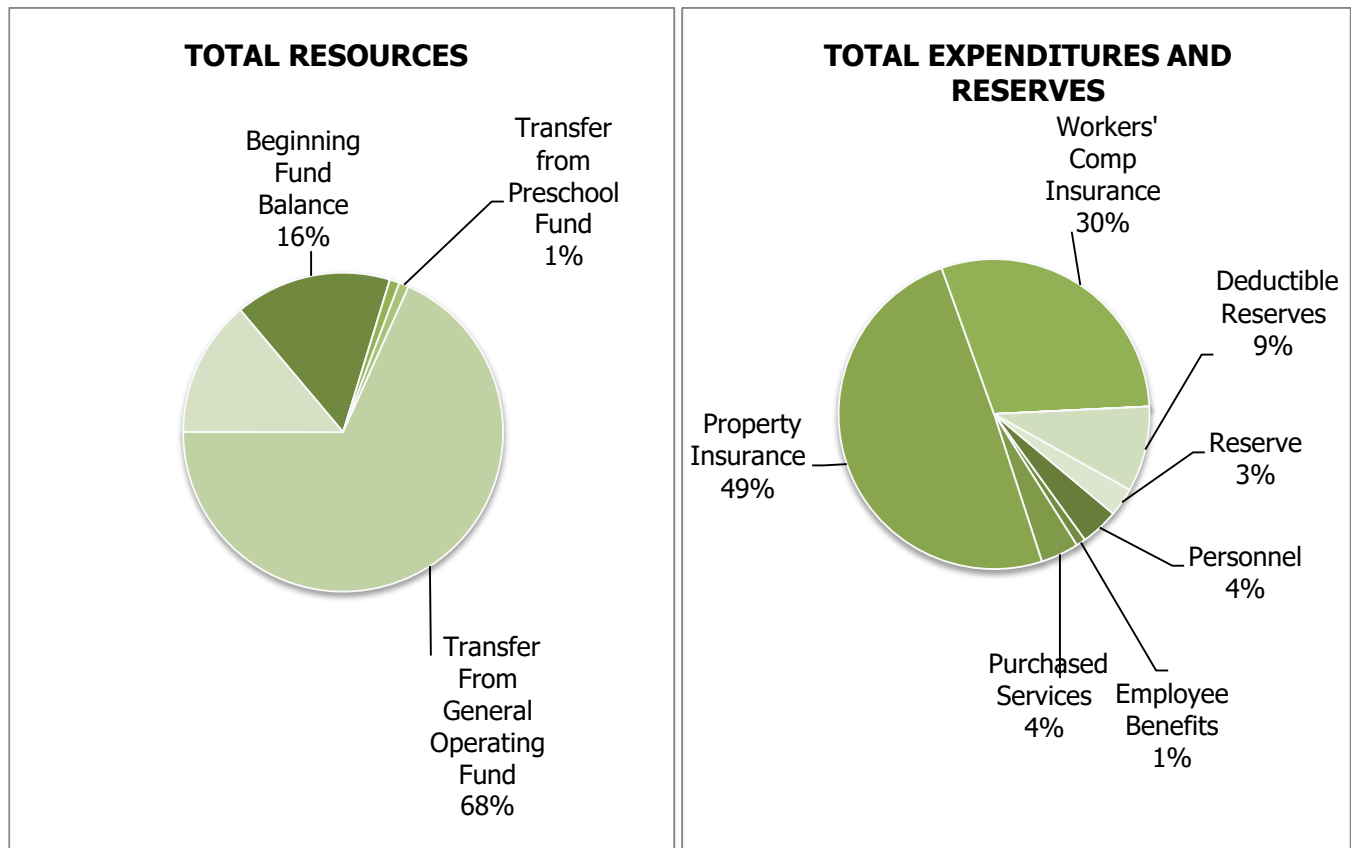
Colorado Preschool Program Fund

Funding for both preschool and kindergarten children are served with the CPP/ECARES funds. Beginning 2018-19 all activities relating to the Colorado Preschool Program Fund have been moved to the Preschool Fund.

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 218,264	\$ -	\$ -	\$ -	\$ -
REVENUE:					
Transfer from General Operating Fund	\$ 1,764,210	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ 1,764,210	\$ -	\$ -	\$ -	\$ -
TOTAL RESOURCES	\$ 1,982,474	\$ -	\$ -	\$ -	\$ -
EXPENDITURES:					
Personnel	\$ 1,217,373	\$ -	\$ -	\$ -	\$ -
Purchased Services	398,081	-	-	-	-
Supplies	48,523	-	-	-	-
Property and Equipment	15,000	-	-	-	-
Other Uses of Funds	257,157	-	-	-	-
TOTAL EXPENDITURES	\$ 1,936,134	\$ -	\$ -	\$ -	\$ -
EMERGENCY RESERVE	\$ -	\$ -	\$ -	\$ -	\$ -
TRANSFERS:					
To Risk Management Fund	\$ 34,217	\$ -	\$ -	\$ -	\$ -
To Capital Reserve Fund	12,123	-	-	-	-
TOTAL TRANSFERS	\$ 46,340	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES/EMERGENCY RESERVE AND TRANSFERS	\$ 1,982,474	\$ -	\$ -	\$ -	\$ -
ENDING BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -

Risk Management Fund

Major costs in this fund are contributions for property, liability and workers' compensation insurance, and premiums for flood insurance. For each of these programs, the district participates in self-insurance pools. The annual premium contributions (to the pools) are based on the district's claims history. Workers' compensation premiums tend to fluctuate at a higher rate each year based on claims history, which in turn impacts the required transfer from the General Fund. The fund includes a contingency reserve to better manage these fluctuations in future years.





Risk Management Fund (continued)

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 160,229	\$ 640,179	\$ 715,031	\$ 697,762	\$ 1,105,947
REVENUE:					
Miscellaneous Local	\$ 9,987	\$ 7,754	\$ 1,228	\$ 100	\$ 2,000
Insurance Proceeds	217,309	92,367	196,945	47,000	40,000
Transfer from Preschool Fund	34,217	38,470	36,331	38,170	38,170
Transfer from General Operating Fund	4,429,028	4,315,896	4,615,896	4,815,896	5,915,896
TOTAL REVENUE	\$ 4,690,541	\$ 4,454,487	\$ 4,850,400	\$ 4,901,166	\$ 5,996,066
TOTAL RESOURCES	<u>\$ 4,850,770</u>	<u>\$ 5,094,666</u>	<u>\$ 5,565,431</u>	<u>\$ 5,598,928</u>	<u>\$ 7,102,013</u>
EXPENDITURES:					
Personnel	\$ 320,619	\$ 257,003	\$ 290,959	\$ 284,466	\$ 295,860
Purchased Services	148,522	167,612	163,503	200,000	210,000
Property Insurance	1,128,117	1,418,453	2,177,430	2,575,000	2,775,000
Workers' Comp Insurance	2,336,132	1,975,993	1,752,454	1,031,515	1,700,000
Supplies	22,210	3,266	3,259	1,000	10,000
Other Objects	694	50	(7,065)	1,000	3,000
Deductible Reserves	254,297	557,258	487,129	400,000	500,000
TOTAL EXPENDITURES	<u>\$ 4,210,591</u>	<u>\$ 4,379,635</u>	<u>\$ 4,867,669</u>	<u>\$ 4,492,981</u>	<u>\$ 5,493,860</u>
EMERGENCY RESERVE	\$ -	\$ -	\$ -	\$ -	\$ 179,000
CONTINGENCY RESERVE	-	-	-	-	1,429,153
TOTAL RESERVES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,608,153</u>
TOTAL EXPENDITURES AND EMERGENCY RESERVE	<u>\$ 4,210,591</u>	<u>\$ 4,379,635</u>	<u>\$ 4,867,669</u>	<u>\$ 4,492,981</u>	<u>\$ 7,102,013</u>
ENDING BALANCE	<u>\$ 640,179</u>	<u>\$ 715,031</u>	<u>\$ 697,762</u>	<u>\$ 1,105,947</u>	<u>\$ -</u>

Community Schools Fund

The Community Schools Fund provides the community with educational and enrichment opportunities through extended use of BVSD facilities. The Community Schools Program is self-supporting, utilizing program tuition and community use fees for operational expenses. Fiscal year 2021-22 includes a transfer to General Fund of \$150,000, increases in salaries which include a 3% COLA, an annual step, and rising health insurance costs.

Fields	Price/Hr	Stadium/Artificial Turf Fields	Price/Hr
Youth and Senior Rate	\$30.00	Youth and Senior Rate	\$62.00
Adult Rate	\$59.00	Adult Rate	\$133.00
Commercial Rate	\$93.00	Commercial Rate	\$151.00

Classrooms	Price/Hr	Kitchens	Price/Hr
Youth and Senior Rate	\$20.00	Youth and Senior Rate	\$31.00
Adult Rate	\$25.00	Adult Rate	\$31.00
Commercial Rate	\$41.00	Commercial Rate	\$31.00

Parking Lots	Price/Hr	Gyms	Price Range/Hr	
Youth and Senior Rate	\$42.00	Youth and Senior Rate	\$26.00	\$42.00
Adult Rate	\$52.00	Adult Rate	\$44.00	\$72.00
Commercial Rate	\$68.00	Commercial Rate	\$74.00	\$120.00

Multi-Purpose Rooms	Price Range/Hr		Auditoriums	Price Range/Hr	
Youth and Senior Rate	\$23.00	\$39.00	Youth and Senior Rate	\$27.00	\$45.00
Adult Rate	\$33.00	\$66.00	Adult Rate	\$38.00	\$58.00
Commercial Rate	\$53.00	\$112.00	Commercial Rate	\$63.00	\$112.00

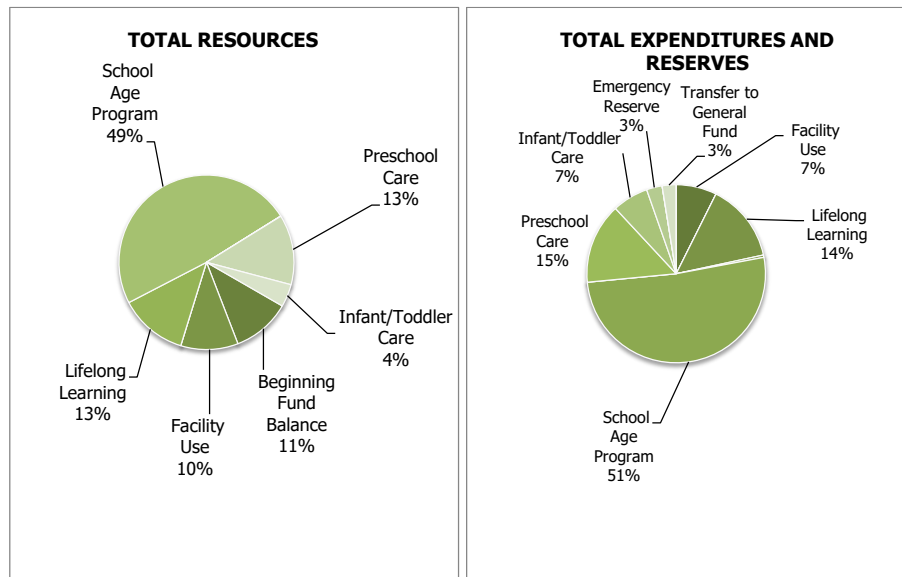
MONTHLY TUITION RATES

SAC Program – Tuition Rates	After school	Before school
4 - 5 days/week	\$470.00	\$265.00
1 - 3 days/week	\$325.00	\$170.00
School Days off adv notice	\$55/day	

Preschool Enrichment Program	Tuition Rates
Preschool Enrichment - 4 half day sessions	\$515.00
Full Day 1 day/week	\$240.00
Community Montessori - Afterschool 4-5/day wk	\$550.00
Community Montessori - Afterschool 1-3/day wk	\$355.00
Eisenhower - 4- 5 Full Days/ Wk	\$1,145.00
Eisenhower - 3 Full Days/ Wk	\$765.00
Eisenhower - 2 Full Days/ Wk	\$515.00

Infant/Toddler Care	Tuition Rates
Infant/Toddler I – Full-time Care	\$1,700.00
Toddler II – Full-time Care	\$1,650.00

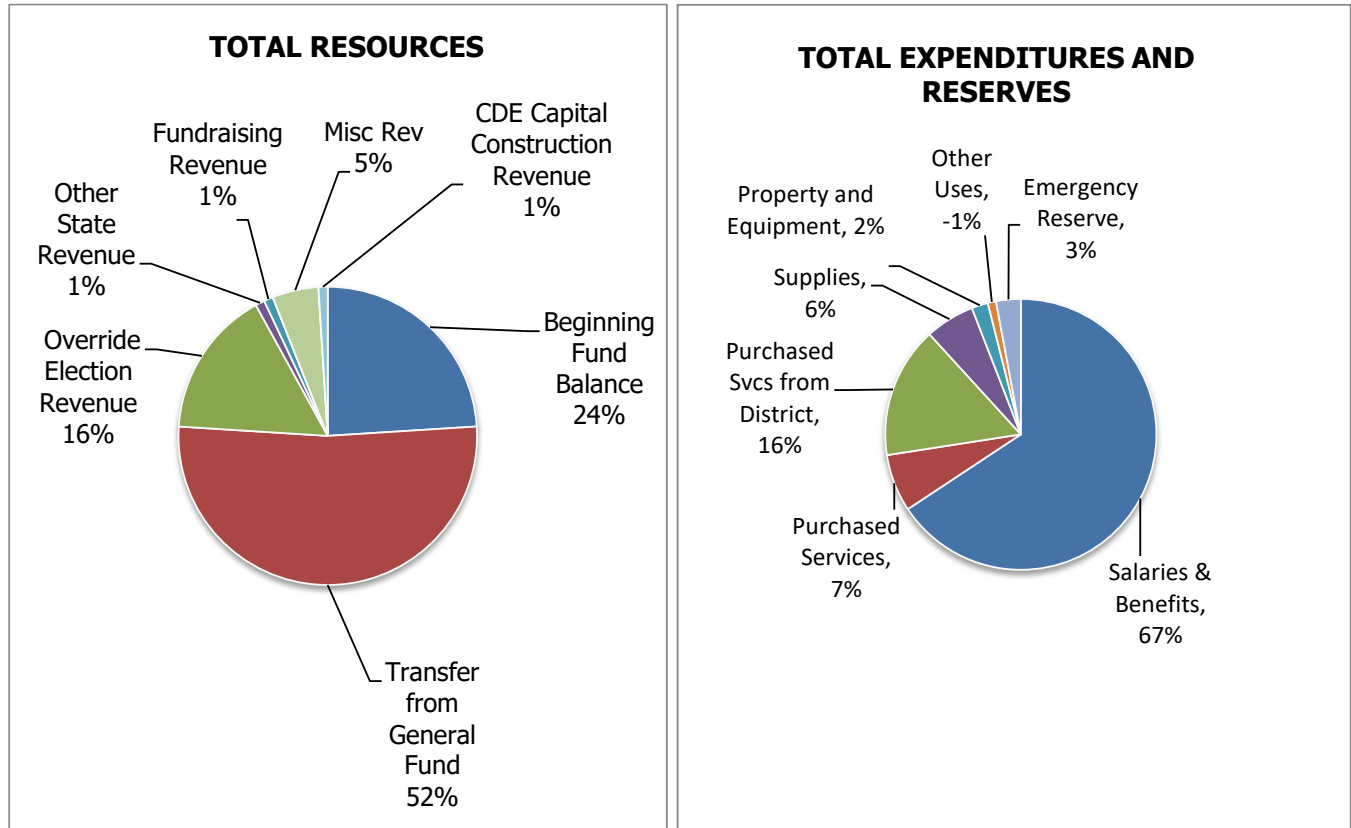
Community Schools Fund (continued)



	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 3,370,524	\$ 3,660,653	\$ 3,008,827	\$ 2,669,601	\$ 643,316
REVENUE:					
Facility Use	\$ 1,061,712	\$ 1,063,710	\$ 909,911	\$ 122,451	\$ 630,000
Kindergarten Enrichment	3,484,322	3,385,424	-	-	-
Lifelong Learning	1,343,632	1,332,900	979,775	303,829	750,000
School Age Program	2,602,690	2,539,043	2,111,240	1,097,982	2,897,376
Community Connections:					
A Student Resource Guide	9,430	7,313	2,720	2,500	2,500
Preschool Care	121,140	213,228	401,156	127,543	772,248
Infant/Toddler Care	-	117,906	205,431	127,322	249,270
Transfer in from General Fund	-	-	-	277,216	-
TOTAL REVENUE	\$ 8,622,926	\$ 8,659,524	\$ 4,610,233	\$ 2,058,843	\$ 5,301,394
TOTAL RESOURCES	\$ 11,993,450	\$ 12,320,177	\$ 7,619,060	\$ 4,728,444	\$ 5,944,710
EXPENDITURES:					
Facility Use	\$ 444,208	\$ 452,984	\$ 546,375	\$ 311,816	\$ 437,231
Kindergarten Enrichment	2,492,992	2,585,214	3,635	-	-
Lifelong Learning	1,351,197	1,342,074	1,182,258	627,829	848,399
Community Connections					
-A Student Resource Guide	13,701	14,468	17,960	24,319	25,372
School Age Program	1,900,440	1,928,326	2,064,705	2,396,685	3,056,947
Preschool Care	95,985	210,060	461,741	283,769	869,096
Infant/Toddler Care	-	308,996	346,568	290,710	388,887
BVSD Online	-	-	91,217	-	-
TOTAL EXPENDITURES	\$ 6,298,523	\$ 6,842,122	\$ 4,714,459	\$ 3,935,128	\$ 5,625,932
EMERGENCY RESERVE	\$ -	\$ -	\$ -	\$ -	\$ 168,778
TRANSFERS:					
To General Operating Fund	\$ 1,034,274	\$ 1,069,228	\$ 150,000	\$ 150,000	\$ 150,000
To Capital Reserve Fund	1,000,000	1,400,000	85,000	-	-
TOTAL TRANSFERS	\$ 2,034,274	\$ 2,469,228	\$ 235,000	\$ 150,000	\$ 150,000
TOTAL EXPENDITURES/EMERGENCY RESERVE AND TRANSFERS	\$ 8,332,797	\$ 9,311,350	\$ 4,949,459	\$ 4,085,128	\$ 5,944,710
ENDING BALANCE	\$ 3,660,653	\$ 3,008,827	\$ 2,669,601	\$ 643,316	\$ -

Charter School Fund

Funding for charter schools is based on contract agreements between the individual schools and BVSD. The funded pupil count at all five charters, Justice High, Summit Middle School, Horizons K-8, and Boulder Prep are all expected to have minor or no fluctuations in funded FTE from the Funded 2020-21 count. Peak to Peak K-12 Charter is expected to enroll at 1,445 in FY22 which is their contract limit. Justice High School and Summit has budgeted for the same number of student FTE (82 and 354), Boulder Prep has budgeted for 1 fewer student FTE (95.0FTE), and Horizons K-8 has increased slightly by 0.5 student FTE to 348.0. Related fund transfers and district purchased services have been adjusted to reflect changes in student enrollment. Charter fund financials are completed by individual schools.





Charter School Fund (continued)

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING BALANCE	\$ 6,194,576	\$ 6,577,311	\$ 8,609,908	\$ 9,477,246	\$ 9,258,574
REVENUE:					
Per-Pupil Funding:	\$ 17,135,233	\$ 18,576,193	\$ 19,764,189	\$ 18,463,649	\$ 20,372,184
Override Election Revenue	5,286,068	5,519,990	5,574,994	6,349,323	6,099,304
Other State Revenue	485,794	512,276	603,761	624,203	585,473
Fundraising Revenue	63,305	414,776	336,727	429,500	440,600
Athletic Fees	16,675	17,050	10,190	9,000	16,500
Instructional Fees	53,081	30,541	23,732	13,500	24,000
Miscellaneous Revenue	1,786,588	2,634,722	1,408,568	1,363,963	1,769,473
CDE Capital Construction	503,788	584,498	557,282	590,519	570,726
TOTAL REVENUES	\$ 25,330,532	\$ 28,290,046	\$ 28,279,443	\$ 27,843,657	\$ 29,878,260
TOTAL RESOURCES	\$ 31,525,108	\$ 34,867,357	\$ 36,889,351	\$ 37,320,903	\$ 39,136,834
TOTAL EXPENDITURES	\$ 24,947,797	\$ 26,257,449	\$ 27,412,105	\$ 28,062,329	\$ 30,215,417
EMERGENCY RESERVE	\$ -	\$ -	\$ -	\$ -	\$ 883,131
TOTAL EXPENDITURES/EMERGENCY RESERVE AND TRANSFERS	\$ 24,947,797	\$ 26,257,449	\$ 27,412,105	\$ 28,062,329	\$ 31,098,548
ENDING BALANCE	\$ 6,577,311	\$ 8,609,908	\$ 9,477,246	\$ 9,258,574	\$ 8,038,286
STUDENT FTE:	Funded 2017-18	Funded 2018-19	Funded 2019-20	ESTIMATED 2020-21	PROPOSED 2021-22
Summit Middle School:	357.0	358.0	359.0	348.0	95.0
Horizons K-8 School:	332.3	331.9	347.0	95.0	82.0
Boulder Preparatory High School:	86.6	95.5	106.0	82.0	1,445.0
Justice High School:	71.0	89.0	89.5	1,445.0	-
Peak to Peak K-12 School:	1,412.7	1,414.8	1,445.0	-	2,324.0
Total Charter Schools:	2,259.6	2,289.2	2,346.5	1,970.0	3,946.0

Notes:

- 1 Funding for Charter Schools is based on contract agreements between the school and BVSD.
- 2 Funded enrollments may vary slightly from actual enrollments if a charter school enrolls students above the contracted amount.
- 3 Emergency Reserve is 3 percent of total revenues less fundraising revenue.

Charter School Fund (continued)

Summit Middle Charter School

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 1,034,407	\$ 1,209,343	\$ 1,403,940	\$ 1,390,432	\$ 1,339,712
REVENUE:					
Per-Pupil Funding	\$ 2,717,797	\$ 2,915,110	\$ 3,025,675	\$ 2,816,971	\$ 3,103,164
Override Election Revenue	827,530	858,462	835,169	948,956	910,670
Other State Revenue	29,181	29,405	14,553	34,662	25,224
Fundraising Revenue	26,886	31,856	50,348	80,000	50,000
Athletic Fees	16,675	17,050	10,190	9,000	16,500
Instructional Fees	53,081	30,541	23,732	13,500	24,000
Miscellaneous Revenue	-	13,537	14,807	11,638	-
CDE Capital Construction	46,951	53,676	50,054	54,225	54,000
TOTAL REVENUE	<u>\$ 3,718,101</u>	<u>\$ 3,949,637</u>	<u>\$ 4,024,528</u>	<u>\$ 3,968,952</u>	\$ 4,183,558
TOTAL RESOURCES	<u>\$ 4,752,508</u>	<u>\$ 5,158,980</u>	<u>\$ 5,428,468</u>	<u>\$ 5,359,384</u>	\$ 5,523,270
EXPENDITURES:					
Personnel	\$ 2,502,179	\$ 2,659,926	\$ 2,739,773	\$ 2,699,317	\$ 2,924,190
Purchased Services	200,254	110,240	224,990	60,224	57,125
Purchased Services from District	831,736	849,237	837,516	939,594	995,584
Supplies	74,220	91,444	109,401	134,378	125,300
Property and Equipment	28,554	49,296	37,498	99,759	102,760
Capital Contributions	80,000	80,000	80,000	80,000	-
Other Uses	(173,778)	(85,103)	8,858	6,400	-
TOTAL EXPENDITURES	<u>\$ 3,543,165</u>	<u>\$ 3,755,040</u>	<u>\$ 4,038,036</u>	<u>\$ 4,019,672</u>	\$ 4,204,959
EMERGENCY RESERVE	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	\$ 124,007
TOTAL EXPENDITURES/EMERGENCY RESERVE AND TRANSFERS	<u>\$ 3,543,165</u>	<u>\$ 3,755,040</u>	<u>\$ 4,038,036</u>	<u>\$ 4,019,672</u>	\$ 4,328,966
ENDING BALANCE	<u>\$ 1,209,343</u>	<u>\$ 1,403,940</u>	<u>\$ 1,390,432</u>	<u>\$ 1,339,712</u>	\$ 1,194,304
	2017-18	2018-19	2019-20	2020-21	2021-22
FUNDED STUDENT FTE:	357.0	358.0	359.0	354.0	354.0



Charter School Fund (continued)

Boulder Preparatory High School

	2017-18 AUDITED BUDGET	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 271,124	\$ 265,978	\$ 350,966	\$ 512,107	\$ 450,600
REVENUE					
Per-Pupil Funding	\$ 659,352	\$ 803,605	\$ 889,325	\$ 763,903	\$ 832,770
Override Election Revenue	200,795	237,219	243,654	254,732	241,508
Other State Revenue	17,140	20,544	25,183	24,469	22,549
At Risk Supplemental Aid	11,926	13,929	390	-	-
Miscellaneous Revenue	1,414	411	3,542	-	-
CDE Capital Construction	21,102	29,836	29,558	27,926	26,530
TOTAL REVENUE	<u>\$ 911,729</u>	<u>\$ 1,105,544</u>	<u>\$ 1,191,652</u>	<u>\$ 1,071,030</u>	<u>\$ 1,123,357</u>
TOTAL RESOURCES	<u><u>\$ 1,182,853</u></u>	<u><u>\$ 1,371,522</u></u>	<u><u>\$ 1,542,618</u></u>	<u><u>\$ 1,583,137</u></u>	<u>\$ 1,573,957</u>
EXPENDITURES:					
Personnel	\$ 639,014	\$ 701,949	\$ 706,458	\$ 748,661	\$ 814,836
Purchased Services	51,523	65,145	53,030	40,000	39,750
Purchased Services from District	173,183	212,511	226,182	229,876	240,490
Supplies	45,215	41,451	36,904	51,000	40,000
Property and Equipment	19,695	19,052	24,492	63,000	100,628
Other Uses	(11,755)	(19,552)	(16,555)	-	-
TOTAL EXPENDITURES	<u>\$ 916,875</u>	<u>\$ 1,020,556</u>	<u>\$ 1,030,511</u>	<u>\$ 1,132,537</u>	<u>\$ 1,235,704</u>
EMERGENCY RESERVE	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 33,701</u>
TOTAL EXPENDITURES/EMERGENCY RESERVE AND TRANSFERS	<u><u>\$ 916,875</u></u>	<u><u>\$ 1,020,556</u></u>	<u><u>\$ 1,030,511</u></u>	<u><u>\$ 1,132,537</u></u>	<u>\$ 1,269,405</u>
ENDING BALANCE	<u><u>\$ 265,978</u></u>	<u><u>\$ 350,966</u></u>	<u><u>\$ 512,107</u></u>	<u><u>\$ 450,600</u></u>	<u>\$ 304,552</u>
FUNDED STUDENT FTE:	<u>2017-18</u> 86.6	<u>2018-19</u> 99.5	<u>2019-20</u> 106.0	<u>2020-21</u> 96.0	<u>2021-22</u> 95.0

Charter School Fund (continued)

Horizons K-8 School

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 787,661	\$ 888,813	\$ 1,400,726	\$ 1,437,321	\$1,000,000
REVENUE:					
Per-Pupil Funding	\$ 2,522,250	\$ 2,694,616	\$ 2,924,486	\$ 2,765,260	\$3,050,568
Override Election Revenue	804,677	831,864	846,759	978,470	938,740
Other State Revenue	77,522	80,688	108,088	102,379	97,053
Miscellaneous Revenue	265,874	781,714	213,767	172,700	381,390
Fundraising Revenue	36,419	37,128	31,090	-	37,700
CDE Capital Construction	43,836	49,760	48,380	48,591	48,591
TOTAL REVENUE	<u>\$ 3,750,578</u>	<u>\$ 4,475,770</u>	<u>\$ 4,172,570</u>	<u>\$ 4,067,400</u>	\$4,554,042
TOTAL RESOURCES	<u>\$ 4,538,239</u>	<u>\$ 5,364,583</u>	<u>\$ 5,573,296</u>	<u>\$ 5,504,721</u>	\$5,554,042
EXPENDITURES:					
Personnel	\$ 2,776,650	\$ 3,103,052	\$ 3,371,072	\$ 3,728,718	\$3,610,837
Purchased Services	170,300	276,572	196,435	53,929	301,699
Purchased Services from District	735,006	740,252	776,104	882,143	939,838
Supplies	74,428	73,321	77,268	58,901	101,176
Property and Equipment	60,188	17,679	31,911	96,720	43,063
Other Uses	(167,146)	(247,019)	(316,815)	(315,690)	(326,669)
TOTAL EXPENDITURES	<u>\$ 3,649,426</u>	<u>\$ 3,963,857</u>	<u>\$ 4,135,975</u>	<u>\$ 4,504,721</u>	\$4,669,944
EMERGENCY RESERVE	\$ -	\$ -	\$ -	\$ -	\$ 135,490
TOTAL EXPENDITURES/EMERGENCY RESERVE AND TRANSFERS	<u>\$ 3,649,426</u>	<u>\$ 3,963,857</u>	<u>\$ 4,135,975</u>	<u>\$ 4,504,721</u>	\$4,805,434
ENDING BALANCE	<u>\$ 888,813</u>	<u>\$ 1,400,726</u>	<u>\$ 1,437,321</u>	<u>\$ 1,000,000</u>	\$ 748,608
	2017-18	2018-19	2019-20	2020-21	2021-22
FUNDED STUDENT FTE:	332.3	331.9	347.0	347.5	348.0



Charter School Fund (continued)

Justice High School

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 160,544	\$ 159,121	\$ 264,303	\$ 518,350	\$ 451,719
REVENUE:					
Per-Pupil Funding	\$ 541,758	\$ 722,010	\$ 746,250	\$ 644,080	\$ 718,812
Override Election Revenue	87,014	115,938	196,277	206,673	199,869
Other State Revenue	16,704	21,827	24,553	23,902	22,869
At Risk Supplemental Aid	50,473	51,023	52,902	-	-
Miscellaneous Revenue	26,973	28,596	42,904	-	5,000
District Capital Contribution	-	-	-	-	-
CDE Capital Construction	18,728	26,688	24,957	24,854	24,000
TOTAL REVENUE	<u>\$ 741,650</u>	<u>\$ 966,082</u>	<u>\$ 1,087,843</u>	<u>\$ 899,509</u>	\$ 970,550
TOTAL RESOURCES	<u>\$ 902,194</u>	<u>\$ 1,125,203</u>	<u>\$ 1,352,146</u>	<u>\$ 1,417,859</u>	\$1,422,269
EXPENDITURES:					
Personnel	\$ 324,912	\$ 339,297	\$ 371,627	\$ 350,341	\$ 454,624
Purchased Services	25,009	48,676	65,296	67,000	79,250
Purchased Services from District	164,241	216,663	217,746	300,588	319,114
Supplies	72,448	88,521	69,525	102,000	79,500
Property and Equipment	-	-	12,555	-	16,000
Other Uses	156,463	167,743	97,047	146,211	17,100
TOTAL EXPENDITURES	<u>\$ 743,073</u>	<u>\$ 860,900</u>	<u>\$ 833,796</u>	<u>\$ 966,140</u>	\$ 965,588
EMERGENCY RESERVE	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	\$ 29,117
TOTAL EXPENDITURES/EMERGENCY RESERVE AND TRANSFERS	<u>\$ 743,073</u>	<u>\$ 860,900</u>	<u>\$ 833,796</u>	<u>\$ 966,140</u>	\$ 994,705
ENDING BALANCE	<u>\$ 159,121</u>	<u>\$ 264,303</u>	<u>\$ 518,350</u>	<u>\$ 451,719</u>	\$ 427,564
	2017-18	2018-19	2019-20	2020-21	2021-22
FUNDED STUDENT FTE:	71.0	89.0	89.5	82.0	82.0

Charter School Fund (continued)

Peak to Peak K-12 School

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 3,940,840	\$ 4,054,056	\$ 5,189,973	\$ 5,619,036	\$ 6,016,543
REVENUE:					
Per-Pupil Funding	\$10,694,076	\$11,440,852	\$12,178,453	\$11,473,435	\$ 12,666,870
Override Election Revenue	3,366,052	3,476,507	3,453,135	3,960,492	3,808,517
Other State Revenue	345,247	359,812	431,384	438,791	417,778
Fundraising Revenue		345,792	255,289	349,500	352,900
Miscellaneous Revenue	1,429,928	1,745,512	1,080,256	1,179,625	1,383,083
CDE Capital Construction	373,171	424,538	404,333	434,923	417,605
TOTAL REVENUE	<u>\$ 16,208,474</u>	<u>\$ 17,793,013</u>	<u>\$ 17,802,850</u>	<u>\$ 17,836,766</u>	\$ 19,046,753
TOTAL RESOURCES	<u>\$ 20,149,314</u>	<u>\$ 21,847,069</u>	<u>\$ 22,992,823</u>	<u>\$ 23,455,802</u>	\$ 25,063,296
EXPENDITURES:					
Personnel	\$10,479,360	\$11,024,126	\$11,632,196	\$11,940,591	\$ 13,120,542
Purchased Services	1,932,146	1,745,648	2,153,609	1,601,827	1,567,587
Purchased Services from District	1,910,493	1,999,596	2,060,000	2,393,414	2,444,122
Supplies	1,280,656	1,547,346	438,118	1,378,427	1,606,971
Property and Equipment	843,445	350,906	736,317	125,000	400,000
Other Uses	(350,842)	(10,526)	353,547	-	-
TOTAL EXPENDITURES	<u>\$ 16,095,258</u>	<u>\$ 16,657,096</u>	<u>\$ 17,373,787</u>	<u>\$ 17,439,259</u>	\$ 19,139,222
EMERGENCY RESERVE	\$ -	\$ -	\$ -	\$ -	\$ 560,816
TOTAL EXPENDITURES/EMERGENCY RESERVE AND TRANSFERS	<u>\$ 16,095,258</u>	<u>\$ 16,657,096</u>	<u>\$ 17,373,787</u>	<u>\$ 17,439,259</u>	\$ 19,700,038
ENDING BALANCE	<u>\$ 4,054,056</u>	<u>\$ 5,189,973</u>	<u>\$ 5,619,036</u>	<u>\$ 6,016,543</u>	\$ 5,363,258
	2017-18	2018-19	2019-20	2020-21	2021-22
FUNDED STUDENT FTE:	1,412.7	1,414.8	1,445.0	1,445.0	1,445.0





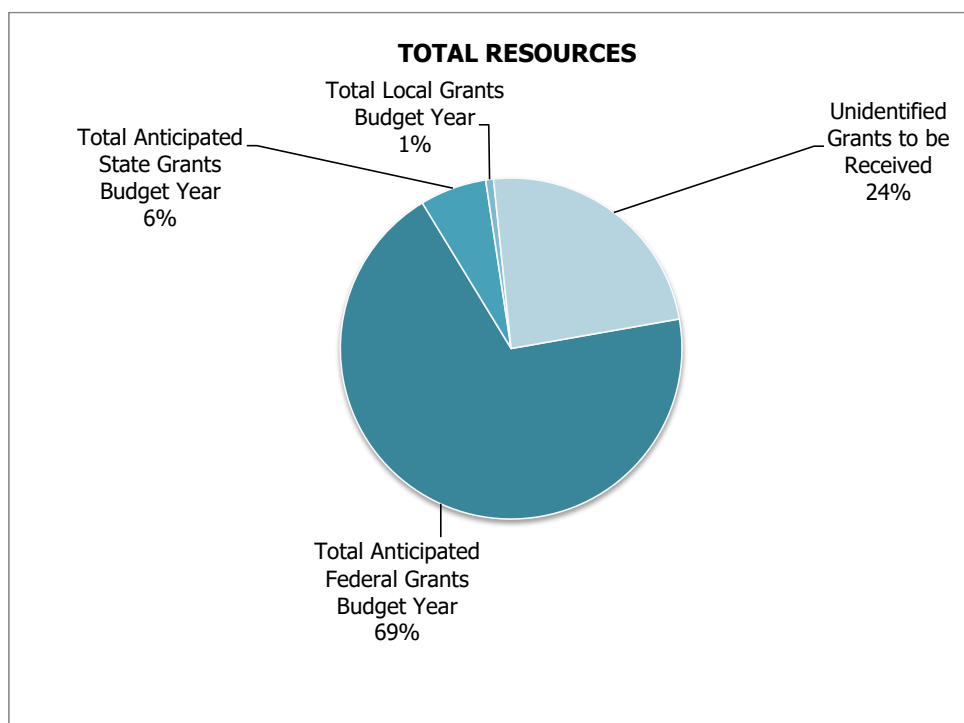
BOULDER VALLEY SCHOOL DISTRICT

SPECIAL REVENUE FUNDS

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Governmental Designated-Purpose Grants Fund

The district will receive funding in FY22 from two key sources, ESSA and IDEA Part B. The FY22 allocations for ESSA and IDEA Part B programs are estimated to have an 8% and 4% increase, respectively in comparison with FY21. In addition, in FY22 the district will receive an estimated \$13.9 million in ESSER III funding under the American Rescue Plan Act from the Department of Education. Awards received in FY20 and FY21 that will continue to be funded include two a School Health Professional Grants that will help support various Middle and High School programs, a Expelled and At-Risk Targeted Intervention Grant at Justice High School and Expelled and At-Risk Grants at Boulder Prep and the District. The district will continue to receive funding for the School to Work Alliance Program and Carl Perkins Technical Education Act of 2006. Additionally, the district will continue to pursue grant funding that will support and enhance the learning experience for our students.



Governmental Designated-Purpose Grants Fund (continued)

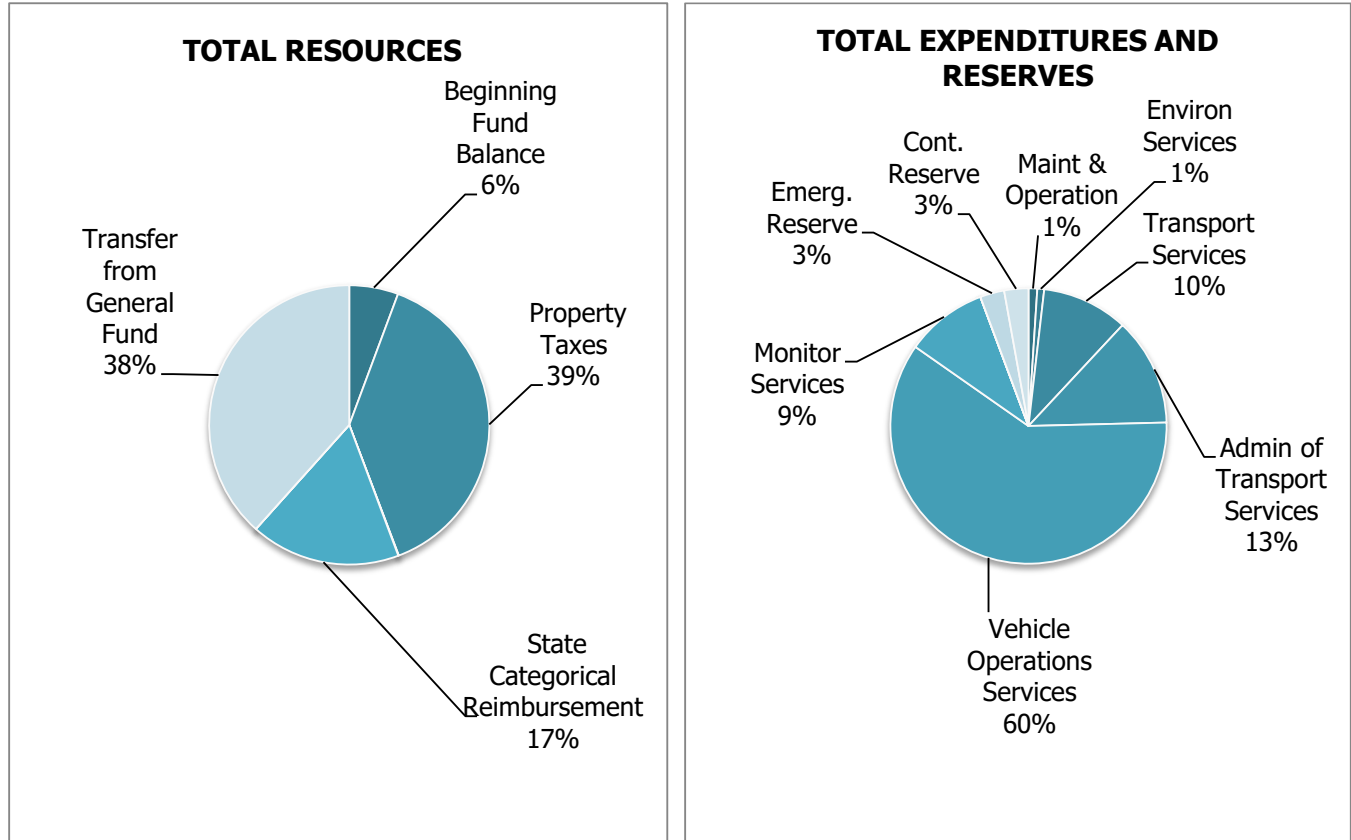
CFDA #	FEDERAL GRANT NAME	FUNDING PERIOD	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL*	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET *
10.582	Fresh Fruit and Vegetable Program	June - June	\$ -	\$ -	\$ 74,332	\$ 91,636	\$ -
10.172	Local Food Promotion Program	Sept - Sept	46,740	62,371	67,528	-	-
21.019	Coronavirus Relief Fund (CRF): K-12	June - Dec	-	-	138,335	14,332,946	-
21.019	Coronavirus Relief Fund (CRF): K-12 At-Risk Pupils	Oct - Dec	-	-	-	551,232	-
21.019	Coronavirus Relief Fund (CRF): SSRG	December	-	-	-	1,436,681	-
20.205	Highway Planning and Construction	June - June	299	-	-	-	-
84.002A	Adult Education Family Literacy	July - June	109,633	117,278	117,278	-	-
84.010A	Title I, Grants to Local Education Agencies	July - June	2,170,949	1,942,046	2,022,927	1,773,576	2,027,012
84.010A	Title 1A, School Improvement	July - Sept	-	-	69,665	75,000	145,000
84.027	Special Education: IDEA Part B	July - June	5,054,709	5,583,320	5,738,915	5,250,000	5,684,506
84.048A	Vocational Education - Carl Perkins Secondary	July - June	139,150	126,208	139,701	125,660	125,660
84.060A	Title VII, Part A: Indian Education	July - June	18,744	19,112	17,875	18,051	18,522
84.173	IDEA: Special Education: Preschool Grants	July - June	114,809	116,909	119,168	119,168	119,168
84.287	Title V, Part B, 21st Century Learning Centers	July - June	188,875	120,000	95,000	120,000	300,000
84.287	Title V, Part B, 21st Century Learning Centers	July - June	-	168,405	128,717	144,577	144,577
84.282A	Title V, Part B, Public Charter School Grant	July - June	-	-	-	50,000	-
84.365A	Title III, English Language Acquisition	July - June	231,978	191,578	154,390	216,508	190,193
84.367A	Title II, Part A, Supporting Effective Instruction	July - June	490,169	517,825	386,807	250,000	486,107
84.424A	Title IV, Part A, Student Support and Academic Enrichm	July - June	11,453	43,468	92,493	75,000	133,668
84.425D	ESSER Fund	July - June	-	-	-	865,000	-
84.425D	ESSER Fund Supplemental	July - June	-	-	-	8,600	-
84.425D	ESSER CCSG	July - June	-	-	-	165,000	-
84.425D	ESSER II Fund	July - June	-	-	-	3,000,000	-
84.425D	ESSER III Fund - ARF	July - June	-	-	-	-	13,971,471
			\$ 8,577,508	\$ 9,008,520	\$ 9,388,696	\$ 28,668,635	\$ 23,345,884
STATE GRANT NAME							
	Comprehensive Health Education Program	July - June	\$ 21,831	\$ 18,835	\$ 32,137	\$ -	\$ -
	School Counselor Corps	July - June	182,661	246,766	149,721	80,000	-
	CDE - FY2019-20 BEST Cash Grant	July - June	-	-	-	691,144	-
	State Grants for Libraries	July - June	9,291	9,182	9,063	8,974	8,000
	State Grant NTNL Board Certification	July - June	210,240	236,208	302,832	-	-
	State Grant - Parks and Wildlife	July - June	750	-	-	-	-
	State Grant - Student Re-Engagement	July - June	196,869	216,453	-	-	-
	State Grant - School Health Professionals	July - June	901,153	1,046,760	785,934	832,000	765,262
	State Grant - School Turnaround Leaders Development	July - June	12,165	46,920	48,080	-	-
	State Grant - Gifted Education Universal Screening	July - June	46,384	42,016	42,156	42,630	42,630
	State Grant - Bullying Prevention and Education Grant	July - June	31,757	51,261	72,830	40,549	75,000
	State Grant - Career Success Pilot Program	July - June	29,843	71,399	121,582	65,000	100,000
	State Grant - SWAP	July - June	482,982	482,653	495,984	495,984	492,626
	State Grant - TGYS	July - June	74,165	74,443	83,196	89,727	89,727
	State Grant - Local Accountability	July - June	-	-	21,051	74,575	-
	State Grant - Concurrent Enrollment	July - June	-	-	-	70,648	-
	State Grant - CCSG	July - June	-	-	-	1,037,000	-
	Expelled and At-Risk	Mar - June	147,261	-	-	-	-
	Expelled and At-Risk Targeted Intervention-Justice High	July - June	-	133,847	155,109	204,100	153,000
	Expelled and At-Risk - Boulder Prep	July - June	73,157	1,240	79,935	91,655	101,677
	Expelled and At-Risk	July - June	-	-	-	212,452	307,167
	TOTAL STATE GRANTS		\$ 2,420,509	\$ 2,677,983	\$ 3,018,117	\$ 4,036,438	\$ 2,135,089
	TOTAL ANTICIPATED FEDERAL GRANTS BUDGET YEAR		8,577,508	9,008,520	9,388,696	28,668,635	23,345,884
	TOTAL ANTICIPATED STATE GRANTS BUDGET YEAR		2,420,509	2,677,983	3,018,117	4,036,438	2,135,089
	TOTAL LOCAL GRANTS BUDGET YEAR		532,949	488,585	531,799	250,000	250,000
	UNIDENTIFIED GRANTS TO BE RECEIVED**		-	-	-	20,044,927	8,069,027
	TOTAL BUDGET		\$ 11,530,966	\$ 12,175,088	\$ 12,938,612	\$ 53,000,000	\$ 33,800,000

* The Budget does not include carryover dollars

** The revenue from grant sources may increase throughout the year as additional grants are received. Therefore, it is appropriate to budget a larger amount so that the district will not be restricted from receiving grant income.

Transportation Fund

The Transportation Fund was created to capture the expenses of transporting students to/from school and after-school events. Funding is provided by property taxes (2005 mill levy), the Colorado Dept. of Education transportation reimbursement, a transfer from the General Fund, and paid usage by outside organizations. Total compensation is \$16.4M, of which \$12.2M is Driver and Monitor compensation. The 2021-22 Proposed Budget includes COLA, steps, PERA, and fixed benefit increases across all job classes. COVID-19 Impact - We anticipate full in person learning for the 2021-22 school year. Adequate budget has been allocated to cover these anticipated costs for the 2021-22 fiscal year.

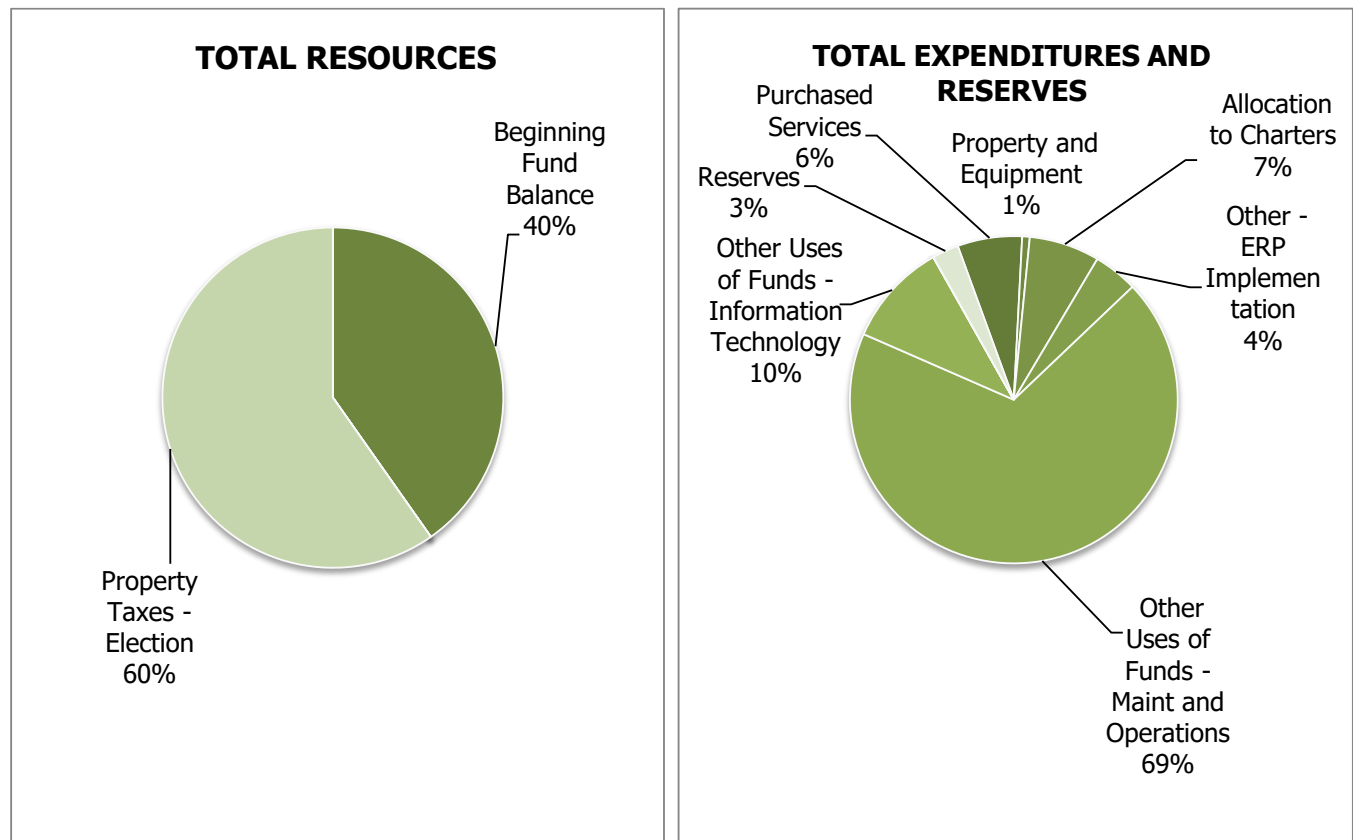


Transportation Fund (continued)

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 883,459	\$ 1,010,191	\$ 1,058,330	\$ 1,010,740	\$ 1,065,364
REVENUE:					
Property Taxes	\$ 7,280,492	\$ 7,227,070	\$ 7,243,650	\$ 7,263,500	\$ 7,263,500
Trans. Fees from Other Sources	182,435	269,576	183,873	-	10,000
State Categorical Reimbursement	3,456,332	3,363,466	3,320,628	3,349,075	3,258,067
CDE Audit Adjustment	-	-	(19,272)	-	-
Transfer from General Operating Fund	4,387,845	4,972,376	5,328,251	2,261,745	7,224,505
TOTAL REVENUE	<u>\$ 15,307,104</u>	<u>\$ 15,832,488</u>	<u>\$ 16,057,130</u>	<u>\$ 12,874,320</u>	<u>\$17,756,072</u>
TOTAL RESOURCES	<u>\$ 16,190,563</u>	<u>\$ 16,842,679</u>	<u>\$ 17,115,460</u>	<u>\$ 13,885,060</u>	<u>\$18,821,436</u>
EXPENDITURES:					
Maintenance & Operations	\$ 33,551	\$ 94,804	\$ 120,516	\$ 181,808	\$ 192,446
Environmental Services	140,707	117,951	155,427	143,726	150,983
Transportation Services	1,829,939	2,003,905	1,893,200	1,224,327	1,899,700
Admin of Transportation Services	2,234,549	2,261,388	2,325,969	2,241,777	2,387,130
Vehicle Operations Services	9,472,056	9,689,948	9,942,636	7,810,135	11,318,779
Monitoring Services	1,469,569	1,616,353	1,666,972	1,217,923	1,807,034
TOTAL EXPENDITURES	<u>\$ 15,180,371</u>	<u>\$ 15,784,349</u>	<u>\$ 16,104,720</u>	<u>\$ 12,819,696</u>	<u>\$17,756,072</u>
RESERVES:					
EMERGENCY RESERVE	\$ -	\$ -	\$ -	\$ -	\$ 532,682
CONTINGENCY RESERVE	-	-	-	-	532,682
TOTAL RESERVES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,065,364</u>
TOTAL EXPENDITURES AND EMERGENCY RESERVE	<u>\$ 15,180,371</u>	<u>\$ 15,784,349</u>	<u>\$ 16,104,720</u>	<u>\$ 12,819,696</u>	<u>\$18,821,436</u>
ENDING BALANCE	<u>\$ 1,010,192</u>	<u>\$ 1,058,330</u>	<u>\$ 1,010,740</u>	<u>\$ 1,065,364</u>	<u>\$ -</u>

Operations & Technology Fund

The Operations and Technology Fund was established in 2016-17 to account for activity that was authorized with funds made available from the passage of the 2016 Capital Construction, Technology, and Maintenance mill levy that voters approved. This levy will fund a portion of the General Operating Fund maintenance, custodial, security, and technology expenditures. The Proposed Budget includes multi-year activity for ERP implementation costs for the district, a facility assessment and maintenance projects. Resources from the levy will allow investment for ongoing preventative maintenance and repairs to extend facility life. In 2021-22, the levy remained 4.000 Mills, the maximum allowed by voter approval.

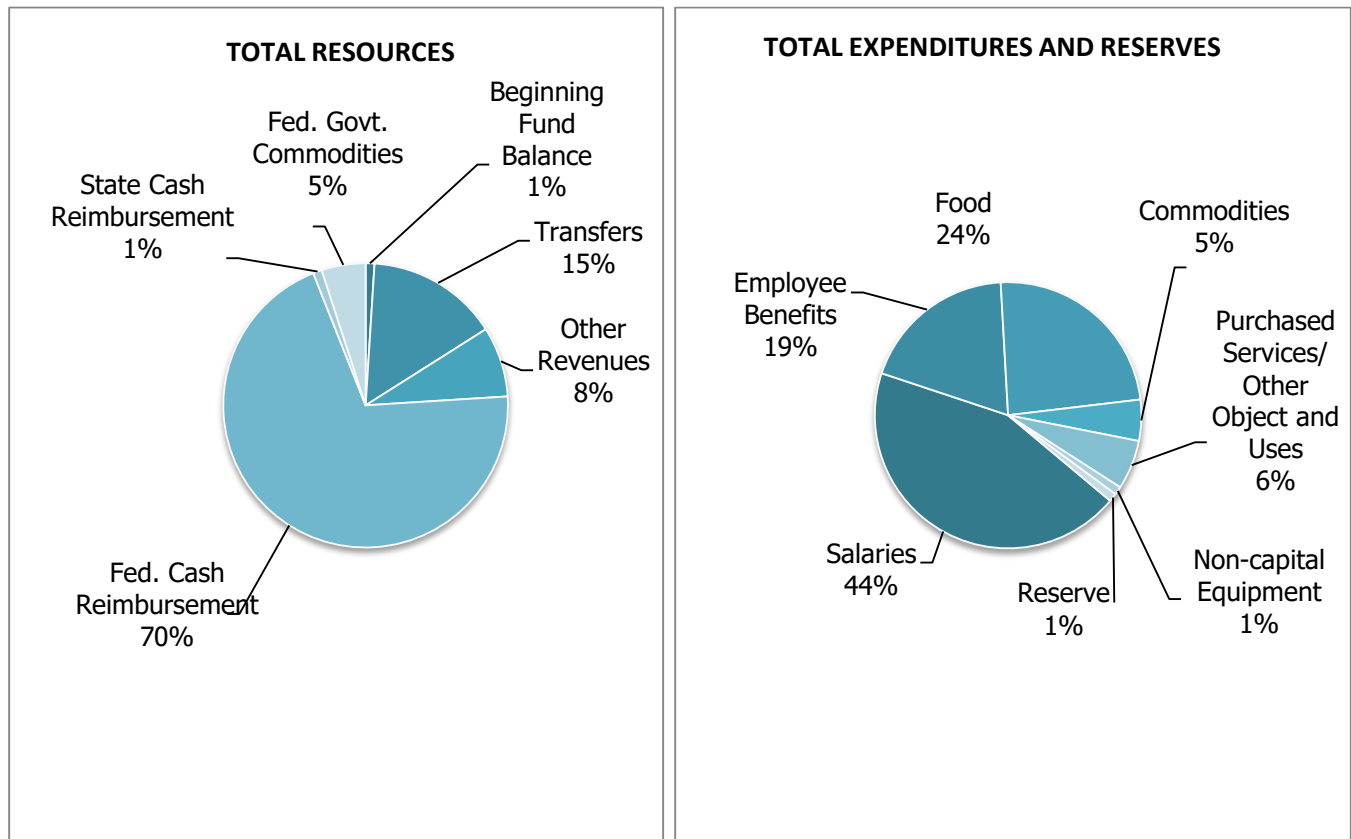


Operations & Technology Fund (continued)

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 1,679,595	\$ 4,624,117	\$ 13,077,142	\$ 22,337,386	\$ 19,668,232
REVENUE:					
Property Taxes - Election	17,901,870	24,379,824	29,078,341	29,187,970	29,187,970
TOTAL REVENUE	\$ 17,901,870	\$ 24,379,824	\$ 29,078,341	\$ 29,187,970	\$ 29,187,970
TOTAL RESOURCES	\$ 19,581,465	\$ 29,003,941	\$ 42,155,483	\$ 51,525,356	\$ 48,856,202
EXPENDITURES:					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 437,090
Purchased Services	-	-	-	-	2,142,905
Property and Equipment	-	-	1,041,037	-	250,000
Allocation to Charters	1,340,934	1,889,782	2,240,340	2,360,404	2,336,670
Other - ERP Implementation	-	-	-	2,960,000	1,469,895
Other Uses of Funds - Maint and Operations	10,267,340	10,584,268	13,083,971	23,083,971	23,083,971
Other Uses of Funds - Information Technology	3,349,074	3,452,749	3,452,749	3,452,749	3,452,749
TOTAL EXPENDITURES	\$ 14,957,348	\$ 15,926,799	\$ 19,818,097	\$ 31,857,124	\$ 33,173,280
EMERGENCY RESERVE	\$ -	\$ -	\$ -	\$ -	\$ 875,639
TOTAL RESERVES	\$ -	\$ -	\$ -	\$ -	\$ 875,639
TOTAL EXPENDITURES AND EMERGENCY RESERVE	\$ 14,957,348	\$ 15,926,799	\$ 19,818,097	\$ 31,857,124	\$ 34,048,919
ENDING BALANCE	\$ 4,624,117	\$ 13,077,142	\$ 22,337,386	\$ 19,668,232	\$ 14,807,283

Food Services Fund

The Food Services Program will serve approximately 13,000 meals per day using the newly constructed central kitchen to serve 51 schools, 3 Head Start Programs and two charter schools outside of the District. The USDA will extend the free meals for all program through the end of the academic school year. The General Fund will transfer \$1,507,835 to help cover annual step, health insurance premium, staffing increases, and utility costs. An additional \$4,994 will be transferred to cover estimated additional utility costs to provide a safer environment during the end of the COVID pandemic.

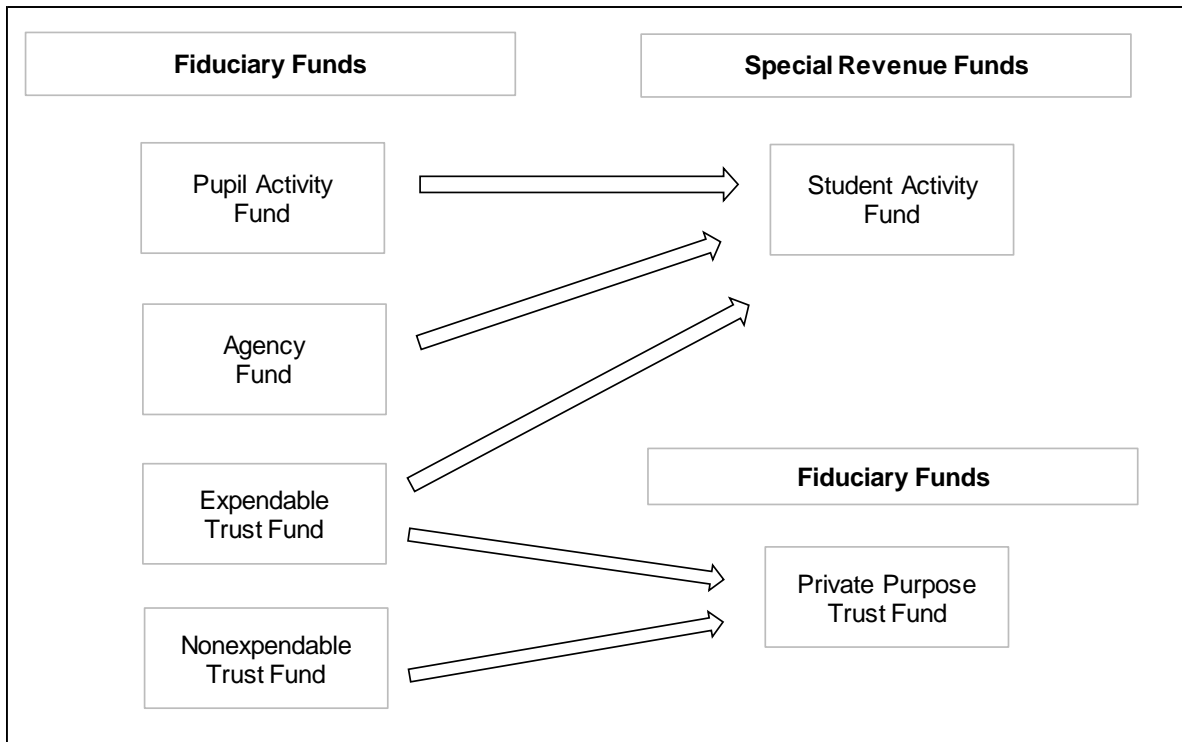


Food Services Fund (continued)

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 198,072	\$ 271,237	\$ 177,638	\$ 218,836	\$ 110,600
REVENUE:					
Over/Under	\$ 1,239	\$ 1,672	\$ (575)	\$ 5	\$ -
A la Carte	297,710	308,043	282,175	15,863	-
Regular School Lunch	3,253,963	3,163,215	2,466,930	-	-
Federal Cash Reimbursement	2,881,267	2,726,275	3,248,407	8,580,468	7,371,849
State Cash Reimbursement	93,677	100,380	92,362	60,067	60,067
Catering	454,156	473,868	344,476	12,230	344,476
Reduced Price Meals	13,496	5,505	-	-	-
Federal Government Commodities	483,341	524,125	516,114	515,000	515,000
Miscellaneous Local	61,089	32,620	211,734	65,500	25,000
Snack Revenue	105,060	111,116	85,674	11,829	63,975
Breakfast Revenue	125,128	162,108	130,094	-	-
Contract Revenues	52,495	86,168	278,887	321,592	369,618
Transfer from General Operating Fund	857,616	1,162,851	1,542,667	-	1,512,829
TOTAL REVENUE	\$ 8,680,237	\$ 8,857,946	\$ 9,198,945	\$ 9,582,554	\$ 10,262,814
TOTAL RESOURCES	<u>\$ 8,878,309</u>	<u>\$ 9,129,183</u>	<u>\$ 9,376,583</u>	<u>\$ 9,801,390</u>	<u>\$ 10,373,414</u>
EXPENDITURES:					
Personnel	\$ 5,186,022	\$ 5,624,009	\$ 5,975,308	\$ 5,900,930	\$ 6,494,078
Purchased Services	144,286	89,123	106,830	195,661	225,403
Food	2,502,830	2,447,490	2,215,356	2,654,547	2,541,554
Commodities	483,341	524,125	516,114	515,000	515,000
Other Uses	178,124	180,134	252,586	314,652	361,850
Non-capital Equipment	84,046	50,628	71,889	60,000	80,000
Other Objects and Uses	28,423	36,036	19,664	50,000	45,000
TOTAL EXPENDITURES	<u>\$ 8,607,072</u>	<u>\$ 8,951,545</u>	<u>\$ 9,157,747</u>	<u>\$ 9,690,790</u>	<u>\$ 10,262,885</u>
EMERGENCY RESERVE	\$ -	\$ -	\$ -	\$ -	\$ 70,529
GAAP RESERVES	-	-	-	-	40,000
TOTAL RESERVES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 110,529</u>
TOTAL EXPENDITURES AND EMERGENCY RESERVE	<u>\$ 8,607,072</u>	<u>\$ 8,951,545</u>	<u>\$ 9,157,747</u>	<u>\$ 9,690,790</u>	<u>\$ 10,373,414</u>
ENDING BALANCE	<u>\$ 271,237</u>	<u>\$ 177,638</u>	<u>\$ 218,836</u>	<u>\$ 110,600</u>	<u>\$ -</u>

Student Activities Fund

The Student Activities Fund accounts for a variety of school-sponsored clubs, groups and initiatives. Revenues include board approved fees, donations, and miscellaneous other revenues. Primary expenditures of the fund include school and classroom supplies, registrations, entrance fees, and personnel costs, including extra duty contracts, additional paraprofessional hours and substitute teacher costs.

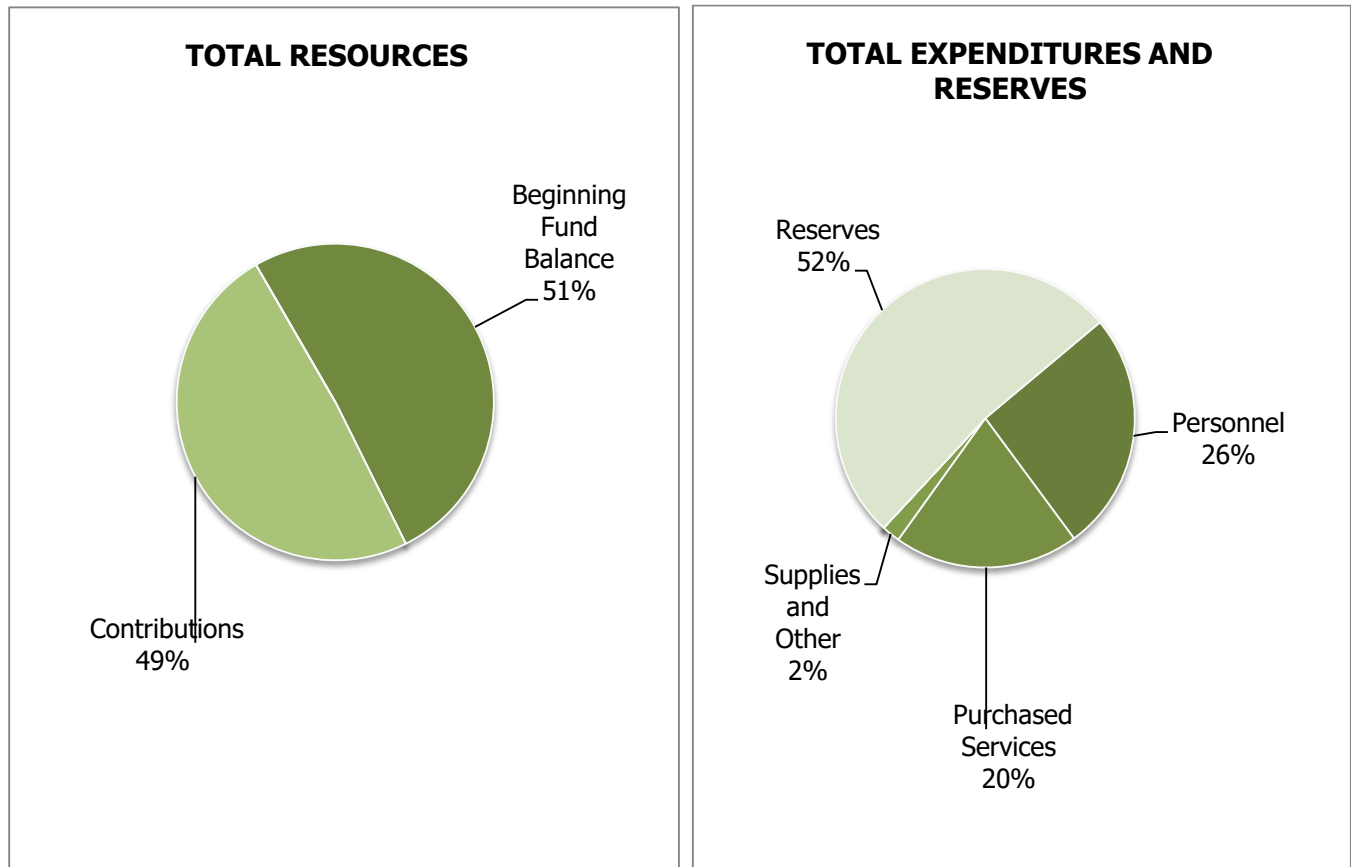


Student Activities Fund (continued)

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ -	\$ -	\$ 5,498,860	\$ 5,997,847	\$ 6,297,237
REVENUE:					
Board Approved Fees	\$ -	\$ -	\$ 768,190	\$ 840,000	\$ 1,000,000
Donations and Contributions	-	-	3,343,801	1,805,000	4,000,000
Miscellaneous Local Revenue	-	-	4,746,254	1,370,000	5,000,000
TOTAL REVENUE	\$ -	\$ -	\$ 8,858,245	\$ 4,015,000	\$ 10,000,000
TOTAL RESOURCES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 14,357,105</u>	<u>\$ 10,012,847</u>	<u>\$ 16,297,237</u>
EXPENDITURES:					
Personnel	\$ -	\$ -	\$ 1,426,273	\$ 501,670	\$ 1,600,000
Purchased Services	-	-	1,637,334	315,940	2,800,000
Supplies	-	-	4,245,230	2,376,000	5,550,000
Property and Equipment	-	-	418,255	412,000	800,000
Other Uses of Funds	-	-	632,166	110,000	700,000
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 8,359,258</u>	<u>\$ 3,715,610</u>	<u>\$ 11,450,000</u>
EMERGENCY RESERVE	\$ -	\$ -	\$ -	\$ -	\$ 300,000
TOTAL EXPENDITURES/ EMERGENCY RESERVE	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 8,359,258</u>	<u>\$ 3,715,610</u>	<u>\$ 11,750,000</u>
ENDING BALANCE	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 5,997,847</u>	<u>\$ 6,297,237</u>	<u>\$ 4,547,237</u>

Front Range BOCES Fund

The Front Range BOCES Fund is a custodial fund to account for activities of the Front Range BOCES. The district has an intergovernmental agreement, under which the district processes contributions and non-personnel expenditures of the Front Range BOCES. The district is acting only in a fiduciary (custodial) capacity on behalf of the Front Range BOCES. Revenues include contributions from member districts. Expenditures include personnel costs, which are processed by a third party, and non-personnel costs necessary for the Front Range BOCES to provide educational and other support to its members.



Front Range BOCES Fund (continued)

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ -	\$ -	\$ 249,342	\$ 265,449	\$ 324,849
REVENUE:					
Contributions	\$ -	\$ -	\$ 310,424	\$ 345,000	\$ 315,000
TOTAL REVENUE	\$ -	\$ -	\$ 310,424	\$ 345,000	\$ 315,000
TOTAL RESOURCES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 559,766</u>	<u>\$ 610,449</u>	<u>\$ 639,849</u>
EXPENDITURES:					
Personnel	\$ -	\$ -	\$ 155,018	\$ 157,000	\$ 165,000
Purchased Services	-	-	126,974	63,000	130,000
Supplies and Other	-	-	12,325	65,600	15,000
TOTAL EXPENDITURES	\$ -	\$ -	\$ 294,317	\$ 285,600	\$ 310,000
RESERVES:					
Reserved for Front Range BOCES	\$ -	\$ -	\$ -	\$ -	\$ 329,849
TOTAL RESERVES	\$ -	\$ -	\$ -	\$ -	\$ 329,849
TOTAL EXPENDITURES/RESERVES AND TRANSFERS	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 294,317</u>	<u>\$ 285,600</u>	<u>\$ 639,849</u>
ENDING BALANCE	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 265,449</u>	<u>\$ 324,849</u>	<u>\$ -</u>





BOULDER VALLEY SCHOOL DISTRICT

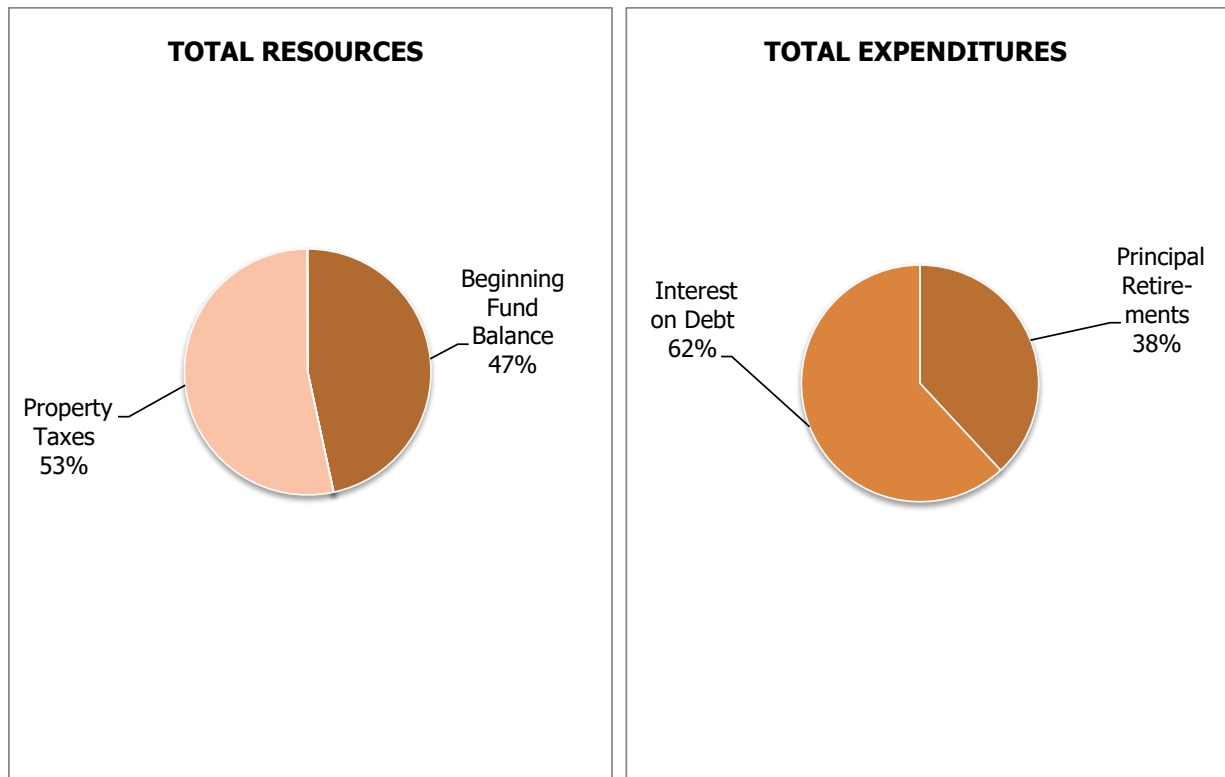
DEBT SERVICE FUNDS

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Bond Redemption Fund

The Bond Redemption Fund mill levy for property tax collections are set to provide the appropriate funding for the district's debt service obligations, which are summarized in the table below. Boulder Valley's bonds are rated by Moody's (Aa1), Standard & Poor's (AA+), and Fitch (AA+). The rating from Standard & Poor's represents an upgrade to the district's prior AA rating and is the highest rating assigned by Standard & Poor's for any Colorado school district. All bonds that have been authorized have been issued. The Bond Redemption Fund mill levy will be adjusted annually to ensure adequate revenues to make all debt service payments as they become due in accordance with the debt schedule identified above. On November 4, 2014, voters approved a ballot measure authorizing the district to issue general obligation bonds in an amount not to exceed \$576,520,000. The bonds have been issued in three series and are for the purpose of funding capital projects outlined in the district's Facilities Master Plan.

<u>Year Ended June 30,</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021	\$ 20,865,000	\$ 36,299,000	\$ 57,164,000
2022	21,755,000	35,312,650	57,067,650
2023	22,840,000	34,239,100	57,079,100
2024	18,125,000	33,282,575	51,407,575
2025	18,975,000	32,411,025	51,386,025
2026 - 2030	109,065,000	147,551,056	256,616,056
2031 - 2035	136,755,000	119,506,131	256,261,131
2036 - 2040	169,970,000	84,933,375	254,903,375
2041 - 2045	216,210,000	37,982,938	254,192,938
2046 - 2049	57,325,000	4,518,875	61,843,875
Total	<u>\$791,885,000</u>	<u>\$ 566,036,725</u>	<u>\$1,357,921,725</u>



Bond Redemption Fund (continued)

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 48,173,528	\$ 44,961,935	\$ 49,553,956	\$ 49,925,855	\$ 49,873,355
REVENUE:					
Delinquent Property Taxes	\$ 44,422	\$ 37,716	\$ 67,355	\$ 40,000	\$ 40,000
Property Taxes	53,674,527	53,565,673	57,081,659	57,000,000	57,000,000
Interest Income	468,220	783,733	683,685	73,000	75,000
TOTAL REVENUE	\$ 54,187,169	\$ 54,387,122	\$ 57,832,699	\$ 57,113,000	\$ 57,115,000
TOTAL RESOURCES	<u>\$ 102,360,697</u>	<u>\$ 99,349,057</u>	<u>\$ 107,386,655</u>	<u>\$ 107,038,855</u>	<u>\$106,988,355</u>
EXPENDITURES:					
Principal Retirements	\$ 22,265,000	\$ 18,395,000	\$ 20,375,000	\$ 20,865,000	\$ 21,755,000
Interest on Debt	35,130,212	31,400,100	37,083,900	36,299,000	35,312,650
Bond Issuance Costs	-	918,495	-	-	-
Other - Paying Agent Fees	3,550	-	1,900	1,500	10,000
TOTAL EXPENDITURES	\$ 57,398,762	\$ 50,713,595	\$ 57,460,800	\$ 57,165,500	\$ 57,077,650
OTHER FINANCING SOURCES (USES)					
Proceeds from Debt Issuance	\$ -	\$ 162,745,000	\$ -	\$ -	\$ -
Bond Premium	-	13,551,434	-	-	-
Payment to Escrow Agent	-	(175,377,940)	-	-	-
TOTAL OTHER FINANCING SOURCES (USES)	<u>\$ -</u>	<u>\$ 918,494</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
ENDING BALANCE	<u>\$ 44,961,935</u>	<u>\$ 49,553,956</u>	<u>\$ 49,925,855</u>	<u>\$ 49,873,355</u>	<u>\$ 49,910,705</u>





BOULDER VALLEY SCHOOL DISTRICT

CAPITAL PROJECTS FUNDS

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2014 Building Fund

2014-2022 Building Fund 8-Year Spending Plan

Facility Condition renovations will improve the physical condition of buildings through repair and replacement of HVAC, electrical and plumbing systems, roofs, windows, interior and exterior doors as well as asbestos abatement, restroom renovations and upgrades to interior finishes and casework.

Program Compatibility renovations will improve the educational functionality of learning spaces such as Special Education rooms, auditoriums and music rooms.

Health and Physical Development improvements will expand opportunities for students to participate in fitness activities whether on the playground, individually or as part of a team through construction of multi-purpose fitness rooms, modern weight rooms and running tracks and paths.

Sustainability improvements will improve energy efficiency with lighting upgrades, HVAC upgrades and retro-commissioning to ensure all systems are performing optimally.

Educational Innovation renovations will modernize learning spaces to meet the needs of 21st Century students through the use of moveable walls to allow for flexible use of learning spaces, alternative furniture, shared activity spaces where students can collaborate, present or study independently or labs to support project-based learning to name a few examples.

School Replacement Creekside, Douglass and Emerald elementary schools will be replaced with new buildings to serve the same size enrollments as served currently.

District-wide Support Campus renovations will improve operational functionality and efficiency. Specifically renovations will be made to the central Transportation hub, a central kitchen will be constructed, professional development facilities will be expanded to support technology training and central administrative offices will be renovated.

District-wide Radio Upgrade will upgrade all district radios from analog to digital.

Information Technology renovations will improve Internet access and system stability. Audio enhancement will be provided for every classroom and the BVSD fiber optic network will be extended to select affordable housing projects to allow for Internet access.

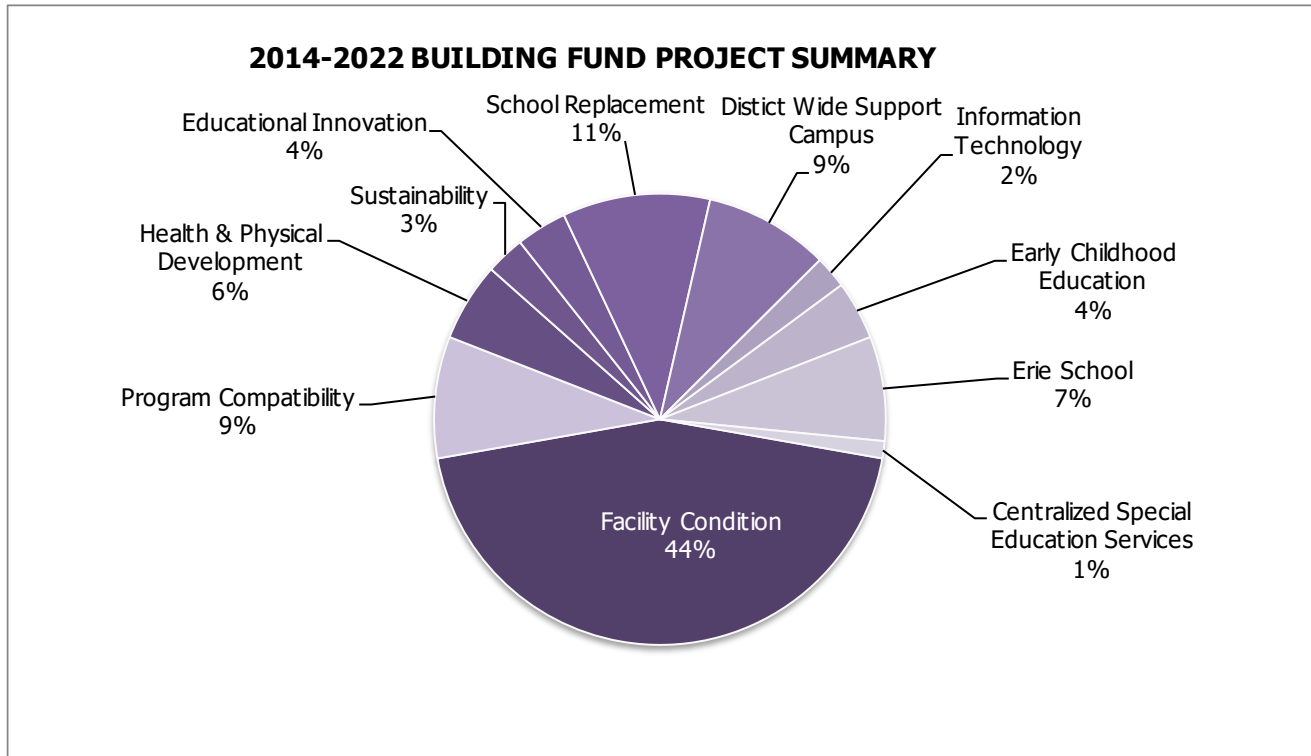
Early Childhood Education classrooms and support spaces will be constructed to allow BVSD to provide preschool and full-day kindergarten throughout the district.

Erie School a new preschool through eighth grade campus will be constructed in Erie to serve growing enrollment in that part of the district.

Centralized Special Education funding will allow staff and the community to engage in a visioning process to identify program and facility needs with construction to follow.

2014 Building Fund (continued)

Facility Condition	\$	235,770,000
Program Compatibility		46,270,000
Health & Physical Development		29,890,000
Sustainability		14,820,000
Educational Innovation		19,350,000
School Replacement		56,050,000
Distict Wide Support Campus		47,510,000
District Wide Radio Upgrade		850,000
Information Technology		12,330,000
Early Childhood Education		22,350,000
Erie School		39,700,000
Centralized Special Education Services		6,500,000
TOTAL COST	\$	531,390,000
Inflation		37,230,000
Project Reserve		7,900,000
Additional Reserve (Bond Premium)		81,004,775
Investment Earnings		12,825,000
Other Contributions		6,506,769
TOTAL COST	\$	676,856,544





2014 Building Fund (continued)

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 279,402,989	\$ 149,279,877	\$ 196,777,138	\$ 98,882,778	\$ 27,135,746
REVENUE:					
Net Bond Proceeds	\$ -	\$ 157,387,275	\$ -	\$ -	\$ -
Interest Income	3,363,362	3,680,342	2,656,989	114,000	25,000
School Contributions	80,000	144,601	80,000	80,000	-
Sale of Land/Building	-	743,795	-	-	-
Other Local Revenue	643,753	2,313,049	648,009	218,703	-
TOTAL REVENUE	\$ 4,087,115	\$ 164,269,062	\$ 3,384,999	\$ 412,703	\$ 25,000
TOTAL RESOURCES	<u>\$ 283,490,104</u>	<u>\$ 313,548,939</u>	<u>\$ 200,162,137</u>	<u>\$ 99,295,481</u>	<u>\$ 27,160,746</u>
EXPENDITURES:					
Capital Outlays	\$ 134,210,227	\$ 115,792,016	\$ 101,279,359	\$ 72,159,735	\$ 18,092,600
Bond Issuance Costs	-	979,785	-	-	-
TOTAL EXPENDITURES	<u>\$ 134,210,227</u>	<u>\$ 116,771,801</u>	<u>\$ 101,279,359</u>	<u>\$ 72,159,735</u>	<u>\$ 18,092,600</u>
ENDING BALANCE	<u>\$ 149,279,877</u>	<u>\$ 196,777,138</u>	<u>\$ 98,882,778</u>	<u>\$ 27,135,746</u>	<u>\$ 9,068,146</u>

2014 Building Fund (continued)

Project List

Elementary School Projects					
Location	Adjusted Master Plan Budget	Project To Date 2014 - 2020	Estimated Actuals 2020 - 2021	Proposed 2021 - 2022	Anticipated Completion
BCSIS/HIGH PEAKS	\$ 7,954,344	\$ 7,942,042	\$ 12,302	\$ -	2019
BEAR CREEK ELEMENTARY	9,236,567	4,235,142	5,001,424	-	2021
BIRCH ELEMENTARY	8,315,937	8,315,937	-	-	2017
COAL CREEK ELEMENTARY	6,618,050	6,603,368	14,682	-	2020
COLUMBINE ELEMENTARY	1,190,073	1,190,073	-	-	2019
COMMUNITY MONTESSORI	5,370,247	5,369,427	820	-	2018
AC-CMMNTY MONT	2,787,562	-	2,316,464	471,098	2022
CREEKSIDE ELEMENTARY	20,827,061	20,658,225	168,836	-	2018
CREST VIEW ELEMENTARY	8,920,363	5,085,014	3,710,464	124,885	2021
DOUGLASS ELEMENTARY	24,246,728	24,213,938	32,790	-	2018
EISENHOWER ELEMENTARY	7,050,365	7,042,366	7,999	-	2019
EMERALD ELEMENTARY	22,494,416	22,494,416	-	-	2018
FIRESIDE ELEMENTARY	7,314,941	7,314,376	565	-	2019
AC-FIRESIDE	1,973,374	-	1,637,900	335,474	2022
FLAT IRONS ELEMENTARY	6,631,371	3,985,432	2,645,939	-	2021
FOOTHILL ELEMENTARY	9,314,142	5,931,628	3,382,514	-	2021
GOLD HILL	689,521	388,492	301,029	-	2021
HEATHERWOOD ELEMENTARY	7,038,019	7,018,046	5,569	14,404	2020
JAMESTOWN ELEMENTARY	637,125	360,402	276,723	-	2021
KOHL ELEMENTARY	8,042,503	7,883,003	159,500	-	2019
LAFAYETTE ELEMENTARY	9,722,037	9,593,660	50,601	77,776	2020
LOUISVILLE ELEMENTARY	8,415,436	8,402,773	12,663	-	2020
MAPLETON	2,428,408	1,734,085	694,323	-	2021
MESA ELEMENTARY	9,279,920	9,212,428	67,492	-	2020
NEDERLAND ELEMENTARY	6,115,460	6,107,437	8,023	-	2020
PIONEER ELEMENTARY	9,156,672	9,144,611	12,061	-	2018
RYAN ELEMENTARY	3,776,747	3,775,635	1,112	-	2018
AC-RYAN	2,254,028	-	1,870,843	383,185	2022
SANCHEZ ELEMENTARY	5,625,486	5,625,486	-	-	2017
SUPERIOR ELEMENTARY	7,569,746	7,556,560	13,187	-	2020
UNIVERSITY HILL ELEMENTARY	18,306,554	5,017,393	10,543,177	2,745,983	2022
WHITTIER ELEMENTARY	8,209,106	8,207,622	1,484	-	2017
Total Elementary School Projects	\$ 257,512,310	\$ 220,409,020	\$ 32,950,485	\$ 4,152,805	

Middle School Projects					
Location	Adjusted Master Plan Budget	Project To Date 2014 - 2020	Estimated Actuals 2020 - 2021	Proposed 2021 - 2022	Anticipated Completion
ANGEVINE MIDDLE	\$ 9,353,016	\$ 9,197,993	\$ 155,023	\$ -	2020
BROOMFIELD HEIGHTS MIDDLE	14,647,053	14,646,541	512	-	2017
CASEY MIDDLE	1,945,572	706,981	1,238,591	-	2021
CENTENNIAL MIDDLE	11,814,217	11,813,107	1,110	-	2019
AC-CENTENNIAL	1,454,109	-	1,209,819	244,290	2022
LOUISVILLE MIDDLE	6,219,572	6,219,572	-	-	2018
MANHATTAN MIDDLE	10,514,441	10,501,116	-	13,325	2018
AC-MANHATTAN	2,913,110	-	2,417,881	495,229	2022
PLATT MIDDLE	16,862,291	16,851,967	10,323	-	2019
AC-PLATT	3,383,081	-	2,818,106	564,975	2022
SOUTHERN HILLS MIDDLE	8,859,873	8,844,799	-	15,074	2017
SUMMIT MIDDLE	11,730,510	11,730,510	-	-	2017
Total Middle School Projects	\$ 99,696,844	\$ 90,512,585	\$ 7,851,366	\$ 1,332,893	

High School Projects					
Location	Adjusted Master Plan Budget	Project To Date 2014 - 2020	Estimated Actuals 2020 - 2021	Proposed 2021 - 2022	Anticipated Completion
ARAPAHOE RIDGE HIGH	\$ 15,019,567	\$ 7,478,637	\$ 7,540,930	\$ -	2021
BOULDER HIGH	24,106,549	20,911,434	2,664,771	530,344	2018
BOULDER PREP	294,548	294,548	-	-	2019
BROOMFIELD HIGH	18,103,875	18,054,048	49,826	-	2019
CENTAURUS HIGH	29,898,163	29,417,895	480,269	-	2019
FAIRVIEW HIGH	23,018,456	22,590,060	313,304	115,092	2020
JUSTICE HIGH	261,849	139,046	25,762	97,042	2021
MONARCH HIGH	10,304,668	9,909,570	395,098	-	2019
NEW VISTA HIGH	13,305,228	113,422	252,494	5,000,000	2023
PEAK TO PEAK	10,200,000	10,200,000	-	-	2016
Total High School Projects	\$ 144,512,903	\$ 119,108,660	\$ 11,722,454	\$ 5,742,477	



2014 Building Fund (continued)

Project List (continued)

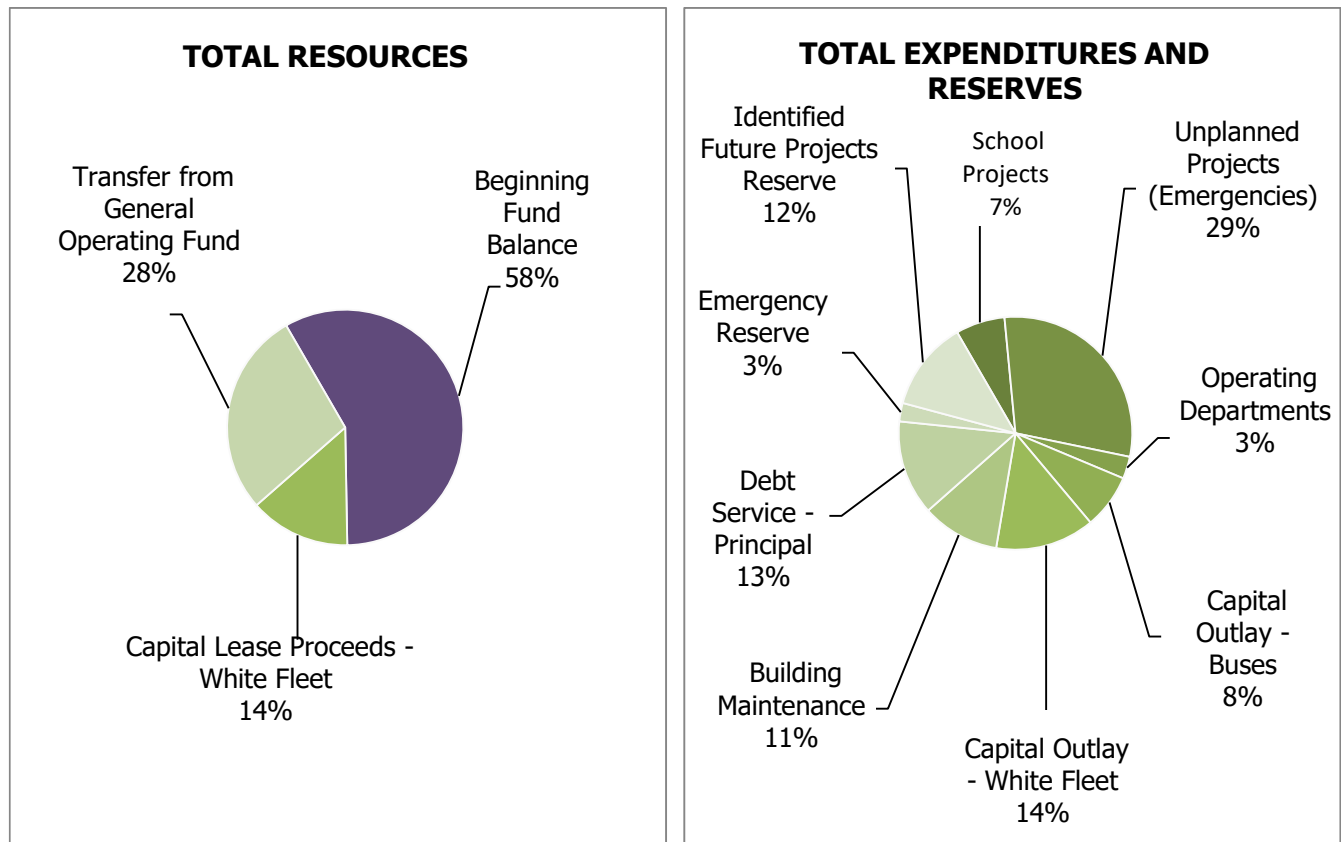
K-8 and Mid/Sr Projects					
Location	Adjusted Master Plan Budget	Project To Date 2014 - 2020	Estimated Actuals 2020 - 2021	Proposed 2021 - 2022	Anticipated Completion
ASPEN CREEK K-8	\$ 6,289,152	\$ 6,286,655	\$ 2,497	\$ -	2018
ELDORADO K-8	10,705,407	10,705,407	-	-	2019
MEADOWLARK PK-8	40,115,163	39,493,989	-	621,174	2018
HALCYON	8,380,611	458,017	5,835,822	2,086,772	2022
HORIZONS K-8	3,488,225	3,485,216	3,009	-	2020
AC-HORIZONS	1,235,890	-	1,029,496	206,394	2022
MONARCH K-8	9,205,508	9,149,363	56,144	-	2019
NEDERLAND MIDDLE/HIGH	9,277,223	8,463,319	257,270	556,633	2020
Total K-8 and Mid/Sr Projects	\$ 88,697,179	\$ 78,041,966	\$ 7,184,239	\$ 3,470,973	

District Wide					
Location	Adjusted Master Plan Budget	Project To Date 2014 - 2020	Estimated Actuals 2020 - 2021	Proposed 2021 - 2022	Anticipated Completion
CENTRALIZED SPECIAL EDUCATION	\$ 565,729	\$ -	\$ -	\$ 565,729	2022
DW CAMPUS : KITCHEN	16,416,659	15,784,664	631,995	-	2020
DW CAMPUS : ADMINISTRATION	26,926,812	16,540,647	10,386,165	-	2021
DW CAMPUS : TRANSPORTATION	23,983,541	23,891,418	92,123	-	2019
DW CAMPUS : WAREHOUSE/MAINT	-	-	-	-	2021
DW : EARLY CHILDHOOD ED	-	-	-	-	2021
DW : FULL-DAY KINDERGARTEN	-	-	-	-	2020
DW : RADIOS	898,918	898,918	-	-	2019
IT: INTERNET AFFODABLE HOUSING	-	-	-	-	2021
IT: INTEGRATED AUDIO ENHANCE	46,247	16,320	29,927	-	2021
IT: INTERNET/SYSTEM STABILITY	6,026,783	5,643,816	202,164	180,803	2019
IT: CLOSET UPGRADES	474,310	461,586	12,724	-	2021
IT: DATA CENTER UPGRADES	755,212	755,212	-	-	2021
IT: CLOSET AIR COOLING	0	-	-	-	2021
INNOVATION	407,405	320,326	-	87,080	2021
LAFAYETTE BUS FACILITY	1,678,531	1,678,532	-	-	2017
NEDERLAND BUS FACILITY	503,179	503,179	-	-	2019
SOMBRERO MARSH ENVIRONMENTAL	605,498	34,404	571,094	-	2021
Total District Wide	\$ 79,288,823	\$ 66,529,021	\$ 11,926,192	\$ 833,612	

Other (Reserves & Administration)					
Location	Adjusted Master Plan Budget	Project To Date 2014 - 2020	Estimated Actuals 2020 - 2021	Proposed 2021 - 2022	Anticipated Completion
INFLATION	\$ -	\$ -	\$ -	\$ -	2021
PROGRAM RESERVE	859,839	-	-	859,839	2023
DEBT ISSUANCE	2,463,122	2,463,122	-	-	2019
UNALLOCATED OVERHEAD	3,825,525	540,765	525,000	1,700,000	2023
ADDITIONAL RESERVE (Premium)	-	-	-	-	2021
Total Other	\$ 7,148,486	\$ 3,003,887	\$ 525,000	\$ 2,559,839	
GRAND TOTAL	\$ 676,856,544	\$ 577,605,138	\$ 72,159,735	\$ 18,092,600	

Capital Reserve Fund

District staff evaluates capital project requests and prioritizes them based on health/safety issues, protection of the facility, improvement of an educational program, replacement of depreciated items, and impacts to the district's operating budget. Projects normally fall into four major areas: school health/safety repairs, mechanical systems repairs, maintenance support, and vehicle replacements. All carryover projects are identified as one-time expenditures and will not lead to an ongoing deficit.





Capital Reserve Fund (continued)

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 1,121,460	\$ 2,849,151	\$ 5,346,486	\$ 6,882,117	\$ 4,492,105
REVENUE:					
Sale of Fixed Assets	\$ 225,101	\$ 122,981	\$ 185,275	\$ 269,082	\$ -
Sale of Land/Building	-	433,705	-	-	-
Rentals	79,552	81,836	84,291	86,820	49,107
Miscellaneous	-	-	826,039	200,000	-
Capital Lease Proceeds - Buses	-	-	526,650	-	-
Capital Lease Proceeds - White Fleet	-	-	-	-	1,068,100
One-Time Transfer from Community Schools	1,000,000	1,400,000	85,000	-	-
Transfer from Preschool Fund	12,123	16,568	12,144	13,299	13,299
Transfer from General Operating Fund	2,990,979	3,754,885	5,821,327	1,788,179	2,177,961
TOTAL REVENUE	\$ 4,307,755	\$ 5,809,975	\$ 7,540,726	\$ 2,357,380	\$ 3,308,467
TOTAL RESOURCES	\$ 5,429,215	\$ 8,659,126	\$ 12,887,212	\$ 9,239,497	\$ 7,800,572
EXPENDITURES:					
School Projects	\$ 258,067	\$ 538,519	\$ 3,006,691	\$ 1,608,816	\$ 530,243
Unplanned Projects (Emergencies)	-	-	-	50,837	2,311,819
Operating Departments	966,831	1,204,192	741,810	764,744	238,653
Capital Outlay - Buses	-	-	611,772	361,087	588,538
Capital Outlay - White Fleet	-	-	-	-	1,068,100
Building Maintenance	911,760	1,126,523	1,119,665	1,436,751	838,409
Debt Service - Principal	419,533	413,258	494,994	496,701	1,023,405
Debt Service - Interest	23,873	30,148	30,163	28,456	33,203
TOTAL EXPENDITURES	\$ 2,580,064	\$ 3,312,640	\$ 6,005,095	\$ 4,747,392	\$ 6,632,370
RESERVES:					
Emergency Reserve	\$ -	\$ -	\$ -	\$ -	\$ 198,972
Identified Future Projects Reserve	-	-	-	-	969,230
TOTAL RESERVES	\$ -	\$ -	\$ -	\$ -	\$ 1,168,202
TOTAL EXPENDITURES AND RESERVES	\$ 2,580,064	\$ 3,312,640	\$ 6,005,095	\$ 4,747,392	\$ 7,800,572
ENDING BALANCE	\$ 2,849,151	\$ 5,346,486	\$ 6,882,117	\$ 4,492,105	\$ -

Capital Reserve Fund (continued)

Project List

		2021-22 Proposed Budget
School Projects & Unplanned Projects (Emergencies)		
Justice High	Building Renovations & Improvements (includes carry over)	\$ 275,000
Technical ED Center	Instructional Kitchen (includes carry over)	56,427
District Wide	Furniture & Fixtures (includes carry over)	78,500
District Wide	Indoor Air Quality (includes carry over)	110,316
District Wide	Special Education Modifications &/or Equipment (includes carry over)	10,000
District Wide	Unplanned Projects (Emergencies) (includes carry over)	2,311,819
Total School Projects :		\$ 2,842,062
Operating Departments & Buses		
Food Services	Food Services Equipment	\$ 10,000
Print Shop	Print Shop Equipment (includes carry over)	10,000
Security	Building Improvements & Equipment (includes carry over)	61,200
Transportation	Preschool Safety Seats (includes carry over)	10,000
Transportation	Other Student Transport Vehicles (includes carry over)	42,299
Transportation	Buses - Capital Outlay (includes carry over)	588,538
Transportation	Vehicles - White Fleet Modifications/Equip/Rental (includes carry over)	85,000
Transportation	Vehicles - White Fleet Maintenance & Misc Fees (includes carry over)	20,154
Transportation	Vehicles - White Fleet Capital Outlay	1,068,100
Total Operating Departments :		\$ 1,895,291
Building Maintenance		
District Wide	Fire Safety Suppression	\$ 19,000
District Wide	HVAC	47,300
District Wide	Doors & Windows (includes carry over)	19,214
District Wide	Elevator Repairs	23,700
District Wide	Americans With Disabilities Act (includes carry over)	31,000
District Wide	Environmental Management	37,900
District Wide	Backflow Preventer Replacement	9,500
District Wide	Paving & Concrete	47,300
District Wide	Electrical	19,000
District Wide	Grounds (includes carry over)	202,900
District Wide	Maintenance Equipment (includes carry over)	133,200
District Wide	Roofing	85,300
District Wide	Custodial Equipment (includes carry over)	48,500
District Wide	Playground Maintenance & Equipment	23,700
District Wide	Flooring (includes carry over)	23,990
District Wide	Painting (includes carry over)	24,305
District Wide	Plumbing	42,600
Total Building Maintenance :		\$ 838,409
Debt Service		
Accounting Svcs	Debt Service - Principal, Buses & White Fleet	\$ 1,023,405
Accounting Svcs	Debt Service - Interest, Buses & White Fleet	33,203
Total Debt Service :		\$ 1,056,608
Reserves		
Emergency Reserve (TABOR - 3% Budget)		\$ 198,972
Identified Future Projects Reserve		969,230
Total Reserves :		\$ 1,168,202
GRAND TOTAL :		\$ 7,800,572





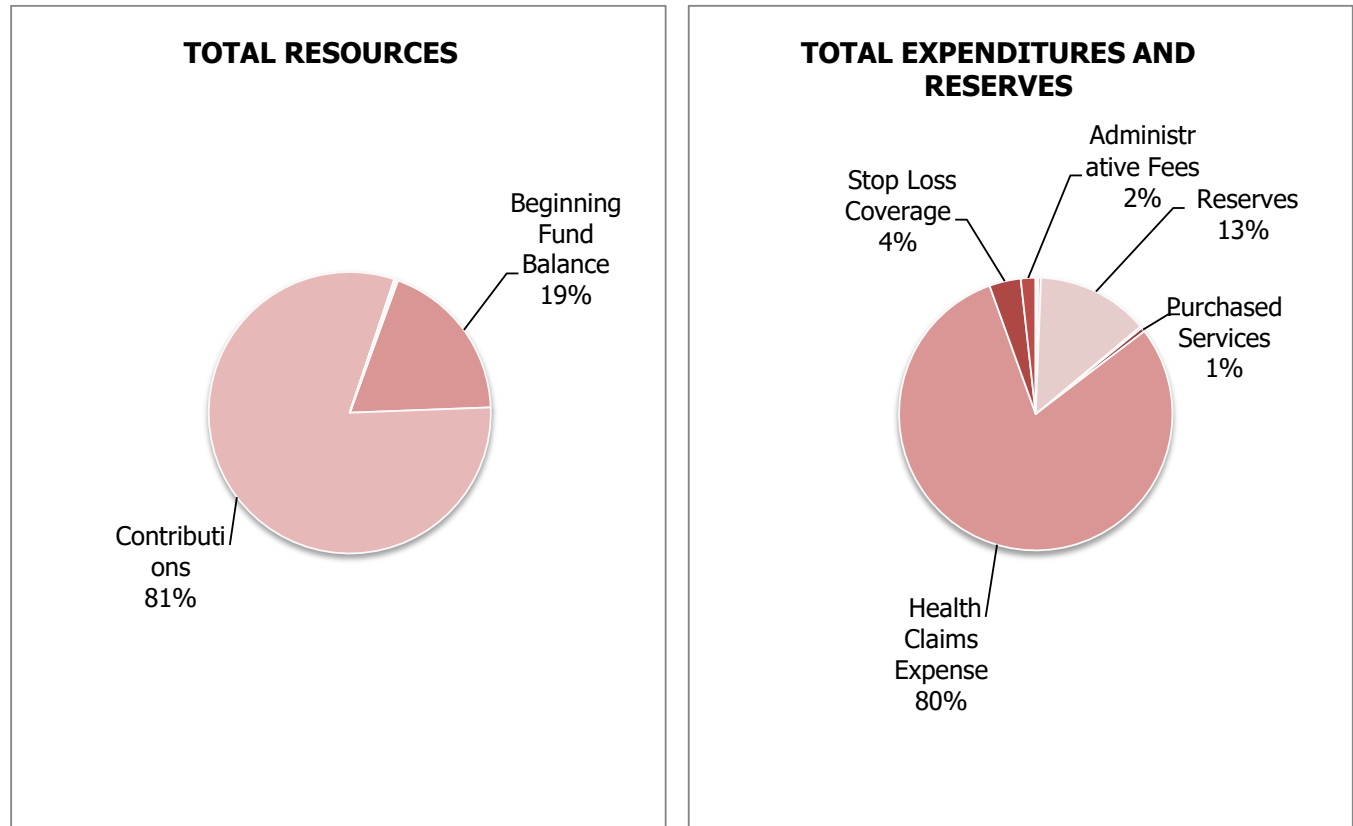
BOULDER VALLEY SCHOOL DISTRICT

INTERNAL SERVICE FUNDS

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Health Insurance Fund

The Health Insurance Fund is an internal service fund used to account for claims, administrative fees, and stop loss insurance coverage for the district's self-funded health insurance employee benefit program. Employees will have the choice of participating in the district's self-funded plan administered by United Healthcare or a traditional plan offered by Kaiser Permanente. Employees have the option to purchase dependent coverage. For 2021-22, the district will contribute an annual premium of \$7,793 per eligible employee, an increase of 2.0 percent over the prior year. In accordance with negotiated agreements, the district contribution increases annually up to two times CPI (2.0% for 2021-22), not to exceed 5.0 percent. In addition, the district funds an Employee Assistance Program at a contribution rate of \$17 per employee.

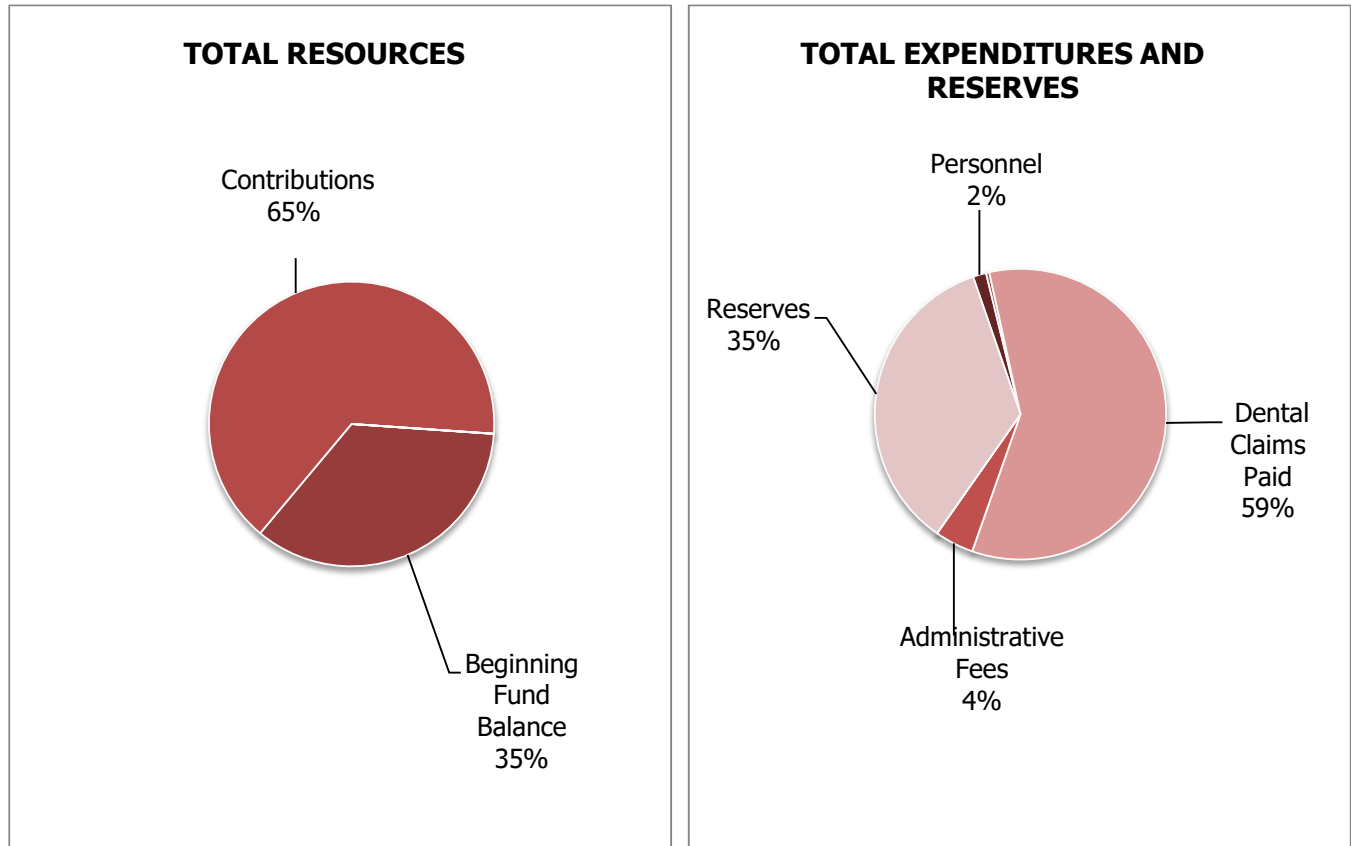


Health Insurance Fund (continued)

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 6,600,080	\$ 6,010,279	\$ 4,876,987	\$ 6,073,818	\$ 8,239,138
REVENUE:					
Contributions	\$ 29,692,430	\$ 31,887,504	\$ 33,856,281	\$ 34,742,820	\$ 35,295,633
Interest Income	89,794	128,984	76,072	7,500	6,000
Miscellaneous	768,080	1,022,780	560,568	130,000	25,000
Eco Pass Program	98,360	106,890	100,375	95,000	100,000
Employee Benefit Program	58,012	59,105	64,550	60,000	60,000
TOTAL REVENUE	\$ 30,706,676	\$ 33,205,263	\$ 34,657,846	\$ 35,035,320	\$ 35,486,633
TOTAL RESOURCES	<u>\$ 37,306,756</u>	<u>\$ 39,215,542</u>	<u>\$ 39,534,833</u>	<u>\$ 41,109,138</u>	<u>\$ 43,725,771</u>
EXPENDITURES:					
Personnel	\$ 226,856	\$ 389,483	\$ 405,203	\$ 420,000	\$ 428,899
Purchased Services	233,898	298,403	145,815	200,000	200,000
Health Claims Expense	27,971,587	31,218,290	31,126,650	30,100,000	33,300,000
Stop Loss Coverage	1,320,510	1,361,197	944,291	1,100,000	1,550,000
Administrative Fees	955,804	806,693	594,615	800,000	725,000
ACA and Miscellaneous	32,711	6,154	20,617	20,000	20,000
Wellness Program	214,036	45,746	23,733	40,000	50,000
Employee Benefit Program	55,112	59,825	63,481	70,000	60,000
Eco Pass Program	285,963	152,764	136,610	120,000	140,000
TOTAL EXPENDITURES	<u>\$ 31,296,477</u>	<u>\$ 34,338,555</u>	<u>\$ 33,461,015</u>	<u>\$ 32,870,000</u>	<u>\$ 36,473,899</u>
RESERVES:					
Reserved for Health Benefits	\$ -	\$ -	\$ -	\$ -	\$ 7,251,872
TOTAL RESERVES	\$ -	\$ -	\$ -	\$ -	\$ 7,251,872
TOTAL EXPENDITURES AND EMERGENCY RESERVE	<u>\$ 31,296,477</u>	<u>\$ 34,338,555</u>	<u>\$ 33,461,015</u>	<u>\$ 32,870,000</u>	<u>\$ 43,725,771</u>
ENDING BALANCE	<u>\$ 6,010,279</u>	<u>\$ 4,876,987</u>	<u>\$ 6,073,818</u>	<u>\$ 8,239,138</u>	<u>\$ -</u>

Dental Insurance Fund

The Dental Insurance Fund is an internal service fund used to account for claims and administrative fees of the district's self-funded dental insurance employee benefit program. Employees have the option to purchase dependent coverage. For 2021-22, the district will contribute \$540 per eligible employee, which is a 2.0 percent over the prior year. In accordance with negotiated agreements, the district contribution increases annually up to two times CPI (2.0% for 2021-22), not to exceed 5.0 percent.



Dental Insurance Fund (continued)

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING FUND BALANCE	\$ 652,120	\$ 603,143	\$ 665,213	\$ 1,143,043	\$ 1,456,180
REVENUE:					
Contributions	\$ 2,385,292	\$ 2,541,836	\$ 2,649,536	\$ 2,670,956	\$ 2,708,324
Interest Income	10,515	16,889	11,915	1,000	750
TOTAL REVENUE	<u>\$ 2,395,807</u>	<u>\$ 2,558,725</u>	<u>\$ 2,661,451</u>	<u>\$ 2,671,956</u>	\$ 2,709,074
TOTAL RESOURCES	<u>\$ 3,047,927</u>	<u>\$ 3,161,868</u>	<u>\$ 3,326,664</u>	<u>\$ 3,814,999</u>	\$ 4,165,254
EXPENDITURES:					
Personnel	\$ 51,722	\$ 56,148	\$ 58,206	\$ 59,819	\$ 61,497
Purchased Services	8,040	12,741	7,800	18,000	15,000
Dental Claims Paid	2,220,436	2,257,398	1,977,582	2,100,000	2,450,000
Administrative Fees	164,586	170,368	140,033	180,000	180,000
Supplies and Materials	-	-	-	1,000	1,000
TOTAL EXPENDITURES	<u>\$ 2,444,784</u>	<u>\$ 2,496,655</u>	<u>\$ 2,183,621</u>	<u>\$ 2,358,819</u>	\$ 2,707,497
RESERVES:					
Reserved for Dental Benefits	\$ -	\$ -	\$ -	\$ -	\$ 1,457,757
TOTAL RESERVES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	\$ 1,457,757
TOTAL EXPENDITURES/RESERVES AND TRANSFERS	<u>\$ 2,444,784</u>	<u>\$ 2,496,655</u>	<u>\$ 2,183,621</u>	<u>\$ 2,358,819</u>	\$ 4,165,254
ENDING BALANCE	<u>\$ 603,143</u>	<u>\$ 665,213</u>	<u>\$ 1,143,043</u>	<u>\$ 1,456,180</u>	\$ -





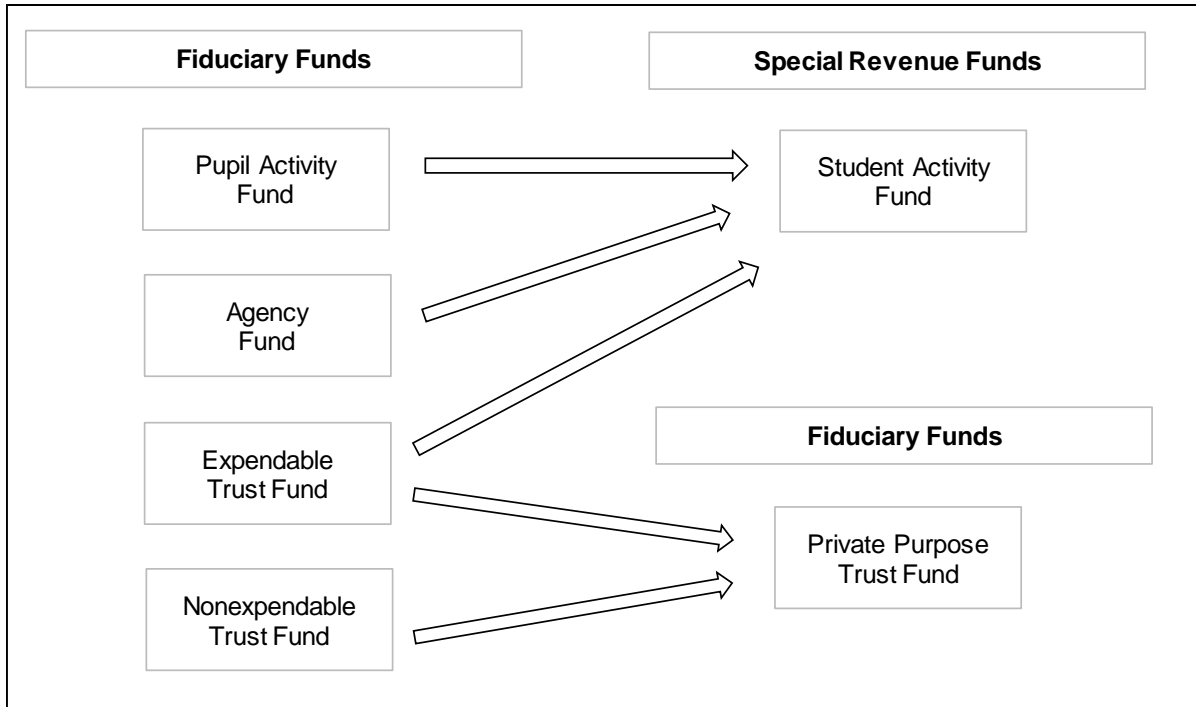
BOULDER VALLEY SCHOOL DISTRICT

FIDUCIARY FUNDS

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Private Purpose Trust Fund

This fund is provided to account for donations received from the Jitsugyo High School Program, the will of E. Doyle Huckabay, the Barbara Carlson Scholarship, the Dr. Edwin O. Bostrom Scholarship, the Frances R. Bascom Scholarship, and the Tennyson McCarty Scholarship. Each donation is governed by a separate trust arrangement that defines how the funds, including interest earnings, are to be distributed.



Private Purpose Trust Fund (continued)

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
Agency Funds					
Beginning Fund Balance	\$ 1,565,530	\$ 2,518,091	\$ -	\$ -	\$ -
Receipts	6,450,931	8,148,010	-	-	-
Total Resources	\$ 8,016,461	\$ 10,666,101	\$ -	\$ -	\$ -
Disbursements	\$ 5,498,370	\$ 7,480,946	\$ -	\$ -	\$ -
Ending Balance	\$ 2,518,091	\$ 3,185,155	\$ -	\$ -	\$ -
Expendable Trust Funds					
Beginning Fund Balance	\$ 1,189,592	\$ 1,180,029	\$ -	\$ -	\$ -
Revenue	18,659	29,906	-	-	-
Total Resources	\$ 1,208,251	\$ 1,209,935	\$ -	\$ -	\$ -
Expenditures	\$ 28,222	\$ 43,468	\$ -	\$ -	\$ -
Ending Balance	\$ 1,180,029	\$ 1,166,467	\$ -	\$ -	\$ -
Nonexpendable Trust Funds					
Beginning Fund Balance	\$ 225,505	\$ 229,971	\$ 1,357,906	\$ 1,348,178	\$ 1,313,178
Revenue	6,266	7,126	27,771	10,000	40,000
Total Resources	\$ 231,771	\$ 237,097	\$ 1,385,677	\$ 1,358,178	\$ 1,353,178
Expenditures	\$ 1,800	\$ 2,000	\$ 37,499	\$ 45,000	\$ 35,000
Ending Balance	\$ 229,971	\$ 235,097	\$ 1,348,178	\$ 1,313,178	\$ 1,318,178
GRAND TOTAL					
BEGINNING FUND BALANCE	\$ 2,980,627	\$ 3,928,091	\$ 1,357,906	\$ 1,348,178	\$ 1,313,178
TOTAL REVENUE	6,475,856	8,185,042	27,771	10,000	40,000
TOTAL RESOURCES	\$ 9,456,483	\$ 12,113,133	\$ 1,385,677	\$ 1,358,178	\$ 1,353,178
TOTAL EXPENDITURES	\$ 5,528,392	\$ 7,526,414	\$ 37,499	\$ 45,000	\$ 35,000
ENDING BALANCE	\$ 3,928,091	\$ 4,586,719	\$ 1,348,178	\$ 1,313,178	\$ 1,318,178



Pupil Activity Fund

Beginning 2019-20 all activities relating to the Pupil Activity Fund have been moved to the Student Activities Fund.

	2017-18 AUDITED ACTUAL	2018-19 AUDITED ACTUAL	2019-20 AUDITED ACTUAL	2020-21 ESTIMATED ACTUAL	2021-22 PROPOSED BUDGET
BEGINNING BALANCE	\$ 3,675,564	\$ 2,697,202	\$ -	\$ -	\$ -
RECEIPTS	8,914,942	5,878,861	-	-	-
TOTAL RESOURCES	<u>\$ 12,590,506</u>	<u>\$ 8,576,063</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
DISBURSEMENTS	<u>\$ 9,893,304</u>	<u>\$ 6,019,669</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
ENDING BALANCE	<u>\$ 2,697,202</u>	<u>\$ 2,556,394</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



BOULDER VALLEY SCHOOL DISTRICT

INFORMATIONAL SECTION

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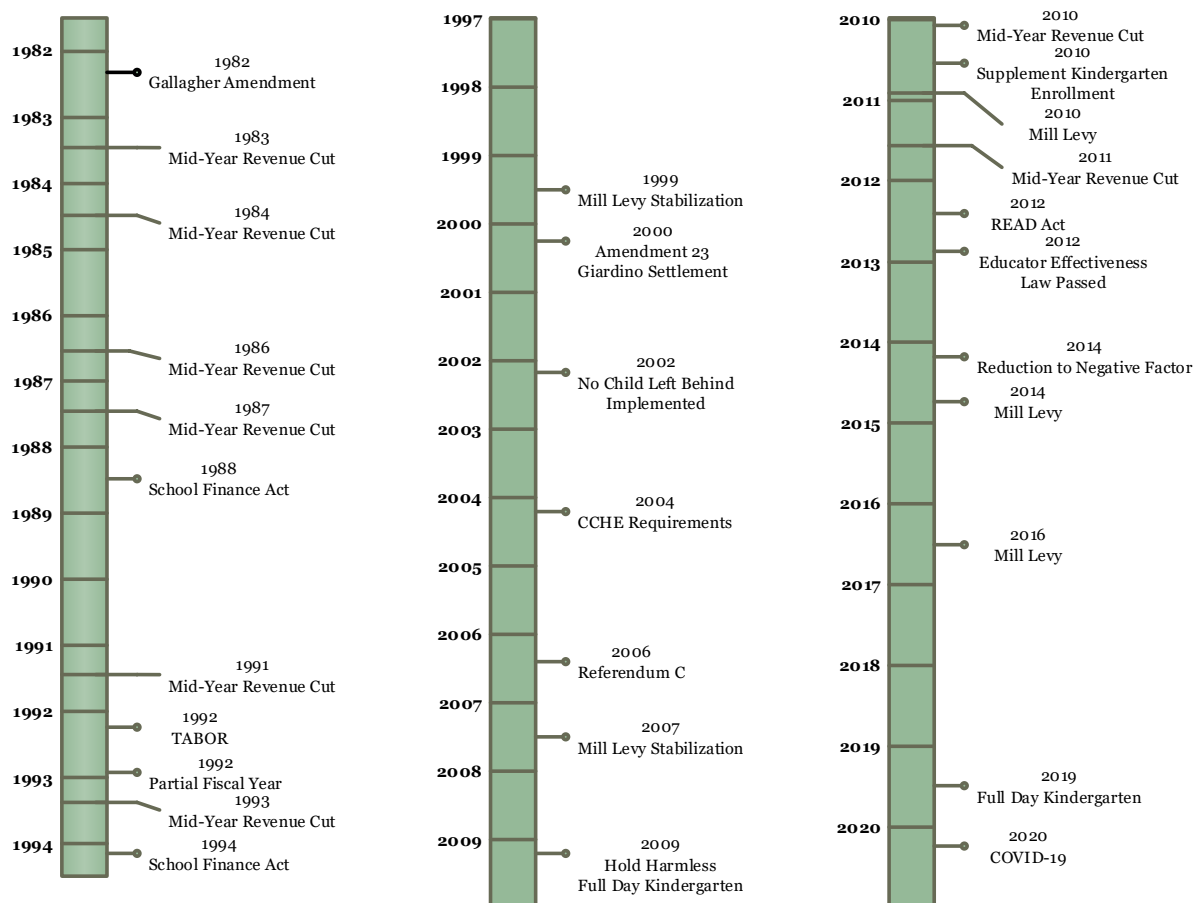
A Generation of Colorado School Finance

The timeline below illustrates major milestones in Colorado school finance. We take a look at over 30 years of school finance in Colorado, the legislative, economic, and demographic changes that shaped the way our schools are financed. It is useful to review the remainder of this document in the context of these environmental factors that have affected the district.

Timeline of Colorado School Finance & Education Reform 1981 – 2021

Addressing Mandates:

New Content Standards; District Accreditation; Expanded Choice Legislation; Basic Literacy Act; School Accountability Reports (SAR's); Safe Schools Act; Student Identification / Data Warehouse; TCAP Testing; Change Special Ed Funding; BEST; Declining Enrollment; READ Act; Full Day Kindergarten



This timeline can be broken down roughly into three broad segments, which overlap each other:

1982 – 1993

1988 – 2000

1998 - 2021

Each of these three eras can be characterized by its unique situation with respect to:

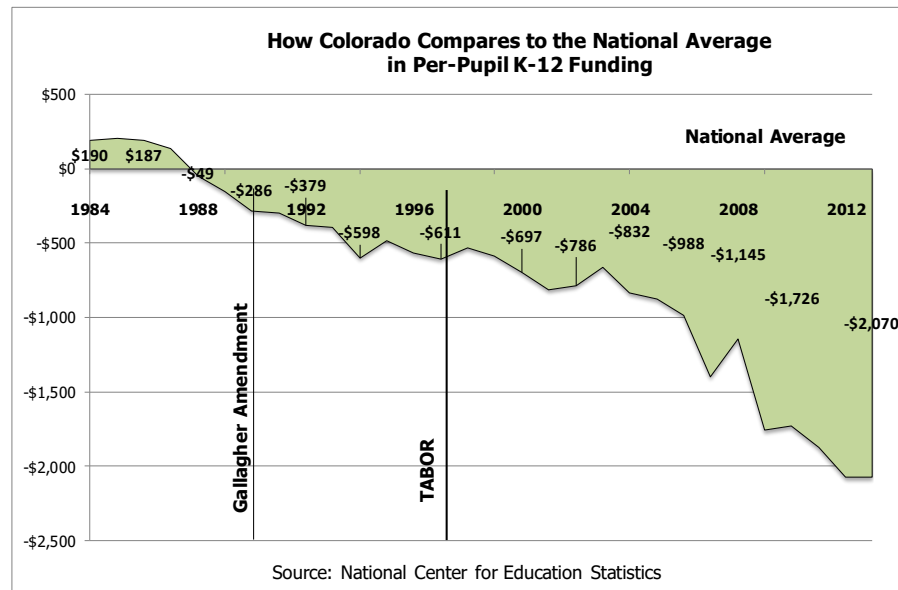
- Changes in Federal and State Laws
- Economic Conditions in Colorado
- Population Growth and Demographic Trends
- Advances in Technology

A Generation of Colorado School Finance (continued)

1982 – 1993

In 1982, the Gallagher Amendment was passed which fixed the percentage ratio for property taxes at 45 percent for residential property and 55 percent for commercial property.

Mid-year revenue rescissions occurred in 1983, 1984, 1986, 1987, 1988, 1991, and 1993 primarily because state tax revenues could not keep pace with rapid enrollment growth in Colorado. The rescissions occurred so frequently that the Boulder Valley School District budgeted for the rescissions in advance.



1988 – 2000

This period marks the beginning of many dramatic changes in public school finance as well as increased regulations at the federal and state levels which dictate the environment that school districts must operate in today.

In 1988, the Colorado Public School Finance Act was revised significantly. This revision reset the standard for state equalization to distribute state funding for districts throughout Colorado taking under-funded districts into consideration, comparing rural districts vs. urban districts or large districts vs. small districts. At the time, the state provided 40 percent of per pupil funding to districts across Colorado, and districts provided 60 percent of the funding. Today state funding plays a much larger role by providing 64 percent of per pupil funding and districts providing 36 percent, on a statewide average.

In 1992, Section 20, Article X of the Colorado Constitution (TABOR Amendment) was passed, which requires districts to set aside 3 percent of defined, planned spending that cannot be used to address revenue shortfalls, salary or fringe benefit increases, or other economic conditions. This amendment also requires voter approval of tax increases and limits revenue collections.

Also in 1992, the district converted from a Calendar Year budget cycle to a Fiscal Year and the 1992 budget was based on a Transitional Fiscal Year. Because the Boulder Valley School District receives a majority of its tax collections in the spring, the district has had to borrow cash for the first half of the fiscal year in order to operate. Generally, this function has been performed through the state's interest-free loan program, since 1993.



A Generation of Colorado School Finance (continued)

1988 – 2000 (continued)

District administrative responsibilities have also increased dramatically since 1988 due to a host of new federal and state regulations:

Federal regulations

- Omnibus Transportation Employee Testing Act, Gun-Free Schools Act, Children's Online Privacy Act, Digital Millennium Copyright Act, and the Equal Access Act, among others

State regulations

- New regulations associated with Section 504/Americans with Disabilities Act
- New regulations associated with the Colorado Basic Literacy Act
- CSAP Testing and CELA Assessments
- Standards-based education
- Bilingual education
- Changes to state accreditation requirements
- School Accountability Reports
- Adopted state standard Chart of Accounts
- New budget processes associated with TABOR
- Expanded choice legislation, Open Enrollment, charter schools and focus schools
- 1991 Referendum (\$7,062,468)

1998 – Present

From 1998 to present, Boulder Valley School District is marked by several voter passed overrides and new laws to comply with.

Although per pupil funding in Colorado continued to fall behind national averages, Boulder Valley School District voters passed several tax overrides, tying the funds to specific program needs:

- 1998 Referendum A (\$10,600,000)
- 2002 Referendum (\$15,000,000)
- 2005 Referendum 3A Transportation Mill Levy (\$7,300,000)
- 2006 Ballot Measure 3A (six-year \$296.8 million bond issue for capital projects)
- 2010 Ballot Measure 3A (25 percent of total program)
- 2014 Ballot Measure 3A (\$576.5 million bond issue for capital projects)
- 2016 Referendum 3A Capital Construction, Technology, and Maintenance Levy (\$29,187,970)

In 2000, Amendment 23 to the Colorado Constitution was passed which guarantees increases in funding to public elementary and secondary schools at a rate of inflation plus 1 percent for a total of 10 years. The increase is guaranteed at the rate of inflation thereafter. The goal of this amendment was to restore public funding, adjusted for inflation, back to 1988 funding levels.

In 2002, the federal No Child Left Behind Act (NCLB) was implemented along with new regulations.

In 2004, the Colorado Commission on Higher Education (CCHE) added requirements for high school graduates.

In 2005, Colorado voters passed Referendum C which suspends the tax limits in the TABOR Amendment for five years, allowing the state to return to pre-recession levels. While this amendment will not likely affect school funding significantly, it assures Colorado school districts that the state will be prepared to sustain Amendment 23 funding.

In the 2007-08 fiscal year the district created a Health Insurance Fund to account for claims and administrative fees of the district's health insurance employee benefit program. This was done to help control health insurance costs.

A Generation of Colorado School Finance (continued)

1998 – Present (continued)

In 2010, Colorado voters passed a ballot measure that provides 25 percent of total program funding for restoring budget cuts, mitigating future budget cuts, supplementing teacher and staff compensation, and funding early childhood programs.

In 2006, and again in 2014, Colorado voters approved ballot measures providing the passage of bonds for capital improvements. The 2014 Educational Facilities Master Plan was approved by the Board of Education on August 12, 2014.

In 2016, Colorado voters passed an operational levy that freed up general fund resources so more funds can be directed toward ongoing maintenance, custodial, security, and technology expenditures.

In 2019, the state legislature approved funding for full-day kindergarten across Colorado.

Per Pupil Expenditures

The charts below shows what the actual cost per funded pupil is in BVSD compared to the School Finance Act per pupil revenue (PPR). From this presentation, we get a truer picture of the breakdown of funding per student as it relates to total budgeted expenditures, which utilize revenue from PPR, election overrides, state categorical reimbursements, grant funding, and year-to-year carryovers.

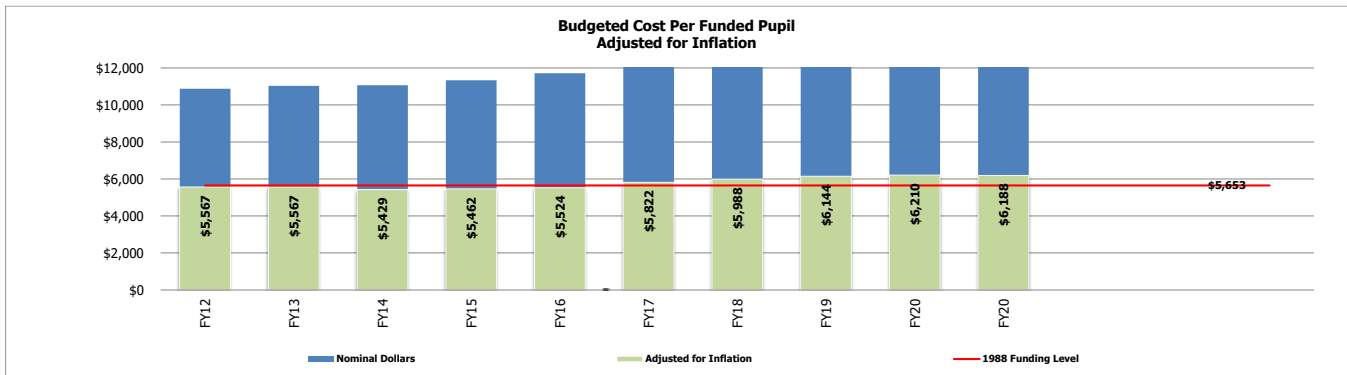
Before the sunset of Amendment 23 at the end of the 2010-11 fiscal year, on an inflation-adjusted basis, BVSD still spent less per student than at 1988 levels. The objective of adding the extra 1 percent in Amendment 23's increase of "inflation plus 1 percent" was to bring districts in Colorado back to 1988 funding levels after 10 years of the extra percentage. Even with the addition of 1991, 1998, 2002, 2005, and 2010 overrides, not until FY17 did the district surpass 1988 funding levels. This table shows how these overrides directly benefit BVSD students and allow the district to offer programming that would otherwise not be available.

	BUDGET YEAR	09-10 FY10	10-11 FY11	11-12 FY12	12-13 FY13	13-14 FY14	14-15 FY15	15-16 FY16	16-17 FY17	17-18 FY18	18-19 FY19	19-20 FY20	20-21 FY20
Budgeted Funded Pupil Count		27,714	28,137	28,296	28,568	30,110	30,364	30,875	29,672	29,822	29,794	30,302	30,410
* Operating Expenditures (in Thousands)		281,659	281,143	307,839	315,239	333,164	344,199	361,632	376,664	402,725	420,195	443,279	443,279
* Cost Per Funded Pupil		\$10,163	\$9,992	\$10,879	\$11,035	\$11,065	\$11,336	\$11,713	\$12,694	\$13,504	\$14,103	\$14,629	\$14,577
**CPI -U		210.32	217.07	224.44	227.66	234.09	238.38	243.54	250.43	259.01	263.64	270.56	270.56
Denver-Boulder Area													
Index (Base/CPI-U)		0.55	0.53	0.51	0.50	0.49	0.48	0.47	0.46	0.44	0.44	0.42	0.42
Adjusted Cost		5,550	5,287	5,567	5,567	5,429	5,462	5,524	5,822	5,988	6,144	6,210	6,188

* BUDGET BASIS - Dollar amounts are not adjusted for inflation.

**CPI-U is estimated based on prior years' data as published by the Bureau of Labor Statistics.

Per Pupil Expenditures (continued)



Funded Pupil Count: is the number of full-time equivalent students attending the district's schools. This number is used in determining funding from the School Finance Act.

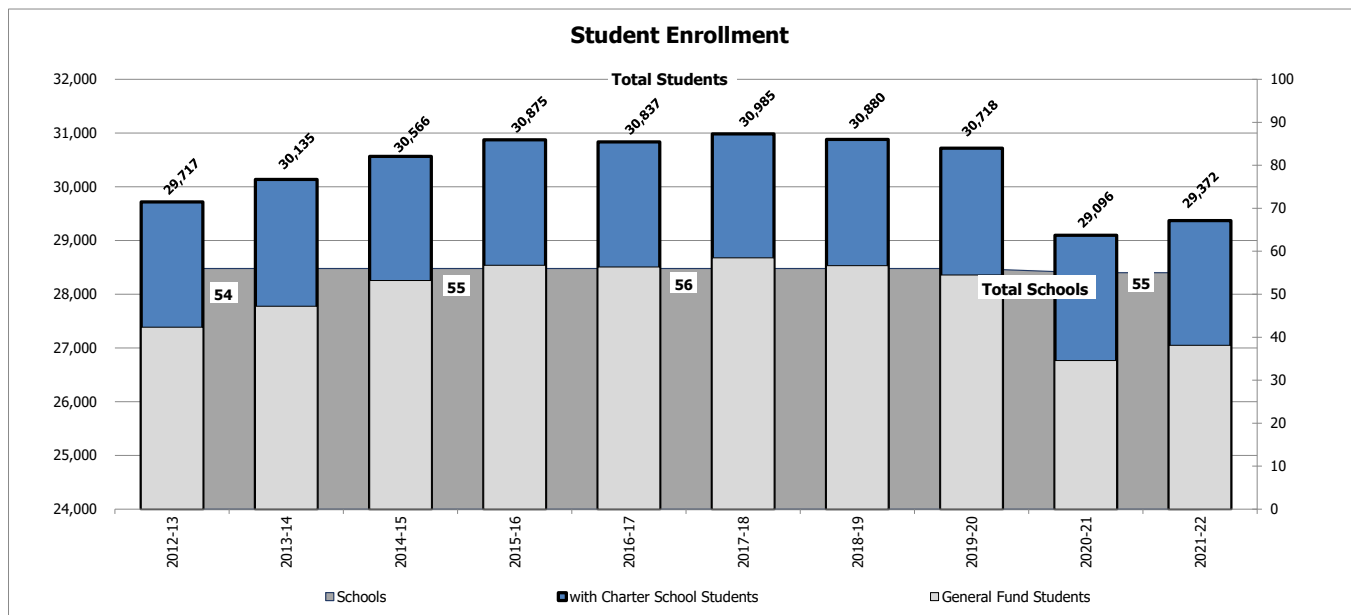
Operating Expenditures: are the operating budgets of the district, including: The General Fund, and transfers to the Athletics Fund, Community Schools Fund, Student Activities Fund, Capital Reserve Fund, Insurance Reserve Fund, Special Revenue Funds, Food Services Fund, Other Enterprise Funds, and the Charter School Fund.

Sources: Student and dollar data from Revised Adopted Budget Documents for each year listed.

CPI data from U. S. Department of Labor - <http://www.bls.gov/cpi>

Student Enrollment

From 2012 to 2017, total district enrollment flattened out, averaging a 0.8 percent increase annually while the change in charter school students averaged 0.3 percent decrease annually during the same period. Starting in 2018, the district began seeing a decline in enrollment, a trend that was expected to continue but possibly flatten out over the next few years. However, in 2020 the COVID pandemic resulted in a significant drop in enrollment. As we come out of the pandemic, the district anticipates those numbers to increase over the next few years, returning to numbers more in line with pre-pandemic enrollment counts.



Enrollment and Student FTE by Level

The district's School Finance Act total program funding is based on the funded pupil count, which is determined by full-time equivalent (FTE) students. The pupil count is held on October 1, and accounts for preschool and part-time kindergarten through twelfth grade students as half-time within the fiscal year for which funding is received.

Student Enrollment	Oct-17	Oct-18	Oct-19	20-21	21-22
	Audited	Submitted	Submitted	Submitted	Proposed
K-12	30,316	30,224	29,998	28,389	28,665
Pre-K	666	656	720	707	707
Total Enrollment	30,982	30,880	30,718	29,096	29,372

Student FTE	FY 17-18	FY 18-19	FY 19-20	FY 20-21	21-22
	Submitted	Submitted	Submitted	Submitted	Proposed
Elem	12,021.5	11,872.4	12,440.4	11,236.5	11,623.0
Middle	7,302.5	7,268.0	7,185.5	6,747.5	6,781.0
Senior	10,092.5	10,204.0	10,269.5	10,313.0	10,172.5
Other	404.0	421.5	407.0	402.0	402.0
Total FTE	29,820.5	29,765.9	30,302.4	28,699.0	28,978.5
Change from Prior Year	148.3	(54.6)	536.5	(1,603.4)	279.5
% change from Prior Year	0.50%	-0.18%	1.80%	-5.29%	0.97%

Authorized FTE History Summary – All Funds

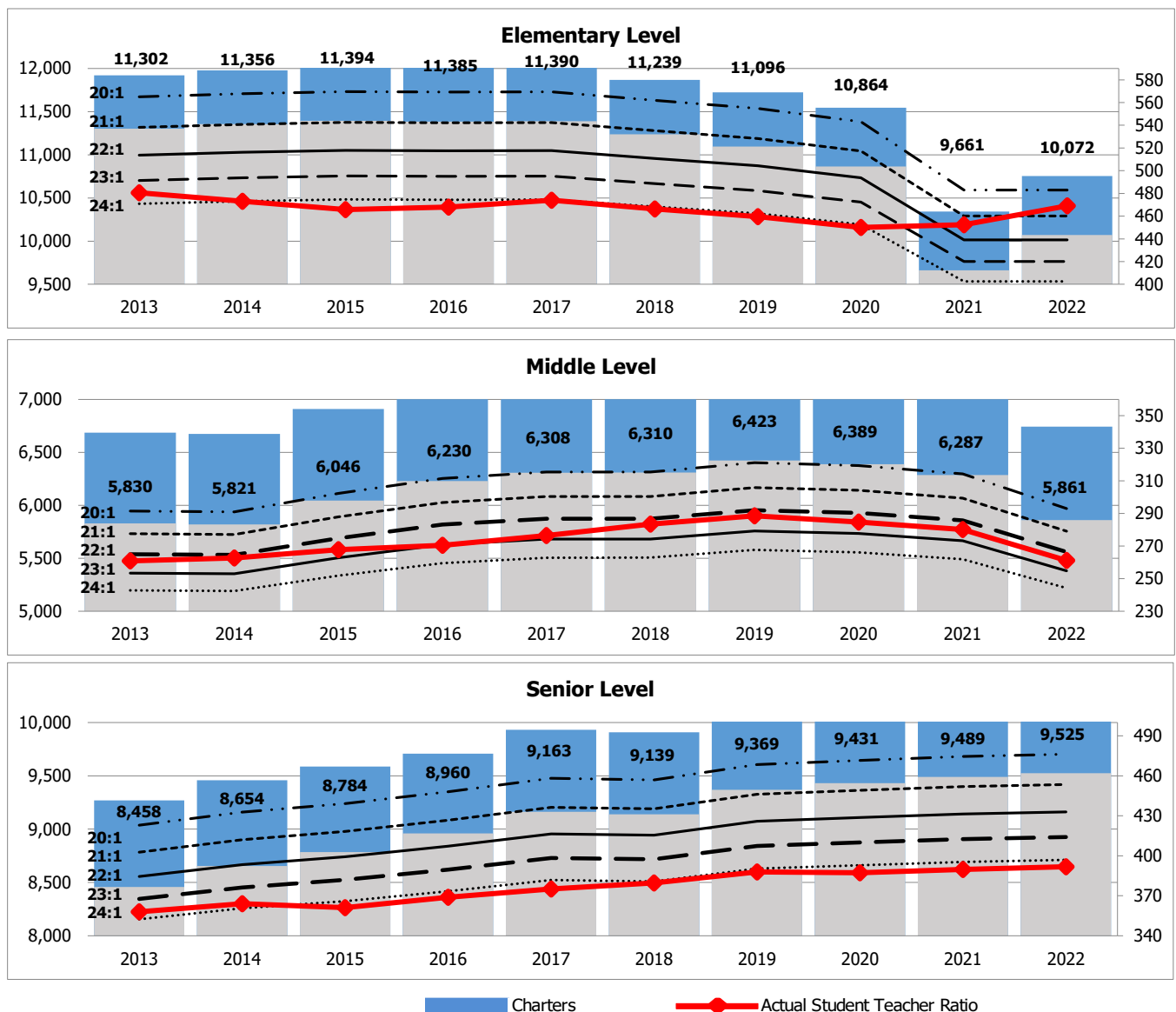
Full time equivalent positions (FTE) are determined by dividing the total of all standard salaries in a position by the standard salary for that position. Totals include charter schools.

	2017-18	2018-19	2019-20	2020-21	2021-22
Classroom Teachers	1765.219	1750.38	1784.628	1759.346	1748.264
Other Teachers	162.749	184.157	189.258	183.084	190.493
Psychologists/Social Workers/OT/PT/Nurses	125.768	126.423	124.499	130.595	135.361
Admin/Principals	164.149	165.709	168.459	172.959	174.309
Professional Support	120.6475	132.9755	130.576	132.476	143.612
Technical Support	52.813	53.837	53.837	54.837	55.827
Paraeducators/Liaisons/Monitors	551.399	557.402	565.409	564.793	577.254
Office/Administrative Support	246.869	253.754	251.473	246.026	245.980
Trades and Services	556.146	554.730	555.745	555.726	561.196
TOTAL FTE:	3,745.759	3,779.368	3,823.885	3,799.842	3,832.296

Student Teacher Ratios

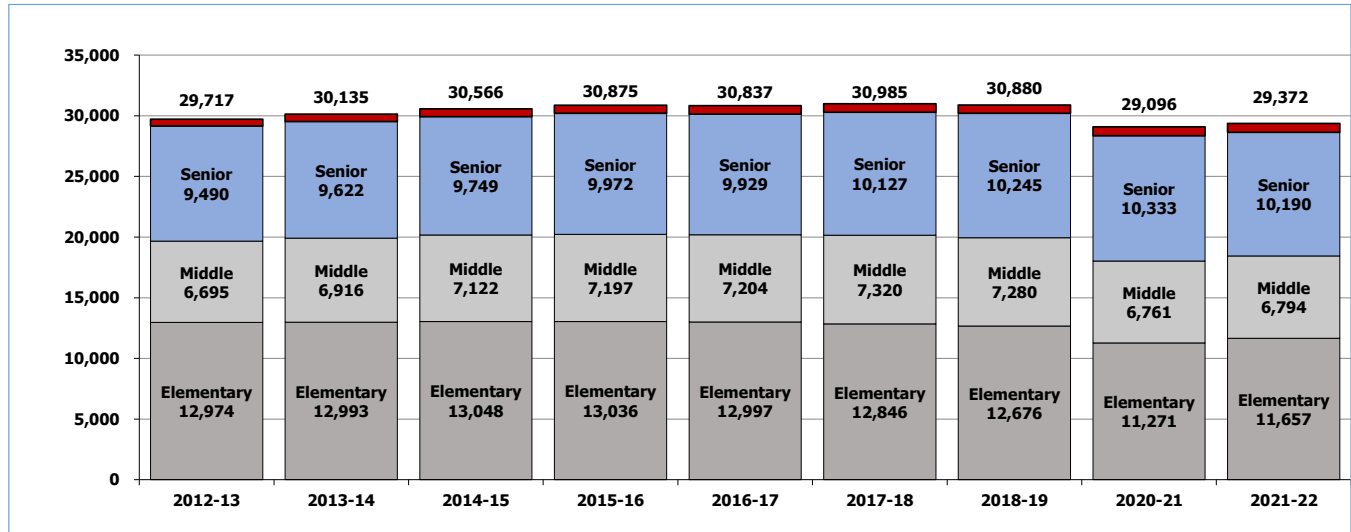
Student-teacher ratios remain a primary measurement of the district's funding at the classroom level. While productivity gains through technology have provided the district with many benefits, little can change the age-old relationship between teachers and their students. Because 91 percent of the General Operating Fund expenditure budget is made up of employee compensation, accurate projections are important in maintaining the delicate balance of student-teacher ratios.

When total students decrease, the student-teacher ratio will also decrease if the number of teachers remains the same. Each year, the district re-examines the school allocation formulas described in the Financial Section of this document. In order to calculate the cost of maintaining the same student-teacher ratio, the district must consider rising health care costs, fluctuations in enrollment, changes in the salary schedules, and providing a competitive compensation package to attract and retain quality employees. The district continues to focus resources on class size, student-teacher ratios, and support for literacy instruction.



Enrollment History

Prior to 2017, BVSD had experienced positive enrollment growth with gains above 1.0 percent. In 2017, enrollment decreased slightly, only to return the next year. Since 2018, the district has seen a decline in enrollment that was expected to level out or slightly decline, however in 2020, due to COVID, the district experienced a significant decrease in enrollment but that is expected to return to the leveled trend as anticipated prior to the pandemic.



Funded Headcount					
GRADE LEVEL	Submitted 2018	Submitted 2019	Submitted 2020	Submitted 2021	Proposed 2022
ELEMENTARY					
K	1,922	1,860	1,894	1,523	1,848
1	2,116	2,071	1,969	1,832	1,719
2	2,118	2,123	2,103	1,839	1,946
3	2,151	2,134	2,152	1,971	1,941
4	2,277	2,197	2,148	2,030	2,075
5	2,262	2,291	2,196	2,076	2,128
TOTAL	12,846	12,676	12,462	11,271	11,657
MIDDLE SCHOOL					
6	2,463	2,391	2,340	2,170	2,223
7	2,391	2,471	2,377	2,246	2,248
8	2,466	2,418	2,483	2,345	2,323
TOTAL	7,320	7,280	7,200	6,761	6,794
HIGH SCHOOL					
9	2,584	2,609	2,563	2,600	2,513
10	2,546	2,599	2,614	2,525	2,613
11	2,518	2,542	2,590	2,586	2,489
12	2,479	2,495	2,569	2,622	2,575
TOTAL	10,127	10,245	10,336	10,333	10,190
OTHER (Contracted Ed, CPP & SPED Pre-K)	692	679	720	731	731
GRAND TOTAL	30,985	30,880	30,718	29,096	29,372





BOULDER VALLEY SCHOOL DISTRICT

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Appendix A: Budget Fact Sheet

	Revised 2019-20	Proposed 2020-21	Revised 2020-21	Proposed 2021-22
Mill Levy (mills)				
Abatements	0.379	0.550	0.315	0.250
Election	10.107	10.277	10.253	10.077
General Fund-School Finance	25.023	25.023	25.023	25.023
General Fund Total:	35.509	35.850	35.591	35.350
Bond Redemption	7.855	7.816	7.810	7.537
Transportation	0.995	0.990	0.992	0.957
Operations & Technology	4.000	4.000	4.000	4.000
Total Mill Levy:	48.359	48.656	48.393	47.844
Assessed Valuation	\$ 7,508,797,576	\$ 7,371,303,315	\$ 7,362,282,619	\$ 7,619,962,511
Enrollment (heads)				
K-12 Enrollment	29,923	29,709	27,452	28,378
Pre-K Enrollment	720	720	707	707
Online Enrollment	75	70	938	287
Total Enrollment:	30,718	30,499	29,097	29,372
Funded Pupil Count (FTE)				
Elementary	12,438.4	12,352.5	10,950.0	11,551.0
Middle	7,167.5	7,005.5	6,413.0	6,710.0
Senior	10,237.5	10,280.0	10,052.5	10,052.5
Preschool	384.0	384.0	378.0	378.0
Online	75.0	70.0	906.5	287.0
Total Student FTE:	30,302.4	30,092.0	28,700.0	28,978.5
Averaged Funded Pupil Count				
General Fund	27,491.9	27,296.0	25,086.5	25,989.5
Charter Fund	2,351.5	2,342.0	2,329.0	2,324.0
Preschool Fund	384.0	384.0	378.0	378.0
Online FTE	75.0	70.0	906.5	287.0
Total Student FTE:	30,302.4	30,092.0	28,700.0	28,978.5
Revenues (dollars):				
Per Pupil Revenue (PPR)	\$ 8,421	\$ 8,421	\$ 7,894	\$ 8,766

Appendix A: Budget Fact Sheet (continued)

	Revised 2019-20	Proposed 2020-21	Revised 2020-21	Proposed 2021-22
Total Program Funding (dollars)				
Property Taxes *	\$ 183,517,185	\$ 183,517,407	\$ 184,236,627	\$ 184,226,972
Specific Ownership Taxes	11,001,477	11,447,707	10,765,860	11,254,436
State Equalization	60,657,848	58,439,618	45,057,211	63,887,877
Total Program Funding:	\$ 255,176,510	\$ 253,404,732	\$ 240,059,698	\$ 259,369,285
Benefits (percentage)				
PERA**	20.40%	20.90%	20.90%	20.90%
Medicare	1.45%	1.45%	1.45%	1.45%
Long Term Disability	0.18%	0.18%	0.18%	0.16%
Subtotal % of Salary:	22.03%	22.53%	22.53%	22.51%
Employer Contribution (annual)				
Health Insurance	\$7,224	\$7,500	\$7,500	\$7,656
Dental Insurance	504	528	528	540
Life Insurance	23	23	23	45
Employee Assistance Program	15	17	17	17
Flex Benefit Spending***	120	120	120	120
Employer contribution	\$7,886	\$8,188	\$8,188	\$8,378
Sub Rates (dollars)				
Sub Rates Per Day	\$55.00 half - \$100.00 full	\$55.00 half - \$100.00 full	\$55.00 half - \$100.00 full	\$55.00 half - \$100.00 full
Sub Rates Per Day w/ benefits	\$67.02 half - \$121.85 full	\$67.02 half - \$121.85 full	\$67.02 half - \$121.85 full	\$67.38 half - \$122.85 full
Curriculum Rate (hourly)				
Medicare	\$34.22	\$34.22	\$34.22	\$34.22
PERA	0.50	0.50	0.50	0.50
Total	\$41.70	\$41.87	\$41.87	\$41.87
Grants (percentage)				
Indirect Cost Rate	4.25%	5.30%	5.30%	5.30%
Mileage Rate (dollars)				
	\$0.575/mile	\$0.575/mile	\$0.560/mile	\$0.560/mile
Activity Trip Rates (dollars)				
District Sponsored Trips:				
- Surcharge per trip	\$ 30.34/trip	\$ 30.34/trip	\$ 30.34/trip	\$ 30.34/trip
- Driver	\$ 19.94/hour	\$ 19.94/hour	\$ 19.94/hour	\$ 19.94/hour
- Mileage Rate	\$ 1.04/mile	\$ 1.04/mile	\$ 1.04/mile	\$ 1.04/mile
Non-District Trips:				
- Driver	\$ 39.00/hour	\$ 39.00/hour	\$ 39.00/hour	\$ 39.00/hour
- Mileage Rate	\$ 1.45/mile	\$ 1.45/mile	\$ 1.45/mile	\$ 1.45/mile
- Trip Surcharge	\$20.00	\$20.00	\$20.00	\$20.00

* Subject to change and does not include an estimated uncollected tax amount.

** Rate increase effective July 1, 2021.

*** Employer contribution is dependent on employee enrollment into plan.

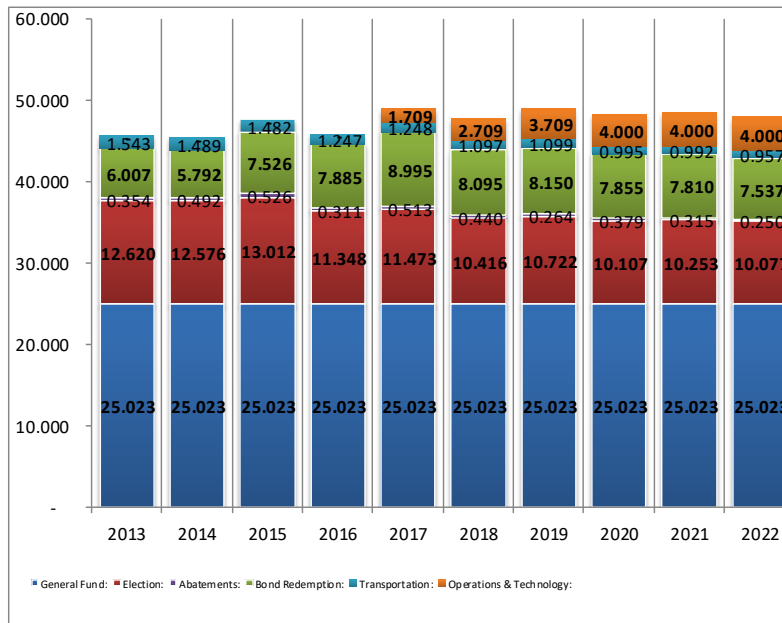
Appendix B: Mill Levies, 1995-2022

For Collection In Year	General Fund	Bond Redemption Fund	Transportation Fund	Capital Reserve Fund	Risk Management Fund	Operations & Technology Fund	ADA / Asb	Total
1996	40.640	5.000	N/A	N/A	N/A	N/A	N/A	45.640
1997	40.437	6.306	N/A	N/A	N/A	N/A	N/A	46.743
1998	40.525	4.819	N/A	N/A	N/A	N/A	N/A	45.344
1999	44.356	6.000	N/A	N/A	N/A	N/A	N/A	50.356
2000	38.978	5.022	N/A	N/A	N/A	N/A	N/A	44.000
2001	38.191	4.699	N/A	N/A	N/A	N/A	N/A	42.890
2002	31.274	3.533	N/A	N/A	N/A	N/A	N/A	34.807
2003	35.006	3.518	N/A	N/A	N/A	N/A	N/A	38.524
2004	34.378	3.877	N/A	N/A	N/A	N/A	N/A	38.255
2005	34.418	3.005	N/A	N/A	N/A	N/A	N/A	37.423
2006	33.346	3.274	1.065	N/A	N/A	N/A	N/A	37.685
2007	33.153	4.902	1.509	N/A	N/A	N/A	N/A	39.564
2008	32.309	4.142	1.414	N/A	N/A	N/A	N/A	37.865
2009	32.125	5.429	1.559	N/A	N/A	N/A	N/A	39.113
2010	31.938	6.565	1.496	N/A	N/A	N/A	N/A	39.999
2011	36.547	5.791	1.500	N/A	N/A	N/A	N/A	43.838
2012	37.300	5.999	1.544	N/A	N/A	N/A	N/A	44.843
2013	37.997	6.007	1.543	N/A	N/A	N/A	N/A	45.547
2014	38.091	5.792	1.489	N/A	N/A	N/A	N/A	45.372
2015	38.561	7.526	1.482	N/A	N/A	N/A	N/A	47.569
2016	36.682	7.885	1.247	N/A	N/A	N/A	N/A	45.814
2017	37.009	8.995	1.248	N/A	N/A	1.709	N/A	48.961
2018	35.879	8.095	1.097	N/A	N/A	2.709	N/A	47.780
2019	36.009	8.150	1.099	N/A	N/A	3.709	N/A	48.967
2020	35.509	7.855	0.995	N/A	N/A	4.000	N/A	48.359
2021	35.591	7.810	0.992	N/A	N/A	4.000	N/A	48.393
2022*	35.350	7.537	0.957	N/A	N/A	4.000	N/A	47.844

*Estimated

Appendix C: Boulder Valley School District - Total Mill Levy

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Bond Redemption:	5.791	5.999	6.007	5.792	7.526	7.885	8.995	8.095	8.150	7.855	7.810	7.537
Transportation:	1.500	1.544	1.543	1.489	1.482	1.247	1.248	1.097	1.099	0.995	0.992	0.957
Abatements:	0.186	0.181	0.354	0.492	0.526	0.311	0.513	0.440	0.264	0.379	0.315	0.250
Election:	11.338	12.096	12.620	12.576	13.012	11.348	11.473	10.416	10.722	10.107	10.253	10.077
General Fund:	25.023	25.023	25.023	25.023	25.023	25.023	25.023	25.023	25.023	25.023	25.023	25.023
Operations & Technology:	-	-	-	-	-	-	1.709	2.709	3.709	4.000	4.000	4.000
Total Mill Levy:	43.838	44.843	45.547	45.372	47.569	45.814	48.961	47.780	48.967	48.359	48.393	47.844



Notes:

- Total 2020 assessed valuation for the 2021-22 fiscal year is estimated at: \$7,619,962,511
- Transportation mills are capital construction mill levies.
- Bond Redemption Mills are capital construction mill levies.
- Operations & Technology mills are capital construction, maintenance, and technology mill levies.
- Abatement Mills are related to assessed valuation appeals.
- Election Mills are mills for additional funding in the form of overrides approved by voters.
- Note increases for Election Mills in years following the 2002 and 2010 Referendums.
- General Fund Mills are associated with School Finance Act funding.

Appendix D: Assessed Valuation Information, 1996-2022

For Collection in Year	Assessed Valuation	Percentage Valuation Change From Prior Year	Mill Levy	Estimated Actual Market Value
1996	2,086,632,190	14.61%	45.640	-
1997	2,161,110,090	3.57%	46.743	-
1998	2,301,159,440	6.48%	45.344	16,388,753,557
1999	2,395,324,350	4.09%	50.356	16,807,482,051
2000	2,801,776,710	16.97%	44.000	19,668,035,517
2001	2,963,535,310	5.77%	42.890	20,601,038,329
2002	3,783,288,590	27.66%	34.807	27,110,806,850
2003	3,856,639,869	1.94%	38.524	27,573,225,209
2004	3,982,709,224	3.27%	38.255	31,624,551,624
2005	3,986,744,431	0.10%	37.423	31,834,021,863
2006	4,154,385,863	4.20%	37.685	33,273,880,826
2007	4,164,972,283	0.25%	39.564	33,586,945,608
2008	4,628,081,788	11.12%	37.865	36,648,062,817
2009	4,681,607,636	1.16%	39.113	37,827,103,800
2010	4,878,665,186	4.21%	39.999	38,364,291,949
2011	4,865,464,097	-0.27%	43.838	38,538,770,816
2012	4,727,938,464	-2.83%	44.843	39,739,863,309
2013	4,732,098,623	0.09%	45.547	39,966,908,824
2014	4,903,070,971	3.61%	45.372	41,090,894,471
2015	4,927,017,542	0.49%	47.569	41,411,589,636
2016	5,852,367,168	18.78%	45.814	49,246,579,486
2017	5,849,778,120	-0.04%	48.961	49,607,874,852
2018	6,657,108,440	13.80%	47.780	60,525,069,082
2019	6,644,953,607	-0.18%	48.967	60,852,706,558
2020	7,334,630,164	10.38%	48.359	67,882,694,919
2021	7,362,282,619	0.38%	48.393	68,222,108,394
2022*	7,619,962,511	3.50%	47.844	68,563,218,936

*Estimated values

Appendix E: Schedule of Annual Property Tax Burden on Homeowners

Assessed (Taxable) Value of Home = \$100,000

Assessment Year	2017-18		2018-19		2019-20		2020-21		2021-22		Change from 2020-21 to 2021-22
	Taxes Paid		Taxes Paid		Taxes Paid		Taxes Paid		Taxes Paid		Increase/ (Decrease)
	Mill Levy	Per \$100,000	Mill Levy	Per \$100,000	Mill Levy	Per \$100,000	Mill Levy	Per \$100,000	Mill Levy	Per \$100,000	
General Fund											
School Finance Act	25.023	\$ 180.17	25.023	\$ 180.17	25.023	\$ 180.17	25.023	\$ 178.91	25.023	\$ 178.91	\$ (1.25)
Budget Elections	10.416	75.00	10.722	77.20	10.107	72.77	10.253	73.31	10.077	72.05	\$ 0.54
Abatements & Refunds	0.440	3.17	0.264	1.90	0.379	2.73	0.315	2.25	0.250	1.79	\$ (0.48)
Bond Redemption Fund	8.095	58.28	8.150	58.68	7.855	56.56	7.810	55.84	7.537	53.89	\$ (0.71)
Transportation Fund	1.097	7.90	1.099	7.91	0.995	7.16	0.992	7.09	0.957	6.84	\$ (0.07)
Operations & Technology Fund	2.709	19.50	3.709	26.70	4.000	28.80	4.000	28.60	4.000	28.60	\$ (0.20)
TOTAL	47.780	\$ 344.02	48.967	\$ 352.56	48.359	\$ 348.18	48.393	\$ 346.01	47.844	\$ 342.08	\$ (2.17)

Appendix F: Property Tax Levies and Collections (Unaudited)

Levy Year	Collection Year	Total Tax Levy	Current Tax Collections	Percent of Current Tax Collected	Delinquent Tax Collections	Total Collections Amount**	Percent of Levy
2010	2011	213,292,216	208,270,983	97.65%	149,647	208,420,630	97.72%
2011	2012	212,014,945	207,164,133	97.71%	167,457	207,331,590	97.79%
2012	2013	215,532,897	209,935,274	97.40%	126,768	210,062,042	97.46%
2013	2014	222,462,137	218,064,909	98.02%	151,746	218,216,655	98.09%
2014	2015	234,373,297	230,424,752	98.32%	102,815	230,527,567	98.36%
2015	2016	268,120,350	262,344,109	97.85%	340,674	262,684,783	97.97%
2016	2017	286,410,987	281,318,011	98.22%	303,124	281,621,135	98.33%
2017	2018	318,076,641	312,944,753	98.39%	183,882	313,128,635	98.44%
2018	2019	325,866,589	319,729,679	98.12%	185,963	319,915,642	98.17%
2019	2020	354,695,380	348,098,247	98.14%	261,671	348,359,918	98.21%
2020	2021*	354,695,380	348,098,247	98.14%	261,671	348,359,918	98.21%

Note: Collections through July 31, except for the 2019 levy year, for which collections are through August 31.

**Estimated collections through July 31, 2021

Source: Boulder County, Broomfield County, and Gilpin County Assessor's Office



Appendix G: Demographic and Economic Statistics

(Unaudited)

Fiscal Year	*Estimated Population(1)	**Personal Income(1) (millions)	**Per Capita Personal Income(1)	***Enrollment (Student (Funded FTE)	**Unemployment Rate(1)
2011	300,237	15,564	51,764	28,148.8	6.500%
2012	305,316	16,604	54,341	28,317.5	6.200%
2013	310,053	17,308	55,705	28,538.3	6.100%
2014	313,087	18,492	58,917	28,959.2	5.200%
2015	318,933	19,233	60,220	29,398.3	3.500%
2016	322,201	20,528	63,707	29,702.0	2.900%
2017	323,367	21,940	68,027	29,673.2	2.000%
2018	325,637	23,233	71,206	29,822.3	2.700%
2019	325,508	24,603	74,533	29,766.0	2.600%
2020	330,978	26,054	78,016	30,302.0	9.600%

Source: * Colorado State Demography Office. Most recent two years are projections.

** Colorado Department of Labor. Most recent two years are projections.

*** Boulder Valley School District RE-2

Note: (1) Amounts are for Boulder County

Appendix H: History of School Finance Act

Entitlement per Pupil Funding

School Year	Budgeted Per Pupil Funding	Student Enrollment	Change in Funded Enrollment from Prior Year	% Change From Prior Year	Funded Pupil Count (FTE)	Audited Funded Pupil Count (FTE)	% Increase of Funded Pupil Count	Increase in # of Funded Pupils from Prior Year
CY 1988	\$4,086	20,852				19,963.0		
CY 1989	\$4,051	20,835	(17)		19,997.0			
CY 1990	\$4,092	21,015	180		20,111.5			
CY 1991	\$4,181	21,529	514		20,559.5			
TFY 1992	\$4,256	22,667	1,138		21,582.0			
1992-93	\$4,238	23,676	1,009	4.45%	21,591.0	22,644.0		
1993-94	\$4,094	24,197	521	2.20%	22,521.3	23,132.0	2.16%	488.0
1994-95	\$4,108	24,791	594	2.45%	24,184.5	23,664.0	2.30%	532.0
1995-96	\$4,331	25,272	481	1.94%	24,202.0	24,124.0	1.94%	460.0
1996-97	\$4,478	25,696	424	1.68%	24,597.0	24,582.0	1.90%	458.0
1997-98	\$4,609	26,210	514	2.00%	25,136.0	25,073.5	2.00%	491.5
1998-99	\$4,779	26,918	708	2.70%	25,772.0	25,732.5	2.63%	659.0
1999-00	\$4,899	27,040	122	0.45%	26,111.0	25,942.5	0.82%	210.0
2000-01	\$5,097	27,500	460	1.70%	26,342.5	26,311.5	1.42%	369.0
2001-02	\$5,394	27,943	443	1.61%	26,718.0	26,703.0	1.49%	391.5
2002-03	\$5,755	27,807	(136)	-0.49%	26,635.5	26,629.5	*	(73.5)
2003-04	\$5,895	27,860	53	0.19%	26,657.0	26,643.5	*	14.0
2004-05	\$6,022 **	27,922	62	0.22%	26,799.0	26,789.5		146.0
2005-06	\$6,104 **	27,921	(1)	0.00%	26,739.5	26,741.0	*	(48.5)
2006-07	\$6,315	28,196	275	0.98%	26,914.0	26,914.5		173.5
2007-08	\$6,606	28,483	287	1.02%	27,229.0	27,222.5		308.0
2008-09	\$6,830	28,616	133	0.47%	27,458.2	27,455.2		232.7
2009-10	\$7,003 **	28,838	222	0.78%	27,673.3	27,670.8		215.6
2010-11	\$6,721	29,319	481	1.67%	28,148.8	28,144.3		473.5
2011-12	\$6,375	29,544	225	0.77%	28,317.5	28,317.5		173.2
2012-13	\$6,375	29,717	173	0.59%	28,538.3	28,536.3		218.8
2013-14	\$6,546	30,135	418	1.41%	28,959.2	28,952.7		416.4
2014-15	\$6,935	30,566	431	1.43%	29,397.3	29,396.3		443.6
2015-16	\$7,204	30,875	309	1.01%	29,702.3	29,702.3		306.0
2016-17	\$7,351	30,836	(39)	-0.13%	29,673.2	29,672.2		(30.1)
2017-18	\$7,572	30,982	146	0.47%	29,822.0	29,820.5		148.3
2018-19	\$8,059	30,880	(102)	-0.33%	29,765.9			
2019-20	\$8,421	30,718	(162)	-0.52%	30,302.4			
2020-21	\$7,894	29,096	(1,622)	-5.28%	28,699.0			
2021-22	\$8,766	29,372	276	0.95%	28,978.5			

The Public School Finance Act was enacted in 1988 and revised in 1994.

* Note the averaged funded pupil count for 2002-03 was 26,666.5, for 2003-04 was 26,650.7, 2005-06 was 26,790.3, 2016-17 was 29,675.7, for 2018-19 was 29,794.2, and for 2020-21 was 30,410.4.



Appendix I: Principal Property Taxpayers

January 1, 2020 and 9 Years Ago
(Unaudited)

Taxpayer	2020			2011		
	Rank	Assessed Valuation	Percentage of Total Assessed Valuation	Rank	Assessed Valuation	Percentage of Total Assessed Valuation
Public Service Co of Colorado	1	98,788,442	1.35%	1	55,638,190	1.14%
Flatiron Property Holding LLC	2	52,107,080	0.71%			
Oracle America Inc	3	50,208,910	0.68%	2	48,459,960	1.00%
GPIF Flatiron Business Park LLC	4	44,886,509	0.61%			
IBM Corporation	5	36,895,892	0.50%	10	14,496,680	0.30%
Ball Corporation	6	35,536,379	0.48%	9	15,312,750	0.31%
Charlotte Ball Seymour Childrens Trust	7	30,981,616	0.42%			
Centurylink Communications Co LLC (formerly Level 3)	8	26,303,836	0.36%	5	28,180,320	0.58%
Ten Eleven Pearl LLC	9	24,574,093	0.34%			
Western Office Portfolio Property Owner LLC	10	24,363,480	0.33%			
Flatiron Holding LLC				3	45,240,320	0.93%
Qwest Corporation				4	33,506,100	0.69%
Macerich Twenty ninth Street LLC				6	25,850,260	0.53%
Roche Colorado Corporation				7	20,027,920	0.41%
BJJFH LLC				8	16,486,980	0.34%
Subtotal		424,646,237	5.78%		303,199,480	6.23%
Remaining Assessed Valuation		6,909,983,927	94.22%		4,562,264,617	93.77%
Total Assessed Valuation		<u>\$7,334,630,164</u>	<u>100.00%</u>		<u>\$4,865,464,097</u>	<u>100.00%</u>

Source: Boulder County and Broomfield County Assessors' Office

Appendix J: Principal Employers

January 1, 2020 and 9 Years Ago
(Unaudited)

Employer	2020			2011		
	Rank	Number of Employees	Percentage of Total County Employment	Rank	Number of Employees	Percentage of Total County Employment
SCL Health - Good Samaritan Comprehensive Cancer Center and Good Samaritan Medical Center	1	8,100	3.46%			
University of Colorado	2	6,463	2.76%	1	6,827	3.35%
St. Vrain Valley School District	3	4,661	1.99%	5	3,238	1.59%
Boulder Valley School District	4	4,000	1.71%	2	4,200	2.06%
Ball Corporation (including Ball Aerospace)	5	3,600	1.54%	6	3,100	1.52%
Boulder County	6	2,008	0.86%	10	1,700	0.83%
CenturyLink (formerly Level 3 Communications, Inc.)	7	2,000	0.85%	8	2,016	0.99%
Oracle	8	2,000	0.85%	4	3,300	1.62%
International Business Machines	9	1,400	0.60%	3	3,400	1.67%
City of Boulder	10	1,351	0.58%			
Boulder Community Hospital				7	2,190	1.08%
Medtronic Surgical Technologies (formerly Covidien)				9	1,750	0.86%
Subtotal		27,483	11.74%		31,721	15.57%
Other Employers		206,593	88.26%		171,924	84.43%
Total		234,076	100.00%		203,645	100.00%

Source: BizWest 2020 Book of Lists and Colorado Department of Labor (for Boulder County and Broomfield County)



Appendix K: Computation of General Obligation Debt

Direct and Overlapping

June 30, 2020

(Unaudited)

	Outstanding General Obligation Debt	Percentage Applicable to the District (2)	Amount of Outstanding Debt Applicable to the District
Overlapping Debt			
Boulder Central Area General Improvement District	3,115,000	100.00%	3,115,000
City of Boulder	10,995,000	100.00%	10,995,000
City of Lafayette	5,810,000	100.00%	5,810,000
City of Louisville	25,870,000	100.00%	25,870,000
Colorado Tech Center Metropolitan District	6,951,258	100.00%	6,951,258
East Boulder County Water District	175,000	100.00%	175,000
Interlocken Consolidated Metropolitan District	67,235,000	100.00%	67,235,000
Lafayette Corp Campus General Improvement District	1,855,000	100.00%	1,855,000
Lafayette Tech Center General Improvement District	1,615,000	100.00%	1,615,000
Nederland Community Library District	1,488,600	100.00%	1,488,600
North Metro Fire Rescue District	13,720,000	20.88%	2,864,736
Northern Colorado Water Conservancy District	3,053,230	28.45%	868,644
Pine Brook Water District	3,123,969	100.00%	3,123,969
Rocky Mountain Fire	5,690,000	100.00%	5,690,000
Sugar Loaf Fire Protection District	82,841	100.00%	82,841
Superior/McCaslin Interchange District	1,605,000	100.00%	1,605,000
Town of Erie	14,000,000	1.96%	274,400
Town of Nederland	330,000	100.00%	330,000
Town of Superior	2,220,000	100.00%	2,220,000
Subtotal Overlapping Debt			142,169,448
School District Direct Debt (1)			878,479,391
Total Direct and Overlapping Debt			<u>\$ 1,020,648,839</u>

Overlapping governments are those that coincide, at least in part, with the geographic boundaries of the district. This schedule estimates the portion of outstanding debt of the overlapping governments that is borne by the taxpayers of the district. This process recognizes that, when considering the district's ability to issue and repay long-term debt, the entire debt burden borne by the taxpayers should be taken into account.

Notes:

- (1) Balance as of June 30, 2020
- (2) The Percentage Applicable to the district is calculated by taking the percentage of the government's assessed value which is located within the boundaries of the district.

Source: Boulder Valley School District RE-2 and individual entities and the Boulder County, Broomfield County and Gilpin County Assessor's Office.

Appendix L: Debt Schedules

General Obligation Debt: Outstanding Bond Issues

The Building Fund records the revenues and expenditures related to the \$576.5M capital improvement bond issue approved by voters on November 4, 2014. The funds will be utilized in accordance with the [Educational Facilities Master Plan](#) that was approved by the Board of Education on August 12, 2014.

In April 2015, BVSD issued the first set of bonds for the \$576.5M capital improvement bond issue. Proceeds from the \$250.0M issuance funded the first phase of the bond program.

In March 2017, BVSD issued the second set of bonds for the \$576.5M capital improvement bond issue. Proceeds from the \$190M issuance are currently funding projects as outlined in the 2014 Building Fund Project List located in the Financial Section of this document. And on March 6, 2019, the district issued the third set of bonds for the \$576.5M capital improvement bond issue. On March 6, 2019, the district issued \$136,520,000 of General Obligation Bonds, Series 2019A, which was the remaining amount authorized. Proceeds from the \$136.5M issuance are currently funding bond projects.

General obligation bonds payable at June 30, 2020, are comprised of the following issues:

\$136,520,000 General Obligation Bonds, Series 2019A. Issued to implement a district-wide capital construction and improvement program. Principal payments due on December 1 and interest payments due on December 1 and June 1, through 2048. Interest accrues at rates ranging from 5.00% to 6.00%.		\$ 136,175,000
\$162,745,000 General Obligation Refunding Bonds, Series 2019B. Issued to refund the General Obligation Bonds, Series 2009. Principal payments due on December 1 and interest payments due on December 1 and June 1, through 2034. Interest accrues at rates ranging from 3.00% to 5.00%.		154,055,000
\$190,000,000 General Obligation Bonds, Series 2017A. Issued to implement a district-wide capital construction and improvement program. Principal payments due on December 1 and interest payments due on December 1 and June 1, through 2047. Interest accrues at rates ranging from 5.00% to 5.25%.		190,000,000
\$93,740,000 General Obligation Refunding Bonds, Series 2017B. Issued to refund the General Obligation Bonds, Series 2007. Principal payments due on December 1 and interest payments due on December 1 and June 1, through 2028. Interest accrues at rates ranging from 2.00% to 4.00%.		76,655,000
\$250,000,000 General Obligation Bonds, Series 2015. Issued to implement a district-wide capital construction and improvement program. Principal payments due on December 1 and interest payments due on December 1 and June 1, through 2044. Interest accrues at rates ranging from 4.00% to 5.00%.		<u>235,000,000</u>
Total		<u>\$ 791,885,000</u>

Annual debt service requirements to maturity for general obligation bonds are as follows:

<u>Year Ended June 30,</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021	\$ 20,865,000	\$ 36,299,000	\$ 57,164,000
2022	21,755,000	35,312,650	57,067,650
2023	22,840,000	34,239,100	57,079,100
2024	18,125,000	33,282,575	51,407,575
2025	18,975,000	32,411,025	51,386,025
2026 - 2030	109,065,000	147,551,056	256,616,056
2031 - 2035	136,755,000	119,506,131	256,261,131
2036 - 2040	169,970,000	84,933,375	254,903,375
2041 - 2045	216,210,000	37,982,938	254,192,938
2046 - 2049	57,325,000	4,518,875	61,843,875
Total	<u>\$791,885,000</u>	<u>\$ 566,036,725</u>	<u>\$1,357,921,725</u>



Appendix L: Debt Schedules (continued)

General Obligation Debt: Bond Amortization Schedule

<i>Combined Fiscal Year Total</i>							
<u>Date</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Fiscal Total</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
06/01/18	-	16,335,050.00	16,335,050.00	57,395,211.67	22,265,000.00	35,130,211.67	57,395,211.67
12/01/18	18,395,000.00	16,335,050.00	34,730,050.00				
06/01/19	172,180,000.00	15,065,050.36	187,245,050.36	221,975,100.36	18,395,000.00	31,400,100.36	49,795,100.36
12/01/19	20,375,000.00	18,712,450.00	39,087,450.00				
06/01/20	-	18,371,450.00	18,371,450.00	57,458,900.00	20,375,000.00	37,083,900.00	57,458,900.00
12/01/20	20,865,000.00	18,371,450.00	39,236,450.00				
06/01/21	-	17,927,550.00	17,927,550.00	57,164,000.00	20,865,000.00	36,299,000.00	57,164,000.00
12/01/21	21,755,000.00	17,927,550.00	39,682,550.00				
06/01/22	-	17,385,100.00	17,385,100.00	57,067,650.00	21,755,000.00	35,312,650.00	57,067,650.00
12/01/22	22,840,000.00	17,385,100.00	40,225,100.00				
06/01/23	-	16,854,000.00	16,854,000.00	57,079,100.00	22,840,000.00	34,239,100.00	57,079,100.00
12/01/23	18,125,000.00	16,854,000.00	34,979,000.00				
06/01/24	-	16,428,575.00	16,428,575.00	51,407,575.00	18,125,000.00	33,282,575.00	51,407,575.00
12/01/24	18,975,000.00	16,428,575.00	35,403,575.00				
06/01/25	-	15,982,450.00	15,982,450.00	51,386,025.00	18,975,000.00	32,411,025.00	51,386,025.00
12/01/25	19,865,000.00	15,982,450.00	35,847,450.00				
06/01/26	-	15,514,575.00	15,514,575.00	51,362,025.00	19,865,000.00	31,497,025.00	51,362,025.00
12/01/26	20,805,000.00	15,514,575.00	36,319,575.00				
06/01/27	-	15,023,975.00	15,023,975.00	51,343,550.00	20,805,000.00	30,538,550.00	51,343,550.00
12/01/27	21,785,000.00	15,023,975.00	36,808,975.00				
06/01/28	-	14,509,500.00	14,509,500.00	51,318,475.00	21,785,000.00	29,533,475.00	51,318,475.00
12/01/28	22,815,000.00	14,509,500.00	37,324,500.00				
06/01/29	-	14,017,050.00	14,017,050.00	51,341,550.00	22,815,000.00	28,526,550.00	51,341,550.00
12/01/29	23,795,000.00	14,017,050.00	37,812,050.00				
06/01/30	-	13,438,406.25	13,438,406.25	51,250,456.25	23,795,000.00	27,455,456.25	51,250,456.25
12/01/30	24,955,000.00	13,438,406.25	38,393,406.25				
06/01/31	-	12,841,450.00	12,841,450.00	51,234,856.25	24,955,000.00	26,279,856.25	51,234,856.25
12/01/31	26,150,000.00	12,841,450.00	38,991,450.00				
06/01/32	-	12,234,781.25	12,234,781.25	51,226,231.25	26,150,000.00	25,076,231.25	51,226,231.25
12/01/32	27,365,000.00	12,234,781.25	39,599,781.25				
06/01/33	-	11,599,837.50	11,599,837.50	51,199,618.75	27,365,000.00	23,834,618.75	51,199,618.75
12/01/33	28,635,000.00	11,599,837.50	40,234,837.50				
06/01/34	-	11,090,212.50	11,090,212.50	51,325,050.00	28,635,000.00	22,690,050.00	51,325,050.00
12/01/34	29,650,000.00	11,090,212.50	40,740,212.50				
06/01/35	-	10,535,162.50	10,535,162.50	51,275,375.00	29,650,000.00	21,625,375.00	51,275,375.00
12/01/35	30,765,000.00	10,535,162.50	41,300,162.50				
06/01/36	-	9,766,037.50	9,766,037.50	51,066,200.00	30,765,000.00	20,301,200.00	51,066,200.00
12/01/36	32,295,000.00	9,766,037.50	42,061,037.50				
06/01/37	-	8,958,662.50	8,958,662.50	51,019,700.00	32,295,000.00	18,724,700.00	51,019,700.00
12/01/37	33,915,000.00	8,958,662.50	42,873,662.50				
06/01/38	-	8,110,787.50	8,110,787.50	50,984,450.00	33,915,000.00	17,069,450.00	50,984,450.00
12/01/38	35,605,000.00	8,110,787.50	43,715,787.50				
06/01/39	-	7,220,662.50	7,220,662.50	50,936,450.00	35,605,000.00	15,331,450.00	50,936,450.00
12/01/39	37,390,000.00	7,220,662.50	44,610,662.50				
06/01/40	-	6,285,912.50	6,285,912.50	50,896,575.00	37,390,000.00	13,506,575.00	50,896,575.00
12/01/40	39,260,000.00	6,285,912.50	45,545,912.50				
06/01/41	-	5,304,412.50	5,304,412.50	50,850,325.00	39,260,000.00	11,590,325.00	50,850,325.00
12/01/41	41,225,000.00	5,304,412.50	46,529,412.50				
06/01/42	-	4,273,787.50	4,273,787.50	50,803,200.00	41,225,000.00	9,578,200.00	50,803,200.00
12/01/42	43,285,000.00	4,273,787.50	47,558,787.50				
06/01/43	-	3,290,250.00	3,290,250.00	50,849,037.50	43,285,000.00	7,564,037.50	50,849,037.50
12/01/43	45,255,000.00	3,290,250.00	48,545,250.00				
06/01/44	-	2,322,675.00	2,322,675.00	50,867,925.00	45,255,000.00	5,612,925.00	50,867,925.00
12/01/44	47,185,000.00	2,322,675.00	49,507,675.00				
06/01/45	-	1,314,775.00	1,314,775.00	50,822,450.00	47,185,000.00	3,637,450.00	50,822,450.00
12/01/45	16,250,000.00	1,314,775.00	17,564,775.00				
06/01/46	-	936,400.00	936,400.00	18,501,175.00	16,250,000.00	2,251,175.00	18,501,175.00
12/01/46	17,005,000.00	936,400.00	17,941,400.00				
06/01/47	-	540,250.00	540,250.00	18,481,650.00	17,005,000.00	1,476,650.00	18,481,650.00
12/01/47	17,800,000.00	540,250.00	18,340,250.00				
06/01/48	-	125,400.00	125,400.00	18,465,650.00	17,800,000.00	665,650.00	18,465,650.00
12/01/48	6,270,000.00	125,400.00	6,395,400.00				
06/01/49	-	-	-	6,395,400.00	6,270,000.00	125,400.00	6,395,400.00
12/01/49	-	-	-				
06/01/50	-	-	-				
\$ 812,260,000.00 \$ 603,120,625.00 \$ 1,415,380,625.00 \$ 1,415,380,625.00 \$ 812,260,000.00 \$ 603,120,625.00 \$ 1,415,380,625.00							

Note:

All bonds that have been authorized have been issued. The Bond Redemption Fund mill levy will be adjusted annually to insure adequate revenues to make all debt service payments are they become due in accordance with the debt schedule identified above.

Appendix M: School District Comparisons

Revenue (Budget)

2019-20		Funded Pupil Count	On-Line Pupil Count	Total Program Funding	Total Negative Factor	Adjusted Total Program Funding	Assessed Valuation	Mill Levy	Property Tax	Specific Ownership Tax	State Share	Override Revenue
School District												
Littleton 6	Total	14,792.1	0.0	\$130,175,078	(\$9,143,860)	\$121,031,218	\$1,975,288,849	25.353	\$50,079,498	\$3,290,539	\$67,661,182	\$28,813,581
	Per Pupil			\$8,800	(\$618)	\$8,182	\$133,537		\$3,386	\$222	\$4,574	\$1,948
St. Vrain Valley RE-1J	Total	31,300.8	0.0	\$279,168,860	(\$19,609,597)	\$259,559,263	\$4,176,299,241	24.995	\$104,386,600	\$5,296,836	\$149,875,827	\$32,635,664
	Per Pupil			\$8,919	(\$626)	\$8,292	\$133,425		\$3,335	\$169	\$4,788	\$1,043
Poudre R 1	Total	31,428.3	260.0	\$275,264,074	(\$19,335,314)	\$241,222,444	\$3,740,344,095	27.000	\$100,989,291	\$8,137,164	\$132,095,989	\$61,012,147
	Per Pupil			\$8,278	(\$581)	\$7,675	\$112,485		\$3,213	\$259	\$4,203	\$1,941
Boulder Valley RE-2J	Total	30,231.4	71.0	\$274,566,209	(\$19,286,294)	\$255,279,915	\$7,334,080,491	25.023	\$183,520,696	\$11,001,477	\$60,757,742	\$68,641,552
	Per Pupil			\$9,082	(\$638)	\$8,444	\$242,598		\$6,071	\$364	\$2,010	\$2,271
Colorado Springs 11	Total	30,296.9	265.5	\$275,239,521	(\$19,333,590)	\$223,654,069	\$3,026,822,100	20.715	\$62,700,620	\$7,091,649	\$153,861,801	\$30,398,822
	Per Pupil			\$8,060	(\$566)	\$7,382	\$88,641		\$2,070	\$234	\$5,078	\$1,003
Adams-Arapahoe 28J	Total	40,470.7	0.0	\$393,797,563	(\$27,661,436)	\$356,917,114	\$3,177,978,005	26.010	\$82,659,208	\$4,889,147	\$269,368,759	\$37,339,028
	Per Pupil			\$9,730	(\$683)	\$8,819	\$76,591		\$2,042	\$121	\$6,656	\$923
Northglenn-Thornton 12	Total	42,585.9	0.0	\$380,678,870	(\$26,739,943)	\$314,601,180	\$3,057,520,076	27.000	\$82,553,042	\$5,420,158	\$226,627,980	\$35,400,000
	Per Pupil			\$8,045	(\$565)	\$7,387	\$64,614		\$1,939	\$127	\$5,322	\$831
Cherry Creek 5	Total	54,521.6	0.0	\$496,488,038	(\$34,874,701)	\$461,613,337	\$7,060,884,668	18.756	\$132,433,953	\$9,806,865	\$319,372,520	\$84,604,511
	Per Pupil			\$9,106	(\$640)	\$8,467	\$129,506		\$2,429	\$180	\$5,858	\$1,552
Douglas County RE-1	Total	64,110.2	1,924.0	\$582,983,619	(\$40,950,391)	\$536,846,036	\$7,287,446,506	25.440	\$185,392,639	\$15,942,634	\$335,510,762	\$33,713,000
	Per Pupil			\$9,093	(\$639)	\$8,374	\$112,563		\$2,892	\$249	\$5,233	\$526
Denver County 1	Total	90,857.2	256.0	\$857,142,931	(\$60,208,104)	\$796,934,827	\$20,722,174,107	25.541	\$529,265,049	\$28,365,225	\$239,304,553	\$129,959,655
	Per Pupil			\$9,434	(\$663)	\$8,771	\$228,074		\$5,825	\$312	\$2,634	\$1,430
Jefferson R-1	Total	82,545.7	284.0	\$740,111,555	(\$51,987,495)	\$682,694,450	\$10,712,183,770	26.252	\$281,216,248	\$21,298,037	\$380,180,164	\$113,302,585
	Per Pupil			\$8,966	(\$630)	\$8,271	\$128,753		\$3,407	\$258	\$4,606	\$1,373
Peer Group	Total	513,140.8	3,060.5	\$4,685,616,318	(\$329,130,725)	\$4,250,353,853	\$72,271,021,908	24.735	\$1,795,196,843	\$120,539,732	\$2,334,617,278	\$655,820,545
	Per Pupil			\$9,131	(\$107,541)	\$8,283	\$140,841		\$3,498	\$235	\$4,550	\$214,285
State of Colorado		875,526.3	19,967.0	\$8,178,317,496	(\$72,396,894.0)	\$7,605,920,602	\$131,815,897,393		\$2,776,034,751	\$201,141,855	\$4,628,743,996	\$887,329,244
Per Pupil			(Included in FPC)	\$9,155	(641)	\$8,514	\$147,561		\$3,108	\$225	\$5,182	

Source: Colorado Department of Education - Student Accountability Report

There are several notable items regarding district comparisons:

In order to provide a clear representation of revenue versus expenditures for BVSD and other local school districts, 2018-19 data is displayed for both revenues and expenditures.

The Colorado Department of Education defines what information is included in each category, and chooses what items are included or excluded from the total operating expense.

The amounts are higher than what is budgeted because of uncollectible local property taxes. The Boulder Valley School District does not collect 100 percent of local property taxes each year. This does not include the Transportation Mill Levy, or the Bond Redemption Mill Levy, as these revenue sources are specifically related to funds other than the General Operating Fund.



Appendix M: School District Comparisons (continued)

Expenditures (Budget)

2019-20 School District	Funded Pupil Count	Teachers	Administration	Buildings & Facilities Maintenance	Operational Support Expenditures	Textbooks Materials	Total Expenditures	Total Expenditure Per Pupil
Littleton 6	14,792.1	\$ 96,392,727 50.6%	\$ 12,374,433 6.5%	\$ 16,593,828 8.7%	\$ 58,748,874 30.9%	\$ 6,274,533 3.3%	\$ 190,384,394 100.0%	\$ 12,871
St. Vrain Valley RE-1J	31,300.8	\$ 185,020,056 49.2%	\$ 28,726,465 7.6%	\$ 41,578,821 11.0%	\$ 102,234,004 27.2%	\$ 18,761,145 5.0%	\$ 376,320,491 100.0%	\$ 12,023
Poudre R 1	31,745.8	\$ 176,643,155 51.5%	\$ 25,660,687 7.5%	\$ 28,792,313 8.4%	\$ 88,632,380 25.8%	\$ 23,307,005 6.8%	\$ 343,035,540 100.0%	\$ 10,806
Boulder Valley RE-2J	30,302.4	\$ 226,416,557 53.6%	\$ 31,838,787 7.5%	\$ 37,646,102 8.9%	\$ 106,917,038 25.3%	\$ 19,953,416 4.7%	\$ 422,771,900 100.0%	13,952
Colorado Springs 11	30,567.4	\$ 151,352,147 48.0%	\$ 22,476,887 7.1%	\$ 28,630,476 9.1%	\$ 95,298,500 30.2%	\$ 17,457,747 5.5%	\$ 315,215,757 100.0%	10,312
Adams-Arapahoe 28J	40,607.7	\$ 233,764,256 42.1%	\$ 46,819,229 8.4%	\$ 55,739,820 10.0%	\$ 190,572,147 34.3%	\$ 28,288,804 5.1%	\$ 555,184,256 100.0%	13,672
Northglenn-Thornton 12	42,593.4	\$ 239,589,645 53.6%	\$ 31,544,739 7.1%	\$ 32,969,142 7.4%	\$ 126,373,205 28.3%	\$ 16,858,417 3.8%	\$ 447,335,148 100.0%	10,502
Cherry Creek 5	54,539.6	\$ 435,514,590 62.6%	\$ 36,774,051 5.3%	\$ 54,848,058 7.9%	\$ 135,919,327 19.5%	\$ 32,221,363 4.6%	\$ 695,277,389 100.0%	12,748
Douglas County RE-1	66,036.2	\$ 380,153,157 50.9%	\$ 53,270,717 7.1%	\$ 63,589,179 8.5%	\$ 204,836,157 27.4%	\$ 45,162,182 6.0%	\$ 747,011,391 100.0%	11,312
Denver County 1	91,185.2	\$ 518,951,411 38.4%	\$ 114,784,141 8.5%	\$ 105,930,950 7.8%	\$ 497,083,468 36.7%	\$ 116,069,165 8.6%	\$ 1,352,819,134 100.0%	14,836
Jefferson R-1	82,858.7	\$ 456,148,139 47.7%	\$ 79,720,835 8.3%	\$ 88,539,489 9.3%	\$ 270,820,822 28.3%	\$ 60,393,907 6.3%	\$ 955,623,191 100.0%	11,533
Peer Group Total	516,529.3	\$ 3,099,945,838 48.4%	\$ 483,990,971 7.6%	\$ 554,858,178 8.7%	\$ 1,877,435,921 29.3%	\$ 384,747,683 6.0%	\$ 6,400,978,591 100.0%	\$ 12,392

Source:

Colorado Department of Education - Student Accountability Report

There are some notable items regarding district comparisons:

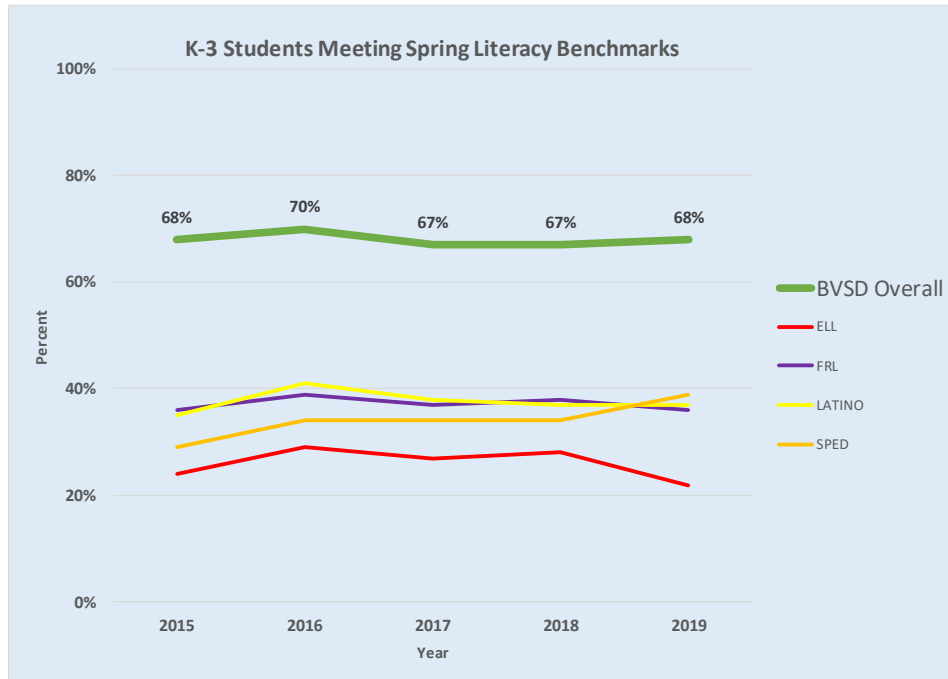
This comparison is based on information gathered by the Colorado Department of Education. While this process provides dated information, it is a consistent comparison using the same data source.

The Colorado Department of Education defines what information is included in each category, and chooses what items are included or excluded from the total operating expense.

The Boulder Valley School District has no knowledge of other districts' procedures for coding expenses and therefore cannot control or verify other district's percentages in each category.

Appendix N: State Performance Measures

K-3 Student Meeting Spring Literacy Benchmarks



PSAT and SAT

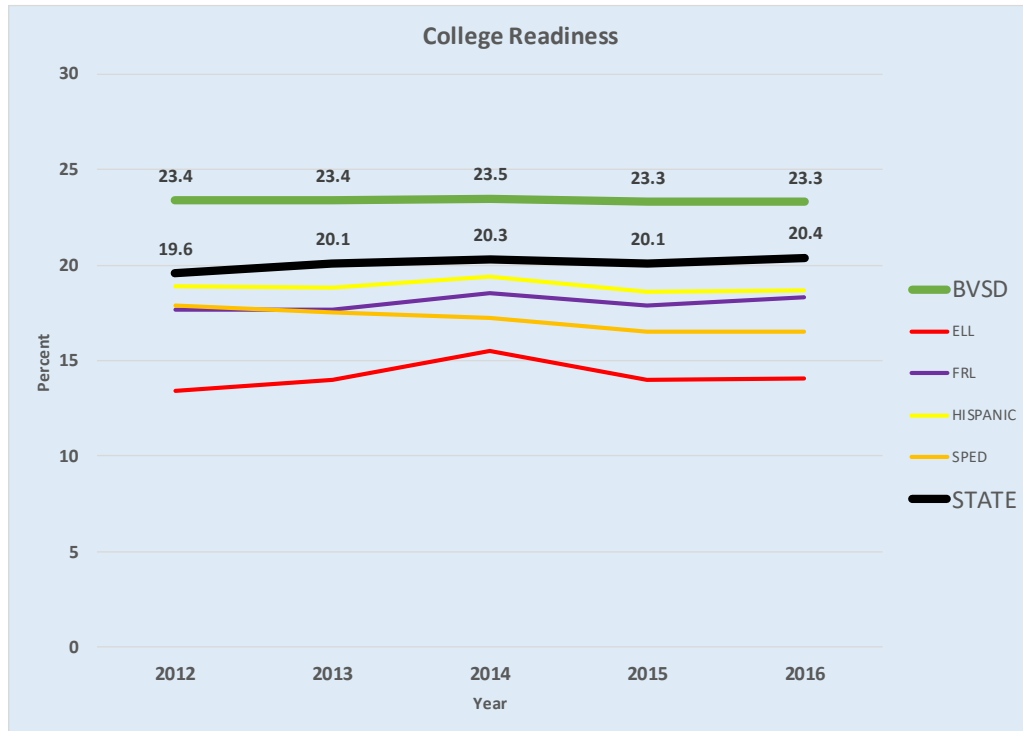
PSAT and SAT							
Assessment	Possible Score Range	Mean Total Score			BVSD Median of National Percentiles**		
		2017	2018	2019	2017	2018	2019
PSAT9	240-1440	*	1003	1007	*	78%	80%
PSAT10	320-1520	1066	1053	1054	76%	76%	75%
SAT	400-1600	1141	1139	1132	74%	73%	73%

* 2018 was the first year that the PSAT9 was administered as a statewide accountability test.

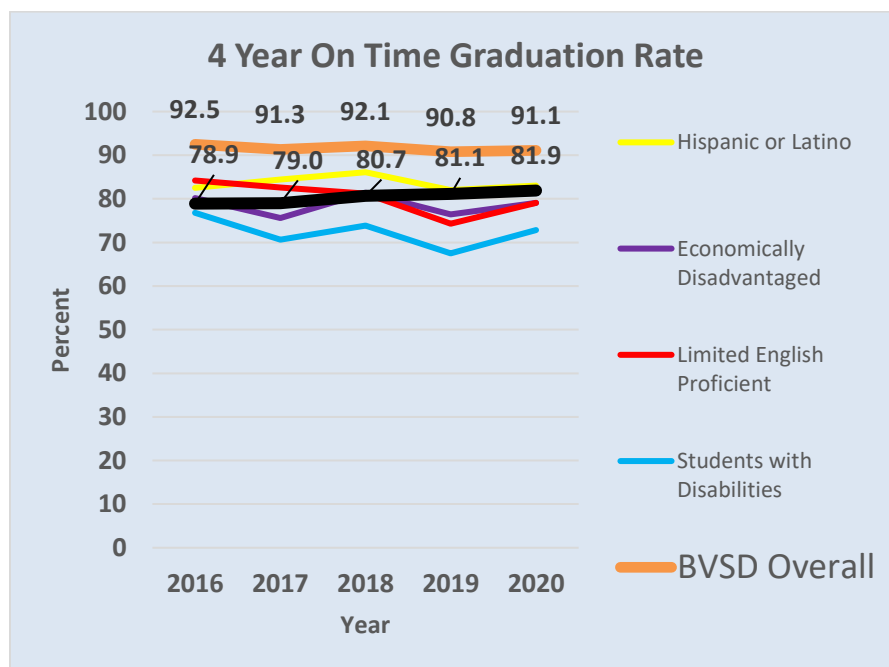
** Every student taking the PSAT / SAT receives a National Percentile Rank score. For example, A student with a 60th-percentile score, scored higher than 60% of other test takers in the United States. The values shown in the above table are the median of BVSD student percentile scores.

Appendix N: State Performance Measures (continued)

College Readiness Overall Average Score Results 2012-2016 (ACT testing was replaced with PSAT and SAT testing beginning 2017)

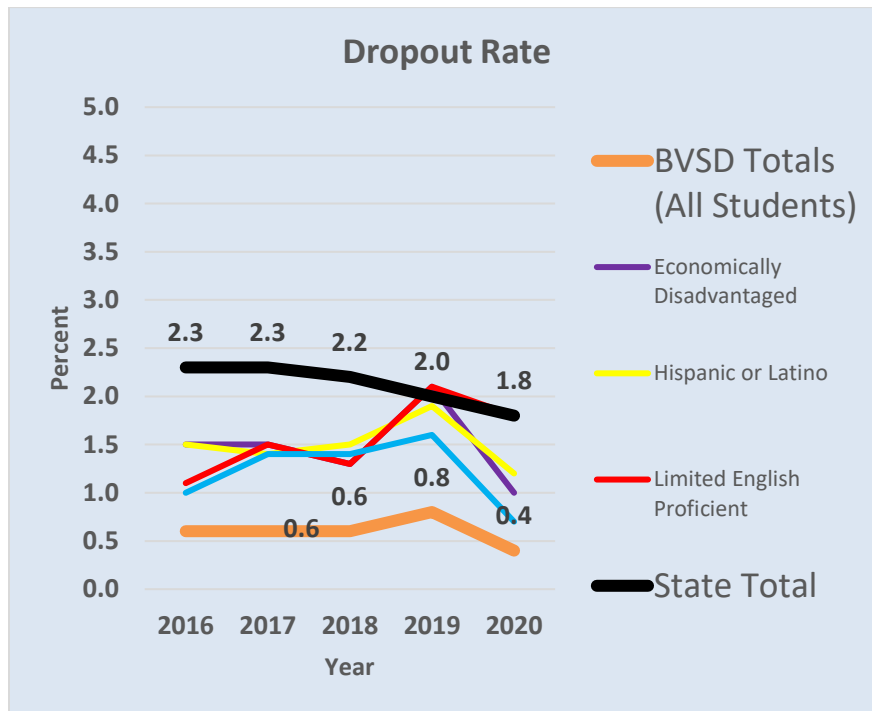


Graduation Rates 2016-2020

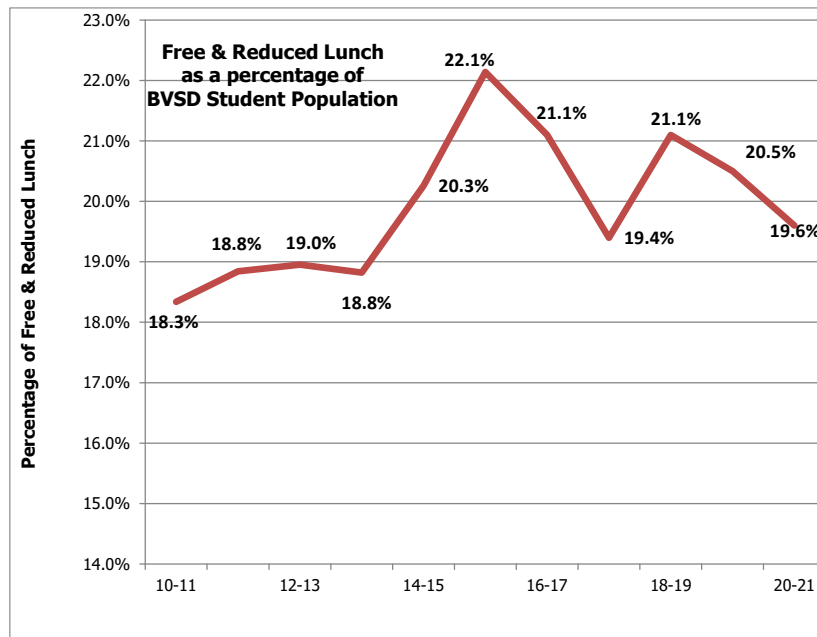


Appendix N: State Performance Measures (continued)

Dropout Rates 2016-2020



Free or Reduced Lunch Population Rates 2010-2021



Appendix O: State of Colorado - Critical Dates

Public School Finance Unit

Fiscal Year 2020-21

(Information for fiscal year 2021-22 was not available at the time of this publication.)

May 31	BUDGET. Preparation of budget. Submit the proposed budget to the board of education by May 31 (i.e., thirty days prior to the beginning of the budgeted fiscal year). C.R.S. 22-44-108.
June 10	BUDGET. Notice of budget – publication. Within ten days after submission of the proposed budget, publish a notice stating that the proposed budget is on file, etc., and stating the date, time and place specified when the board of education will consider adoption of the proposed budget. C.R.S. 22-44-109.
June 15	REVENUE DISTRIBUTIONS. Authorize CDE to withhold monthly shares of up-front matching requirement for School-to-Work Alliance Grant (SWAP) and transfer of money directly to Vocational Rehabilitation on behalf of the school district. C.R.S. 22-54-115.
June 25	CASH FLOW. Repay outstanding cash flow loans, if any, to State Treasurer; or later if alternative date provided by the State Treasurer. C.R.S. 22-54-110.
June 25	CASH FLOW. Repay outstanding contingency reserve loans, if any, to CDE based on the agreement in the reserve request; or later if alternative date provided by CDE.
June 30	BUDGET. Formally adopt, by appropriate resolution, the budget, the appropriation resolution and the use of a portion of beginning fund balance resolution, if necessary. C.R.S. 22-44-105, 22-44-107, 22-44-110.
June 30	GRANTS. Deadline for submission of FY2019-20 ESSA Consolidated Federal Application and Budget to CDE.
June 30	GRANTS. Deadline for submission of IDEA Federal Application Budget to CDE.
July 1	COMPLIANCE. Ensure continuing compliance with financial transparency. C.R.S. 22-44-304.
August 15	SUBMISSION. December financial data pipeline open to begin populating data. Due December 31.
August 15	SUBMISSION. Submit to CDE the pupil transportation reimbursement claim (Form CDE-40). C.R.S. 22-51-105.
August 25	MILL LEVY CERTIFICATION (preliminary values). County assessor certifies to school district the total assessed valuation and the actual value of the taxable property in the district. C.R.S. 39-5-128. See also December 10, December 15.
September 30	CHARTER SCHOOL. Due date for submission to CDE of charter school expenditure reports reporting capital construction expenditures (Form CSCC-01); submission related to the Office of the State Auditor. C.R.S. 2-3-115; C.R.S. 22-54-124.
September 30	CHARTER SCHOOL. School district provides each charter school an itemized accounting of its central administrative overhead costs. Actual costs shall be the amount charged to the charter school. C.R.S. 22-30.5-112 (within 90 days of fiscal year end).
September 30	CHARTER SCHOOL. School district provides each charter school an itemized accounting of all actual costs of district services the charter school chose to purchase from the district. C.R.S. 22-30.5-112.

Appendix O: State of Colorado - Critical Dates (continued)

September 30	CSI. The Institute provides to each institute charter school an itemized accounting of all its central administrative overhead costs. Actual costs shall be the amount charged to the charter school. C.R.S. 22-30.5-513.
September 30	CSI. The Institute provides to each institute charter school an itemized accounting of all actual costs of Institute services the charter school chose to purchase from the institute. C.R.S. 22-30.5-513.
September 30	GRANTS. Deadline for submission of IDEA end of year expenditures to CDE.
September 30	GRANTS. Deadline for submission of FY2018-19 ESSA Consolidated Grants Financial Expenditure Report to CDE.
October 2	PUPIL COUNT. Conduct pupil membership count and mileage count. C.R.S. 22-54-103. See also November dates for certification of pupil count. See also November 1 for alternative preschool count date.
October 2	PUPIL COUNT. Facility School and State Program submits October pupil counts to CDE. C.R.S. 22-54-129.
November 1	PUPIL COUNT. Optional. Conduct Colorado Preschool Program pupil membership count and special education preschool pupils. See also October 2 for alternative preschool count date.
November 10	PUPIL COUNT. Charter School Institute shall certify to the State Board of Education each institute charter school's pupil enrollment and on-line enrollment. C.R.S. 22-30.5-513, 22-54-112.
November 10	PUPIL COUNT. Final day to submit October pupil member count via Data Pipeline. C.R.S. 22-54-112. Submission shall be completed even if the alternative later count date of November 1 is used for preschool pupils.
November 19	ELECTIONS. Submit Report of November 2019 Elections to CDE. 1 C.C.R. 13.01.
November 30	FINANCIAL AUDIT. Independent Auditor provides financial audit to the board of education within five months following the close of the fiscal year. C.R.S. 29-1-606.
November 30	FINANCIAL AUDIT. School district entitled to "Additional Funding," if any, submits to CDE a certification signed by its auditor of its projected spending limit pursuant to the Taxpayer's Bill of Rights (TABOR). C.R.S. 22-54-104.3. Note: certification is not required if school district previously held a successful "de-Brucing" election.
November 30	NUTRITION. Submit excess net cash spending plans to CDE School Nutrition Unit for approval. 7 CFR 210.19(a)(1) and 1 C.C.R. 301-11-3.03(8).
December 2	CHARTER SCHOOL. Submit the annual Charter School Capital Construction Funding Eligibility questionnaire. C.R.S. 22-54-124.
December 10	MILL LEVY CERTIFICATION (final). County assessor certifies to school district the total assessed valuation and the actual value of the taxable property in the district. C.R.S. 39-1-111; 39-5-128.
December 15	MILL LEVY CERTIFICATION. Certify to board(s) of county commissioners, copied to CDE, the mill levies for the various property tax-supported funds of the district. C.R.S. 22-40-102; 39-5-128. The county(ies) may request copies be sent to the Assessor, the Treasurer and other entities within the county(ies).

Appendix O: State of Colorado - Critical Dates (continued)

December 31	SUBMISSION. Approve Data Pipeline financial data, complete Bolded Balance Sheet Report, Auditor's Integrity Check Report and download final Data Pipeline Reports.
December 31	SUBMISSION. Submit financial audit to CDE and the Office of the State Auditor. Audit must contain the Auditor's Integrity Check Report bound in the audit; include a copy of the Bolded Balance Sheet with the audit submission. Submit the Assurances for Financial Accreditation form. Compliance met by email or postmark date. C.R.S. 29-1-606; 22-11-206. BONDS. Submit annual financial information under SEC Rules and the Continuing Disclosure Certificate on or before the date specified in the certificate via EMMA Dataport.
January 31	BUDGET. The board may review and change the adopted budget, with respect to both revenues and expenditures, at any time prior to January 31. C.R.S. 22-44-110. Note: depending on the budget adjustment, may require an appropriation resolution and/or a use of a portion of beginning fund balance resolution.
March 1	COMPLIANCE. Post the required FY 2019-2020 financial data file to the district's financial transparency webpage. BrightBytes uses the district's financial data to populate Financial Transparency for Colorado Schools .
1st of Month	GRANTS. Submit requests for funds with the Grants Fiscal Management Services Unit for ESSA federal reimbursement grants.
1st of Month	NUTRITION BEST PRACTICE. Submit Child Nutrition reimbursement claims via the online claim system. 7 CFR Part 210.8(b)(1). Note the guidance from the School Nutrition Unit, School Nutrition Claims .
15th of Month	PUPIL COUNT. Facility School or State Program reports to CDE the number of eligible out-of-district placed pupils, if any, served during the prior calendar month. C.R.S. 22-54-129.
15 th of Month	GRANTS. Submit Requests for Funds forms with the Office of Grants Fiscal for IDEA and Competitive federal reimbursement grants.
25th of Month	REVENUE DISTRIBUTIONS. State transmits state share payments to school districts. C.R.S. 22-54-115.
Monthly	REVENUE DISTRIBUTIONS. CDE transmits Per Pupil Capital Construction moneys to charter schools and institute charter schools. C.R.S. 22-54-124.
Monthly	CASH FLOW. Notify CDE of any potential Contingency Reserve assistance needs. Section 22-54-117.
Quarterly	COMPLIANCE. Board of education reviews financial condition of the school district. C.R.S. 22-45-102.
Continuing	BONDS. Upon issuance of bonds or refunding bonds, submit a report within ten days after sale (sixty days for refunding bonds) to the state board of education. C.R.S. 22-42-125; 22-43-108.
Continuing	BONDS. Submit via the EMMA Dataport notice of a material event as specified under SEC Rules and Continuing Disclosure Certificate in a timely manner not in excess of ten business days after the occurrence of the event.

Appendix O: State of Colorado - Critical Dates (continued)

- Continuing On or before the 15th day of each month where a juvenile (charged as an adult) is held in jail or facility, the official in charge of the jail or facility shall report to CDE the actual number of juveniles who received education service at the jail or facility during the prior calendar month to whom the school district provided educational services at the jail or facility. On or before the 15th day of each month following a month where a jail or facility reported the number of juveniles who received educational services at the jail of facility, CDE shall pay the school district that provided the educational services the appropriate amount based on the daily rate established for approved facility schools. C.R.S. 22-54-129.
- Pupil and At-Risk Count, Transportation. See additional information,
<https://www.cde.state.co.us/cdefinance/auditunit>,
<https://www.cde.state.co.us/cdefinance/sftransp>,
https://www.cde.state.co.us/datapipeline/snap_studentoctober.
- Elections See Colorado Department of State, Elections and Voting,
<http://www.sos.state.co.us/pubs/elections/main.html>, and
Colorado Association of School Boards, <http://www.casb.org/Domain/112>.
- EMMA Dataport <https://dataport.emma.msrb.org/AboutDataport.aspx?ReturnUrl=%2fSubmission%2fSubmission> Portal.aspx

Appendix P: Governing Policies

The following Governing Policies refer to the budget.

BBA: School Board Powers and Duties

The board of education is responsible for the governance of the school district and the protection and acquisition of school district policy. The powers and duties of the board of education are those enumerated in the Colorado school statutes. Prime responsibilities include:

1. Selection of the superintendent of schools.
2. The development of overall policy for the school district and the individual schools.
3. The declaration of objectives and long-range goals.

Board members have an obligation to act in the overall best interests of the students, the schools, and the taxpayers, protecting the assets and assisting in the acquisition of supporting funds. It is the duty of the board to promulgate policies and regulations for faculty, administration, and staff. The board approves graduation requirements, determines curriculum, and approves appointment, promotion, and dismissal of all school district personnel.

The school district, its employees, and any group or organization using the district's buildings and facilities shall comply with all federal and state laws and executive and administrative orders applicable to the school district relating to equal opportunity and nondiscrimination.

Specific powers and duties of the board include:

Employees

1. Acceptance, rejection, or modification of recommendations from the superintendent concerning employment, retirement, and termination of all employees.
2. Adoption of salary provisions for all employees, including those groups not represented in negotiating units.
3. Adoption of leave provisions and other fringe benefits.
4. Adoption of personnel policies consistent with sound educational management and planning.

Students

1. Acceptance, modification, or rejection of policies recommended by the superintendent of schools on admission, placement, promotion, attendance, expulsion, suspension, graduation, conduct, and discipline.
2. Acceptance, modification, or rejection of policies recommended by the superintendent of schools concerning health services, food services, and transportation services.
3. Fixing of tuition charges and terms of admission for nonresident pupils, and waiving of tuition if necessary for the welfare of the child.
4. A commitment to provide equal access for educational opportunities in accordance with state and federal guidelines.

Instruction

1. Adoption of policies and general district goals upon which the instructional programs are based and conducted.
2. Acceptance, modification, or rejection of recommendations by the superintendent of schools on the scope and nature of educational offerings, including the adoption of textbooks to be used. Determination of graduation requirements, years, or grades to be taught.
3. Enforcement of the pertinent statutes of the state of Colorado and the rules and regulations of the state board of education with respect to the educational programs of the district.

Appendix P: Governing Policies (continued)

BBA: School Board Powers and Duties (continued)

Finance

1. Approval and adoption of an annual budget in consultation with the superintendent of schools.
2. Appropriation of amounts fixed in each annual budget.
3. Authorization for administrative approval of expenditures so budgeted and appropriated.
4. Decisions as to time, size, and sale of bonds and investment of bond proceeds.
5. Preparation of policies for the purchasing, disposal, distribution of supplies, property, and equipment.
6. Approval and adoption of an adequate insurance program.
7. Authorization of the investment and borrowing of funds within the limitations prescribed by law.

Plant

1. Purchasing, holding, and sale of sites.
2. Planning regarding location, design, and building specifications and construction.
3. Employment of architects and contractors.
4. Provisions for operational and maintenance services.
5. Provisions of adequate furnishings for buildings.
6. Provision for health, safety, and welfare for all students and employees within acceptable guidelines for energy conservation.

General

1. Employment of a superintendent of schools, auditor, attorney, and outside consultants, and the evaluation of their services.
2. Approval of the school calendar recommended by the superintendent of schools.
3. Requirement of frequent, thorough reports on the management of operation of the schools.
4. Delegation of the administration of policies and regulations to the superintendent of schools.
5. Delegation of the implementation of policies pertaining to health, safety, and welfare to the superintendent of schools.

LEGAL REFS.: C.R.S. 22-32-109

C.R.S. 22-32-110

AGREEMENT REFS.:

Teachers' agreement, Section A

DB: Annual Operating Budget

Both the extent and quality of educational services affect – and are affected by - the financial program. All are governed by policies of the board of education, subject to the state statutes on what studies must be offered by the school district, state statutes regarding the financial resources available to the school district, and by the standards to be observed in the provision of services, facilities, and supplies.

A proposed budget, developed under the direction of the superintendent of schools, is presented to the board of education no later than June 1 each year. A statement shall be submitted with the proposed budget, describing the major objectives of the educational program to be undertaken by the school district during the ensuing fiscal year and the manner in which the budget proposes to fulfill such objectives. The proposed budget will include those elements of revenue and expenditures as prescribed by state statute.

The General Operating Fund budget will be developed on a generally accepted accounting principles (GAAP) basis.



Appendix P: Governing Policies (continued)

DB: Annual Operating Budget (continued)

Balanced Budget Requirements

In order to ensure its ongoing financial health, the district needs to maintain a positive year-end balance across all funds.

To meet this end, the General Operating Fund budget will be developed so that the total of annual ongoing expenditures and transfers does not exceed annual revenues.

If the General Operating Fund ends any fiscal year with an ending balance beyond required reserves, this amount can only be budgeted for one-time uses in subsequent years. One-time uses will be defined as expenditures, transfers and/or reserves committed to by the district for a finite period of time, on a non-recurring basis. Uses of one-time funds must be approved by the board and be accompanied by a plan for assuring that such uses will not result in an ongoing deficit in future budget years.

Reserve Requirements

To minimize any sudden and unplanned discontinuity to the district's programs and operations, the General Operating Fund budget will be developed containing an ending fund balance equal to required reserves including TABOR, plus a minimum of a 3 percent contingency reserve. This reserve shall be reviewed every year as part of the budget approval process, to determine if a larger reserve is prudent in view of uncertainties in current and future revenue and in district expenses.

Funds in the contingency reserve shall not be spent without board approval. The request for approval must include a plan for ensuring that the expenditure will not exceed the fixed dollar amount approved by the board, and must also include a plan for replenishing the reserve, within two years from first dispersal.

The budgets for all other funds will be developed to include, at a minimum, the required TABOR reserve.

LEGAL REFS.:

- C.R.S. § 22-44-101-117 (school district budget law)
- C.R.S. § 22-44-201-206 (financial policies and procedures)
- C.R.S. § 22-44-105 (Budget-contents-mandatory)

AGREEMENT REF.: Teachers' agreement, Section B

CROSS REF.: DB subcodes (all relate to the budget)

NOTE: The format and procedures used in developing the school budget must meet requirements of the State Board of Education as set forth in the Financial Policies and Procedures Handbook for public school districts. (C.R.S. § 22-44-203 and 204)

DBJ: Budget Transfers

The Board shall follow state statute regarding the transfer of unencumbered moneys and other funds as specified by state law.

Unencumbered moneys shall not be transferred from one fund to another unless authorized in advance by Board resolution. When a contingency occurs, the Board, by resolution, may transfer any unencumbered moneys from the contingency reserve account, which is within the general fund, to any other fund or function.

Appendix P: Governing Policies (continued)

DBJ: Budget Transfers (continued)

School Budget Accounts

Principals are responsible for funds budgeted to that school and may transfer moneys between their discretionary accounts. However, moneys in school staffing salary and benefit accounts cannot be transferred without the approval of the Superintendent.

Program Budget Accounts

Program managers are responsible for funds budgeted to that program and may transfer discretionary moneys according to procedures established by the program manager. Transfers between programs must have the approval of each program manager's immediate supervisor. All budget transfers require the approval of the Superintendent.

LEGAL REFS.:

- C.R.S. § 22-32-107 I (*Duties-treasurer*)
- C.R.S. § 22-44-102(3) (*Definitions*)
- C.R.S. § 22-44-106(1) (*Contingency reserve-operating reserve*)
- C.R.S. § 22-44-112 (*Transfer of monies*)
- C.R.S. § 22-44-113 (*Borrowing from funds*)
- C.R.S. § 22-45-103 (1)(a)(II) (*Funds*)
- C.R.S. § 22-54-105 (*Funds*)
- C.R.S. § 24-10-115 (*Authority for public entities to obtain insurance*)

DD: Grants Management

The District encourages and is receptive to financial support from appropriate federal, state, local governmental and private grant-makers to aid in delivery, maintenance, and improvement of District and school educational, support or operational programs.

The term "grant" encompasses all federal, state, and local governmental, corporate or foundation *financial awards* that have *specific performance requirements or conditions* attached and that are *applied for* and accepted by the District.

BVSD is the legal applicant and recipient for all grant funds applied for and received by all of its public schools, programs and departments. Contracts awarded to the District consequent to the receipt of a grant by another agency or institution are considered sub-award grants, and are subject to all of same requirements as awards received directly by BVSD. Grants applied for and received by individual District personnel for personal or professional development purposes are not subject to District policies unless they involve students, use of school property, or require the participation of other District personnel.

The District may apply for and receive grants that support the current BVSD Goals or otherwise improve educational resources. The Board reserves the right to approve or decline any grant application or award based upon established principles, and may delegate this authority to the Superintendent or other staff assigned by the Superintendent.

The opportunity to competitively apply for a grant must be available to all District schools under the same eligibility criteria if a grant is used to fund any school personnel position(s). This provision does not apply to the District itself, which may apply for grants to fund personnel at particular schools based upon established principles and demonstrated differentiated needs, including, but not limited to: student achievement, educational equity and school climate.

Appendix P: Governing Policies (continued)**DD: Grants Management (continued)**

Any grant application of \$25,000 or more, or made to a state or federal agency, or requiring the expenditure of non-budgeted District or school funds (i.e. cash matching funds) must be approved by the Board. The Superintendent shall have the authority to approve grants applications from \$2,500 up to \$25,000. The Principal or department director shall have the authority to approve grant applications of less than \$2,500. Schools or District departments may not make applications for grants of more than \$25,000, or to a state, or federal agency, or requiring the expenditure of non-budgeted district or school funds, without submission of an Intent to Apply form to the Superintendent or designee, and his or her signed approval.

The Superintendent shall establish procedures for grant administration and for review and approval of all grant applications. The Superintendent shall provide a quarterly report to the Board of all awarded grants.

DD-R1: Project Partnerships, Sub-Award, Grants, Sub-Contracts Pursuant to Grants, and Third-Party Grants Involving District Personnel, Programs or Facilities

When BVSD is named by another agency or institution in a grant application as the recipient of payments, goods or services under that grant, this is considered a sub-award grant and it is subject to all of the same requirements for review and approval as grants written by and awarded to BVSD and its schools/departments. Similarly, if BVSD is named by another agency or institution in a grant application as the provider of services under a grant, the same rule applies.

Contracts awarded to the District consequent to the receipt of a grant by another agency or institution are similarly considered sub-award grants and subject to all of the same requirements for review and approval as grants written by and awarded to BVSD and its schools/departments, regardless of whether BVSD is specifically named in the original grant application.

If a grant is written by a third-party agency, organization, institution, individual, or business entity that entails any of the following:

- use of District personnel during work hours;
- contact with students, or research involving students* or employees;
- changes or additions to District educational programs, student support or teacher support programs;
- changes or additions to District facilities and grounds;
- use of BVSD facilities, personnel, or programs to provide an in-kind match for the grant;
- requirements for future upgrades or maintenance of equipment, software, textbooks, facilities or grounds;
or
- use of BVSD as the fiscal agent to receive and account for the grant funds

...then this grant is subject to the prior review and approval of BVSD, even if BVSD is not directly named in the application and does not directly receive any financial award through the grant. Other forms of approval may apply (e.g. parental permission; Human Research Committee, etc.) in addition.

BVSD reserves the right to decline to participate in any project initiated by a third party that has not been submitted for District review prior to application for funding AND that has not received the approval of the school district through the Board-designed process prior to the award of funding.

*See Policy JFJ-E for information regarding student participation in surveys, analyses, or evaluations.

Appendix P: Governing Policies (continued)**DD-R2: Grants to District Personnel**

Grants applied for and received by individual District personnel for personal, professional or professional development purposes are not subject to District policies unless they involve activities conducted during the normal work day, or involve students, the use of school property, and/or require the participation of other District personnel.

DEB: Loan Programs (Funds from State Tax Sources)Short-Term Borrowing

The superintendent shall notify the board when it becomes evident that cash balances will not meet anticipated obligations. Under such circumstances the board may negotiate, under the provisions of Colorado statutes, for a loan in such amounts as may be required to meet such obligations. Such a loan may not be obtained without prior approval of the board.

The board authorizes the president and the superintendent to execute promissory notes on behalf of the school district from time to time as such borrowing of funds becomes necessary and may further authorize them to execute any and all other documents necessary or incidental to the borrowing of funds. By law, these short-term loans must be repaid by the close of the fiscal year in which the loan was received.

State Interest-Free Loan Program

The superintendent shall notify the board when it becomes evident that a General Fund cash deficit will occur in any month in the coming fiscal year. Under such circumstances the board may elect to participate in an interest-free loan program through the state treasurer's office by adopting a resolution approving participation in the program. The loan may not exceed an amount certified by the district's chief financial officer and the superintendent. However, the superintendent may not apply for such loan without a resolution of the board. The state treasurer shall determine the method for calculating cash deficits and appropriate reporting mechanisms.

All loans shall be repaid by June 25 of the fiscal year in which they were made or an alternate date determined by the state treasurer.

Tax Anticipation Notes

The board may issue tax anticipation notes without an election if it determines that taxes due the district will not be received in time to pay projected budgeted expenses. Tax anticipation notes shall mature on or before June 30 of the fiscal year in which the tax anticipation notes were issued.

Tax anticipation notes issued by the district shall not exceed 75 percent of the taxes the district expects to receive in the current fiscal year as shown by the current budget.

LEGAL REFS.:

- C.R.S. § 22-40-107 (short term loans)
- C.R.S. § 22-54-110 (loans to alleviate cash flow problems)
- C.R.S. § 29-15-101, et seq. (Tax Anticipation Note Act)

DEB/DEC/DFC: Revenues From State/Federal Tax SourcesCooperative Projects — School District Funding

Except for noncategorical state and federal funds received by the School District to support the general fund budget, other outside funds received for any project requiring the expenditure of School District funds and/or the cooperative use of School District facilities on a regularly scheduled basis shall be brought to the Board of Education for authorization before the project is instituted.

Appendix P: Governing Policies (continued)**DEB/DEC/DFC: Revenues From State/Federal Tax Sources (continued)**

When such projects are proposed, the following information shall be presented:

1. Specific educational needs to be served.
2. Alternatives considered in meeting those needs.
3. Specific strategies and activities planned to meet those needs.
4. A budget identifying revenue anticipated from all sources (including *all* in-kind contributions of each fund or); itemized expenditures (including projections for salaries and benefits, supplies and equipment, inservice and training expense, travel to professional meetings, etc.); and staffing requirements.
5. Scope and duration of the project, including a description of the population to be served.
6. Description of decisionmaking framework and responsibilities assigned school personnel. Cooperative projects will be staffed and initiated subsequent to Board authorization. School District selection and compensation policies will be followed in making staffing arrangements whenever possible.

In approving cooperative projects, the Board of Education will be responsible only for School District contributions authorized in the project budget and only for the purposes described. If total anticipated revenue is not received, services must be curtailed. Services to school-age children have the highest priority for retention in such circumstances.

In the event that implementation extends into more than one budget year, the Board will review the project annually as part of the School District budget review process.

LEGAL REF.:

C.R.S. 22-44-110(5)

CROSS REF.:

DB, Annual Operating Budget

DFA: Cash Management/Investment Policy

It is the policy of the District to invest public funds in a manner that will preserve capital, meet the daily liquidity needs of the District, diversify the District's investments, conform to all local and state statutes governing the investment of public funds, and generate market rates of return.

This Cash Management Investment Policy addresses the methods, procedures, and practices which must be exercised to ensure effective and judicious fiscal and investment management of the District's funds.

SCOPE

Cash balances in the Bond Redemption Fund, the Building Fund, the Health Insurance Fund, the Dental Insurance Fund, the Non-expendable Trust Fund and the Expendable Trust Fund shall not be pooled and the investment income derived from the individual investment accounts shall be allocated directly to the individual fund.

All cash shall be pooled for investment purposes, except for cash balances of the funds listed above. Investment income derived from the pooled investment account shall be allocated to the General Fund.

This Investment Policy shall apply to all funds accounted for in the District's Comprehensive Annual Financial Report.

Appendix P: Governing Policies (continued)**DFA: Cash Management/Investment Policy (continued)****INVESTMENT OBJECTIVES**

The District's principal investment objectives include:

Preservation of capital and protection of investment principal;

Maintenance of sufficient liquidity to meet anticipated cash flows;

Attainment of a market rate of return;

Diversification to avoid incurring unreasonable market risks;

Conformance with all applicable District policies, state statutes and Federal regulations.

DELEGATION OF AUTHORITY

The Superintendent is vested with responsibility for managing the District's investment program and for implementing this Cash Management Investment Policy. The Superintendent may delegate the authority to conduct investment transactions and to manage the operation of the investment portfolio to the Accounting Services Director or the Chief Financial Officer. No person may engage in an investment transaction except as expressly provided under the terms of this Investment Policy.

The Superintendent or his/her designee shall establish written procedures and internal controls for the operation of the District's investment program, designed to prevent loss of public funds due to fraud, error, misrepresentation and imprudent actions.

The District may engage the support services of outside investment advisors in regard to its investment program, so long as it can be demonstrated that these services produce a net financial advantage or necessary financial protection of the District's financial resources.

PRUDENCE

The standard of prudence, as defined by the Colorado Revised Statutes, to be used for managing the District's assets is the "prudent investor" standard applicable to a fiduciary, which states that a prudent investor "shall exercise the judgment and care, under circumstances then prevailing, which men of prudence, discretion, and intelligence exercise in the management of the property of another, not in regard to speculation but in regard to the permanent disposition of funds, considering the probable income as well as the probable safety of capital." (Colorado Revised Statutes 15-1-304, Standard for Investments.)

The District's overall investment program shall be designed and managed with a degree of professionalism that is worthy of the public trust. The District recognizes that no investment is totally without risk and that the investment activities of the District are a matter of public record. Accordingly, the District recognizes that occasional losses may be possible in a diversified portfolio and shall be considered within the context of the overall portfolio's return, provided that adequate diversification has been implemented and that the sale of a security is in the best long-term interest of the District.

The Superintendent and other authorized persons acting in accordance with written procedures and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion to the Board of Education and appropriate action is taken to control adverse developments.

ETHICS AND CONFLICTS OF INTEREST

District employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the District's investment program or that could impair or create the appearance of an impairment of their ability to make impartial investment decisions. Employees shall disclose to the Superintendent or his/her designee any material financial interest they have in financial institutions that conduct business with the District, and they shall subordinate their personal investment transactions to those of the District.

Appendix P: Governing Policies (continued)

DFA: Cash Management/Investment Policy (continued)

AUTHORIZED SECURITIES AND TRANSACTIONS

All investments will be made in accordance with the Colorado Revised Statutes as follows: C.R.S. § 11-10.5-101, *et seq.*, Public Deposit Protection Act; C.R.S. § 11-47-101, *et seq.*, Savings and Loan Association Public Deposit Protection Act; C.R.S. § 24-75-601, *et seq.*, Funds - Legal Investments; C.R.S. § 24-75-603, Depositories; and C.R.S. § 24-75-702, Local governments – authority to pool surplus funds. Any revisions or extensions of these sections of the statutes will be assumed to be part of this Investment Policy immediately upon being enacted.

This Cash Management Investment Policy further restricts the investment of District funds to the following types of securities and transactions:

1. U.S. Treasury Obligations: Treasury bills, Treasury notes, Treasury bonds and Treasury STRIPS with maturities not exceeding five years from the date of trade settlement.

2. Federal Instrumentality Securities: Debentures, discount notes, callable securities, step-up securities and stripped principal or coupons with maturities not exceeding five years from the date of trade settlement issued by the following only: Federal National Mortgage Association (FNMA), Federal Farm Credit Banks (FFCB), Federal Home Loan Banks (FHLB) and Federal Home Loan Mortgage Corporation (FHLMC). Federal Instrumentality Securities shall be rated in the highest rating category by at least two Nationally Recognized Statistical Rating Organizations (NRSROs), and shall be rated not less by any NRSRO that rates the debt.

3. Repurchase Agreements with a termination date of 180 days or less collateralized by U.S. Treasury obligations or Federal Instrumentality securities listed in 1. and 2. above with a final maturity not exceeding 10 years. The purchased securities shall have a minimum market value including accrued interest of 102 percent of the dollar value of the transaction. Collateral shall be held by the District's third-party custodian bank, and the market value of the collateral securities shall be marked-to-the market daily.

Repurchase Agreements shall be entered into only with broker/dealers recognized as primary dealers by the Federal Reserve Bank of New York, or with firms that have a primary dealer within their holding company structure. Approved Repurchase Agreement counterparties shall have a short-term credit rating of at least A-1 or the equivalent and a long-term credit rating of at least A or the equivalent by a Nationally Recognized Statistical Rating Organization (NRSRO). Repurchase agreement counterparties shall execute a District approved Master Repurchase Agreement with the District. The Chief Operations Officer shall maintain a copy of the District's approved Master Repurchase Agreement along with a list of broker/dealers who have executed same.

4. Commercial Paper with an original maturity of 180 days or less that is rated at least A1+, P-1 or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the commercial paper. If the commercial paper issuer has senior debt outstanding, it must be rated at least AA-, Aa3 or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the issuer.

5. Non-negotiable Certificates of Deposit with a maturity not exceeding one year in any FDIC insured state or national bank, or state or federal savings bank located in Colorado that is a state approved depository per C.R.S. § 24-75-603. Certificates of deposit that exceed FDIC insurance limits shall be collateralized as required by the Public Deposit Protection Act or the Savings and Loan Association Public Deposit Protection Act.

6. Local Government Investment Pools authorized under C.R.S. § 24-75-702 that: 1) are "no-load" (no commission or fee shall be charged on purchases or sales of shares); 2) have a constant net asset value of \$1.00 per share; 3) limit assets of the fund to those securities authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AAA or the equivalent by one or more NRSROs.

Appendix P: Governing Policies (continued)

DFA: Cash Management/Investment Policy (continued)

7. Money Market Mutual Funds registered under the Investment Company Act of 1940 that: 1) are "no-load" (no commission or fee shall be charged on purchases or sales of shares); 2) have a constant net asset value of \$1.00 per share; 3) limit assets of the fund to those securities authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AAA or the equivalent by one or more NRSROs.

The foregoing list of authorized securities shall be strictly interpreted. Any deviation from this list must be approved by the Board of Education.

INVESTMENT DIVERSIFICATION

It is the intent of the District to diversify the investments within the investment portfolio to avoid incurring unreasonable risks inherent in over-investing in specific instruments, individual financial institutions or maturities. Nevertheless, the asset allocation in the investment portfolio should be flexible depending upon the outlook for the economy, the securities markets and the District's anticipated cash flow needs.

INVESTMENT MATURITY AND LIQUIDITY

The investment portfolio shall remain sufficiently liquid to meet all cash requirements that may be reasonably anticipated. To the extent possible, investments shall be matched with anticipated cash flows and known future liabilities. Investments shall be limited to maturities not exceeding five years from the date of trade settlement.

COMPETITIVE TRANSACTIONS

Each investment transaction shall be competitively transacted with authorized broker/dealers. At least three broker/dealers shall be contacted for each transaction and their bid and offering prices shall be recorded. If the District is offered a security for which there is no other readily available competitive offering, quotations for comparable or alternative securities will be documented.

SELECTION OF BROKER/DEALERS

The Chief Operations Officer shall maintain a list of broker/dealers approved for investment purposes, and it shall be the policy of the District to purchase securities only from those authorized firms. To be eligible, a firm must meet at least one of the following criteria:

1. Be recognized as a primary dealer by the Federal Reserve Bank of New York or have a primary dealer within its holding company structure;
2. Report voluntarily to the Federal Reserve Bank of New York;
3. Qualify under Securities and Exchange Commission (SEC) Rule 15c3-1 (Uniform Net Capital Rule).

Broker/dealers will be selected by the Superintendent or his/her designee on the basis of their expertise in public cash management and their ability to provide service to the District's account. Each authorized broker/dealer shall be required to submit and annually update a District approved Broker/Dealer Information Request Form that includes the firm's most recent financial statements. In the event that an external investment advisor is not used in the process of recommending a particular transaction in the District's portfolio, any authorized broker/dealer from whom a competitive bid is obtained for the transaction will attest in writing that he/she has received and reviewed a copy of this policy.

The District may purchase commercial paper from direct issuers even though they are not on the approved broker/dealer list as long as they meet the criteria outlined in item 3. of the Authorized Securities and Transactions section of this Investment Policy.

Appendix P: Governing Policies (continued)**DFA: Cash Management/Investment Policy (continued)****SAFEKEEPING AND CUSTODY**

The Superintendent or his/her designee shall approve one or more banks to provide safekeeping and custodial services for the District. A District approved safekeeping agreement shall be executed with each custodian bank. To be eligible, a financial institution shall qualify as a depository of public funds in Colorado as defined in C.R.S. § 24-75-603.

The purchase and sale of securities and repurchase agreement transactions shall be settled on a delivery versus payment basis. Ownership of all securities shall be perfected in the name of the District. Sufficient evidence to title shall be consistent with modern investment, banking and commercial practices.

All investment securities, except non-negotiable Certificates of Deposit, Local Government Investment Pools and Money Market Mutual Funds, purchased by the District will be delivered by either book entry or physical delivery and will be held in third-party safekeeping by the District approved custodian bank, its correspondent bank or the Depository Trust Company (DTC).

All Fed wireable book entry securities shall be evidenced by a safekeeping receipt or a customer confirmation issued to the District by the custodian bank stating that the securities are held in the Federal Reserve system in a Customer Account for the custodian bank which will name the District as "customer."

All DTC eligible securities shall be held in the custodian bank's Depository Trust Company (DTC) participant account and the custodian bank shall issue a safekeeping receipt evidencing that the securities are held for the District as "customer."

All non-book entry (physical delivery) securities shall be held by the custodian bank or its correspondent bank and the custodian bank shall provide evidence that the securities are held for the District as "customer."

The District's custodian will be required to furnish the District monthly reports of holdings of custodied securities as well as a report of monthly safekeeping activity.

REPORTING

At the end of each quarter, the Chief Financial Officer shall submit to the Board an investment report listing the investments held by the District and the current market value of the investments.

POLICY REVISIONS

This Cash Management/ Investment Policy shall be reviewed annually by the Superintendent or his/her designee and may be amended by the Board of Education as conditions warrant.

LEGAL REFS.:

C.R.S. § 24-75-601, *Funds-Legal Investments*

DFB: Revenues from Licensing of School Facilities for Telecommunication Uses

The board of education of the Boulder Valley School District, as a service to the communities where its various school sites and facilities are located and as a source of revenue to the school district, may license the use of its sites and facilities for the installation, maintenance, and use of telecommunication and low power radio signal equipment owned by third-party entities.

The school district, in granting the use of its sites and facilities for use by telecommunication entities, shall require at all times that the health and safety of its students, staff, and patrons are protected and the aesthetics and structural integrity of all sites and facilities will not be jeopardized by such use.

The granting of use of school district sites and facilities for telecommunication uses shall require that the third-party entity adhere to the following procedures and guidelines:

Appendix P: Governing Policies (continued)**DFB: Revenues from Licensing of School Facilities for Telecommunication Uses (continued)****1. Site identification**

- School district shall grant qualified third parties access to school district facilities and sites for assessment and testing purposes to determine existence of optimum location for equipment and antenna provided the third party agrees to indemnify school district for any liens, claims, or damages while conducting this site and facility feasibility identification.
- Third party shall be given permission to contact appropriate jurisdictions to make preliminary investigation of zoning, land use, and other necessary permitting requirements on identified sites and facilities.

2. Submittal of preliminary design to school district

- Third party wishing to pursue the installation of telecommunication facilities on school district sites and facilities after completing its site and facilities identification process shall submit to the school district Department of Operations the following:
 - a. Survey and legal description of proposed site.
 - b. Design drawings and representations showing height, area requirements, and location of proposed telecommunication facilities.
 - c. Detailed description of the equipment proposed to be installed and the improvements to be constructed on the telecommunication sites.
 - d. Detailed description of the environmental, compatibility, and aesthetic impact of the proposed installation and construction on existing school district use.
 - e. Proposed source of electrical power and telephone connection.

3. License agreements shall require:

- The initial term to not exceed five years and shall be subject to termination by school district for school district purposes.
- Provisions and procedures for renewal of the agreement for subsequent terms.
- Annual payment schedule.
- Agreement to indemnify school district.
- Agreement to be conditioned upon third party obtaining zoning, land use, and building permit approval.
- The third party to be responsible for the processing and obtaining of all required permits, certificates, and approvals and to appear at all hearings.
- Obtaining all permits required by FCC.
- Manage all construction and installation on sites but subject to construction and safety standards promulgated by the school district.
- Nonexclusive use of sites and facilities with a covenant to cooperate with any other third party users of telecommunication facilities utilizing the same sites.
- Provisions for multiple-site use by third party when desired and agreed to by the school district.
- All facilities and equipment installed by third parties shall accommodate all telecommunications equipment of the school district.
- License granting limited access by third party across school district property to the facilities and site during construction, operation, and maintenance of the equipment and facility, which is not disruptive to school district use.
- All improvements and installations shall be installed and constructed at the third party's sole expense in a workmanlike manner, shall be removed upon termination of the use agreement unless otherwise agreed to by the school district, and the site and facilities shall be restored to original condition.
- Third party shall maintain and keep sites and facilities in good repair.
- Third party to pay all utilities, operating costs, and any taxes associated with a telecommunication use.
- Third party to maintain liability, property, and workers compensation insurance with the school district as an additional insured.
- Nonassignability without school district consent.

Appendix P: Governing Policies (continued)**DFB: Revenues from Licensing of School Facilities for Telecommunication Uses (continued)**

- Final approval by school district which shall take into account the proposed location of the site, the compatibility to the surrounding neighborhood location of the site, the aesthetic integration of the facility, the requested term, the consideration offered, the safety and structural impact of the facility on existing uses, and the benefit to the school district telecommunication needs.

4. This policy is not intended to vest any rights to the use of school district facilities and sites in any third party. Approval of any telecommunication facility and use shall rest solely with the board of education and shall be determined on a case-by-case basis.

LEGAL REF.:

C.R.S. 22-32-110(f)

CROSS REF.:

FL, Retirement of Facilities

DG: Depository of Funds/Authorized Signatures

All moneys received by the school district shall be deposited in an official bank as designated by the board. Such a financial institution must qualify as an eligible public depository in accordance with state law.

The accounting department will review all banking arrangements annually and will seek competitive bids for banking services every five years.

When moneys are withdrawn from the custody of the county treasurer, such withdrawn moneys shall be deposited by the treasurer of the board or official custodian to the credit of the district in a depository designated by the board.

The treasurer or official custodian shall comply with all requirements of state law regarding the deposit of district funds.

Revenues from a tax levy for the purposes of satisfying bonded indebtedness obligations shall be administered by a commercial bank or depository trust company located in Colorado that meets the requirements set forth in state law.

Checks written on all district funds authorized by the board of education, except student activity funds, will require the facsimile signature of the treasurer of the board of education. The use of the facsimile signature must conform to the present state statutes. It is the practice of the board to adopt the required resolution and complete the required "consent to use facsimile signature" form at the board's annual organizational meeting.

Checks drawn on the various student activity funds require the signature of the principal or assistant principal at the school. Moneys of the school activity accounts will be deposited in a designated bank located within the district. This financial institution must qualify as an eligible public depository in accordance with state law.

LEGAL REFS.:

C.R.S. § 22-32-109(1) (g) (board of education - district duties-custody of moneys)

C.R.S. § 22-32-110(1) (x) (specific powers-custody of moneys)

C.R.S. § 22-32-121 (facsimile signature)

C.R.S. § 22-40-104 (relates to county treasurer)

C.R.S. § 22-40-105 (tax levies and revenues-depositories)

C.R.S. § 22-45-104 through -106 (accounting and reporting)

Appendix P: Governing Policies (continued)

DH: Bonded Employees and Officers

The district's chief financial officer/chief operating officer and director of finance and accounting shall be bonded in the sum of \$100,000 each. Other employees may be bonded at the discretion of the superintendent.

The secretary and treasurer of the board of education shall, as required by Colorado statute, be individually bonded. The separate bonds for the secretary and the treasurer have been set at \$25,000 each.

The cost of bonding shall be borne by the school district.

Employees who are responsible for handling district funds shall be covered by the district's crime coverage insurance policy, assuming all funds are handled in accordance with the district's cash handling procedures.

LEGAL REFS.:

C.R.S. § 22-32-104(4) (b) (Organization of board of education-treasurer)

C.R.S. § 22-32-109(1) (h) (board of education-district duties-custody of school district moneys)

DI: Fiscal Accounting and Reporting

The superintendent shall be responsible for receiving and properly accounting for all funds of the district.

The accounting system used shall conform to the requirements of the state board of education and with generally accepted accounting principles; providing for the appropriate separation of accounts, funds, and special moneys.

In accordance with C.R.S. § 22-45-102, the board will receive financial statements on a quarterly basis.

NOTE: Fiscal accounting and reporting must meet requirements established by the state board of education as set forth in the Financial Policies and Procedures Handbook for public schools in Colorado. (C.R.S. §§ 22-44-203 and 22-44-204)

DID: Inventories (And Property Accounting)

The Board directs that the District maintain a system for the inventory of all capital and infrastructure assets. Capital assets (also called fixed assets) are those District assets that are of a tangible nature, have a useful life of over one year, and have a unit value of \$5,000 or more. Examples of fixed assets include, but are not limited to, land, land improvements, buildings, equipment and vehicles.

Infrastructure assets are normally stationary in nature and can be preserved for a significantly greater number of years than capital assets. Examples of infrastructure assets include, but are not limited to roads, bridges, tunnels, drainage systems, sidewalks, curbs, and water/sewer distribution and collection systems. Infrastructure assets also have a unit value of \$5,000 or greater. All fixed assets and infrastructure assets of the District will be included in the government-wide financial statements.

The Superintendent, or designee, will cause an inventory of capital and infrastructure assets to be performed annually. The Superintendent, or designee, assumes responsibility for the property accounting system. Principals and designated administrators are accountable to the Superintendent for assets assigned to their respective schools or departments and for all other District property under their control.

LEGAL REF.:

C.R.S. § 29-1-506

CROSS REFS.:

ED, Material Resources Management

EDBA, Maintenance and Control of Instructional Materials

Appendix P: Governing Policies (continued)

DIE: Audits

In accordance with state law, all funds and accounts of the District shall be audited annually, following the close of the fiscal year.

At least once every five years, the Board shall issue a request for proposal (RFP) or use some other similar process for selection of an independent auditor licensed to practice in Colorado and knowledgeable in government accounting to conduct the audit. The independent auditor also shall audit the activities accounts of the District for report to the Board.

The auditor shall meet with the Board and the Audit Committee to discuss the audit report, make recommendations concerning its accounting records, procedures and related activities as may appear necessary or desirable and shall perform such other related services as may be requested by the Board.

The audit report shall be completed and submitted by the Auditor to the District within five months after the close of the fiscal year unless a request for an extension of time is granted by the State Auditor. The audit report shall be submitted to the State Auditor and the Colorado Department of Education no later than December 31.

The Board reserves the right to request an audit at more frequent intervals if desired.

LEGAL REFS.:

C.R.S. § 22-32-109(1)(k) (*Board of Education-specific duties*)

C.R.S. § 24-75-601.3 (*Remedial actions - investments not made in conformance with statute*)

C.R.S. § 29-1-601, *et seq.* (*Local government audit law*)

DIEA: District Audit Committee

The Board has the responsibility to District residents and taxpayers to properly account for public funds. In keeping with the adopted principles of sound financial management, the Board establishes an Audit Committee to assist in its oversight responsibilities. The primary responsibilities for the District Audit Committee shall be as follows:

Recommend the selection of an external auditor, considering independence, qualifications and cost of services. Review the scope, plan and coordination of the independent audit efforts. Consider the auditor's findings and recommendations for appropriate actions.

- Review quarterly financial reports provided by the district.
- Review District financial policies and procedures.
- Review any new debt issuance.
- Encourage continuous improvement of District financial policies and procedures.

The District Audit Committee shall be comprised of five members: two Board members, one being the Board Treasurer who shall serve as chair of the District Audit Committee, and the other member appointed by the Board for a two year term; the District's Chief Financial Officer; the District's Director of Accounting Services; and a community member with expertise in governmental accounting and financial management. The community member will be selected by the District Audit Committee and recommended to the Board a two year term. The District's independent auditor may be asked to attend selected committee meetings.

Appendix P: Governing Policies (continued)

DIEA: District Audit Committee (continued)

The District Audit Committee shall meet at least four times annually, or more frequently, as circumstances dictate. The Committee shall submit a report to the Board at the end of each fiscal year detailing its activities during the fiscal year.

LEGAL REFS.:

- C.R.S. § 22-32-109(1)(k) (*Board of Education-specific duties*)
- C.R.S. § 22-54-101, *et seq.* (*Public School Finance Act of 1994*)
- C.R.S. § 29-1-601, *et seq.* (*Local government audit law*)

CROSS REFS.:

- BBA, School Board Powers and Duties
- DI, Fiscal Accounting and Reporting
- DIE, Audits

DJ/DJE: Purchasing and Contracting

Purchases are made to obtain the optimum value for each dollar expended. Competition is the basis for all purchasing, unless impractical, inefficient or impossible. Free and fair vendor competition and impartial evaluation shall be accomplished using methods and actions which uphold the highest ethical standards.

The Procurement Director shall have the authority to establish procurement processes and to establish and maintain terms and conditions to govern District procurements.

The Procurement Department issues purchase orders and is authorized to issue procurement cards for the purchase of goods and services authorized in the District's adopted budget and purchased in accordance with this policy. Procurement Department staff members are solely authorized to issue a District purchase order or District purchase order number, or to revise or cancel a District purchase order.

1. Awards

First consideration in making awards will be the interests, policies, and objectives of the District. Other factors to be considered include quality, availability, and price of the product or service, and responsibility and responsiveness of the vendor. The District reserves the right to cancel any solicitations, and reject any and all bids or offers, in whole or in part.

2. Contracts

District staff with budget authority are permitted to enter into various contracts for small dollar amounts such as providing customized training or services, rental of vending machines or reservations and use of outside facilities. Any such contract term shall not exceed one year. Board policy requirements, including the competitive procurement requirements set forth below, shall apply.

The Superintendent or designee has the authority to enter into contracts for goods or services or other activities within the mission of the District provided that the amount involved does not exceed \$50,000.

Contracts between \$50,000 and \$100,000 must be signed by the Board President, but do not require formal Board approval if the provisions of this policy have been complied with and funds have been budgeted.

Appendix P: Governing Policies (continued)

DJ/DJE: Purchasing and Contracting (continued)

Unless otherwise provided by resolution, all District contracts exceeding \$100,000 shall first be authorized by Board resolution, prepared with the approval of the attorney for the District. Following Board approval, all contracts shall be executed by the President and Secretary. The Secretary shall see that one properly executed copy is delivered to the other party, a copy is delivered to the appropriate school or department and a copy is properly filed with the Board's records.

3. Discretionary Purchases, Quotations, Bids and Requests for Proposals (RFP)

Competition for the purchase of goods and services, except professional services, shall be accomplished as indicated below.

PURCHASE OF GOODS/SERVICES	METHOD
Less than \$5,000	Discretionary purchases. No competition required.
\$5,000 - \$50,000 (unit price – goods or services or combination, i.e., project)	Competitive quotations required Written quotes 2 or more vendors
\$50,000 and higher (unit price – goods or services or combination, i.e., project)	Competitive sealed bid or RFP process. Procurement Staff will conduct solicitation process. If unit price of goods or services exceeds \$100,000, Board approval is required prior to purchase. Expenditures in excess of Board-approved amounts shall be submitted to the Board for consideration.

6. Purchase of Goods and Services to be Paid for by Parents or Students

All goods and services related to school activities that are to be paid for by parents or students shall be controlled and administered by the building principal in accordance with Board policy requirements. Parents and/or students shall be informed of their option to obtain goods and services from vendors other than those selected by the District, if they so elect.

7. Cooperative Purchasing

The Procurement Department may join in cooperative purchasing with other school districts, the State of Colorado, or any other entity where such purchasing benefits the District.

8. Sole Source Procurements

Sole source procurements in lieu of required competition will be permitted upon submittal by the requestor of acceptable documentation to the Procurement Department verifying that: 1) There is only one product or service that can reasonably meet the requirements, AND 2) There is only one vendor who can reasonably provide that product or service.

Appendix P: Governing Policies (continued)**DJ/DJE: Purchasing and Contracting (continued)****9. Emergency Purchases**

If a condition develops which is likely to result in immediate physical injury to persons, damage to District property, interruption of District operations, or significant financial loss to the District if action is not taken immediately, limited emergency purchases can be made without following the competitive bid procedures if the Superintendent or designee so authorizes. Written documentation shall be provided to the Procurement Director justifying such emergency purchases.

LEGAL REFS.:

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

C.R.S. 22-63-204

DL/dla: Payroll Procedures/Payday Schedules**Payroll Distribution and Records**

All employees will be paid via direct deposit to an account at the financial institution of their choice. A payroll check will be issued only with the prior written approval of the Assistant Superintendent of Human Resources.

Each employee must have on file a tax exemption certificate (W-4 form) and authorization and application for any other form of payroll deduction.

Payroll direct deposit notices will be delivered either through the District electronic mail system or through the employee's supervisor. During the months of June, July, and August, those employees not currently working will receive their direct deposit notices through the District's electronic mail system or via the U. S. mail.

In the event that an employee is overpaid in error, the error will be corrected and any change in net pay will be deducted from the employee's next pay, unless alternative arrangements have been made.

In the event that an employee is underpaid in error, the error will be corrected and any change in net pay will be paid to the employee within 10 working days, subject to individual employee contracts and state law.

LEGAL REF.:

C.R.S. § 22-63-104 (*pertains to certification as a prerequisite for payment*)

AGREEMENT REFS.:

Office Personnel Agreement, Section C Service Personnel Agreement, Article XIV

DLB: Salary Deductions

Deductions shall be made from the compensation of all employees for federal and state income tax in keeping with federal and state requirements.

All other deductions, except those required by court order and state law (i.e. wage garnishments, court-ordered child support, PERA, etc.) shall be made with the permission of the employee.

The superintendent is authorized to approve the types of voluntary deductions available to employees.



Appendix P: Governing Policies (continued)

DLB: Salary Deductions (continued)

Salary deductions shall be made for absences not covered by leave policies adopted by the board of education. Such deductions shall be calculated on the basis of the employee's work year.

AGREEMENT REFS.:

- Teachers' agreement, Section F
- Service personnel agreement, Article III
- Paraprofessionals' agreement, Section C

CROSS REFS.:

- GCBC, Professional Staff Fringe Benefits
- GDBC, Support Staff Fringe Benefits

The Superintendent authorizes the following types of deductions from employee salaries, provided the employee has filed the proper permission for payroll withholding:

PERA

All employees of the District must participate in the Public Employees' Retirement Association of Colorado under the provisions set by Colorado statutes.

SAVINGS BOND

Employees may purchase savings bonds through payroll deduction. Bonds are purchased and delivered according to the employee's written instructions.

LIFE SURVIVOR'S INSURANCE

The Public Employees' Retirement Association has an insurance plan which provides survivor's insurance for any active member of PERA who wishes to participate. Employees may participate in this program through payroll deduction. PERA will supply information about these plans.

HEALTH AND DENTAL INSURANCE

For the various groups of employees, health and dental insurance premiums shall be paid in accordance with their negotiated agreements. Family members' health and dental plans may be added through payroll deduction. Procedures shall be handled by the Human Resources Division.

TAX DEFERRED SAVINGS PLANS

Employees may participate in the 401k plan available through PERA, the District's 403b plan, and/or the District's 457b plan through payroll deduction following established District procedures. No other tax deferred investment savings plans shall be available through the District. The employee is solely responsible for his/her investment elections and for compliance with Internal Revenue Code rules and regulations.

EMPLOYEE CONTRIBUTION CAMPAIGN

The District holds an annual Employee Contribution Campaign to allow employees to contribute to various community charities. Employees may contribute one-time donations in cash or check or authorize payroll deductions to be made to Impact on Education, Foothills United Way, Community Health Charities of Colorado and/or Community Shares of Colorado.

Appendix P: Governing Policies (continued)

DLB: Salary Deductions (continued)

PROFESSIONAL DUES

Upon written request of an employee, deductions may be made from his or her paycheck for the payment of professional dues.

AGREEMENT REFS.:

- Teachers' Agreement, Section F
- Service Personnel Agreement, Article III
- Paraeducators' Agreement, Section C

CROSS REFS.:

- GCBC, Professional Staff Fringe Benefits
- GDBC, Support Staff Fringe Benefits

DLC: Employee Expense Reimbursements

Employees who are required to travel from school, to school, and/or out of town on business for the District shall be reimbursed upon application by the employee and approval by their supervisor.

Claims for reimbursement shall be accompanied by such documentation as may be required by the Accounting Services Department. Mileage reimbursements shall be made at the District's current mileage reimbursement rate. This rate is based upon the current Internal Revenue Service approved mileage rate.

Professional travel outside of the contiguous 48 states requires approval of the Superintendent prior to the trip. If an employee receives a cash advance for professional travel, any unused advance must be returned to the District within 30 days of the trip. If an unused advance is not returned in a timely manner, the District is authorized to deduct the full amount of the advance from the employee's next net pay.

Any expense reimbursements that are to be paid directly to an employee require proper authorization.

AGREEMENT REFS.:

- Teachers' Agreement, Section E
- Paraeducators' Agreement, Section F

CROSS REF.:

- BHD/BHE, Board Member Compensation and Expenses/Insurance
- Business Resource Handbook

DN: School Properties Disposal Procedures

Superintendent or designee shall determine whether school property other than real estate is obsolete and/or of no further value to the school district, and shall, based upon appraisal, decide the manner of disposal of such property by: sale, donation, sealed bid, auction, recycling or discarding.





BOULDER VALLEY SCHOOL DISTRICT

GLOSSARY

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Glossary of Terms

AAWeb: Software used for tracking receipts and disbursements for a school's student activity accounts.

Abatement: The reduction or cancellation of an assessed tax.

Academic Areas: Math, science, social studies, language arts, physical education, foreign language, music and art.

Account: The detailed record of a particular asset, liability, owners' equity, revenue or expense.

Accrual Basis: The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Action Plan: Statements of specific actions to be taken to make progress in strategic priority areas.

Adequate Yearly Progress (AYP): Colorado's determination of incremental progress towards meeting the goal of all students being proficient in reading and math, as noted by CSAP, Lectura, or CSAP-A by 2014.

Advanced Placement Program (AP): A cooperative educational endeavor between secondary schools and colleges and universities that provides high school students with the opportunity to take college-level courses in a high school setting. Students who participate in AP courses often earn college credit while they are still in high school by passing the AP exams.

Advancement via Individual Determination (AVID): is a college-readiness system designed to increase the number of students who enroll in four-year colleges.

Agency Fund: This fund is used to account for receipts and disbursements from student and district fundraising activities.

Amendment 23: An amendment to the Colorado Constitution passed in November 2000 guaranteeing annual increases in funding to public schools at inflation plus 1 percent for ten years and inflation thereafter.

Annual Leave: Unit B employees on regular or limited-term contracts will receive up to 12 annual leave days per year. At the end of each school year, regular contract employees may choose to either carryover up to 25 unused days to the next school year or receive payment for up to 12 unused days at the starting substitute teacher daily rate. Limited-term contract employees will be paid for all unused days.

Appropriation: A legal authorization granted by the board of education for the funds of the Boulder Valley School District permitting expenditures and obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

Assessed Valuation: The taxable value of real and personal property as determined by a tax assessor or government agency as a basis for levying taxes. Assessed valuation does not necessarily correspond to the property's market value.

Assets: Resources owned or held by an entity which have monetary value.

Athletics Fund (Fund 16): The Athletics Fund is part of the Combined General Fund. This fund includes the expenses for interscholastic sports for grades 8-12. Revenues include a transfer from the General Operating Fund as well as student participation fees and game admissions.

Balance Sheet: The basic financial statement which discloses the assets, liabilities, and equity of an entity at a specified date in conformity with GAAP.

Benefits: District provided retirement (Colorado PERA), health and dental coverage, long-term disability, and life insurance. Benefits also include voluntary participation in 401(k), 403b and 457 defined contribution plans, flexible spending accounts in addition to vacation, annual leave, personal, and sick days depending on the job classification. For some job classifications, benefits also include longevity pay, tuition reimbursement and Leave of Absence opportunities.

Board of Education (BOE): An elected policy-making body whose primary functions are to establish policies for the district; provide guidance for the general operation and personnel of the district; and oversee the property, facilities, and financial affairs of the district.

Board Policy: Guidelines adopted by the board of education that govern school operations.

Bond Redemption Fund (Fund 31): Used to account for the accumulation of resources and payment of principal and interest on general obligation (school bond) debt.

Boulder Valley School District (BVSD): Includes a large part of Boulder County, a significant portion of western Broomfield County and a small piece of Gilpin County. This area incorporates the cities of Erie, Gold Hill, Jamestown, Lafayette, Louisville, Nederland, Superior, Ward and unincorporated South Boulder County.

Glossary of Terms (continued)

Budget Transfer: Process of changing how budget dollars are currently allocated to be spent within the adopted budget.

Budget: A plan of future events including anticipated revenues and expenditures, along with the financial position at some future point in time.

Building Fund (Fund 42): The Building Fund is used to account for the proceeds of bond sales, revenues from other sources, capital outlay expenditures for land or existing buildings, improvements of grounds, construction of buildings, additions and remodeling of buildings and additions and replacement of equipment as authorized by the board of education.

Cabinet: Senior advisors to the Superintendent of Schools.

Capital Expenditures: Those expenditures which result in the acquisition of or addition to fixed assets.

Capital Improvement Planning Committee (CIPC): The Capital Improvement Planning Committee was created in 2004 to evaluate the facility needs of the Boulder Valley School District and make recommendations to the board of education.

Capital Reserve Fund (Fund 43): The Capital Reserve Fund is used for the maintenance and improvement of existing facilities. Funds may be used for the purchase of equipment over \$1,000 per unit cost or for the acquisition of property, construction of new facilities, or remodeling existing facilities when the project cost exceeds \$2,500. Individual projects are approved by the board of education.

Carryover: Amount of money remaining at the end of the preceding year and available in the current budget year.

Cash Basis: A basis of accounting under which transactions are recognized only when cash changes hands.

Categorical Revenues: Educational support funds, given as reimbursements, from a higher governmental level. State categorical reimbursements include Increased Enrollment, Transportation, English Language Proficiency Act (ELPA), Exceptional Children's Educational Act (ECEA) [includes Special Education and Gifted and Talented], and Career Technical Education.

Central Support Services: Activities other than general administration that support each of the other instructional and support services programs. Includes planning, research, data processing, and human resources.

Certificate of Participation (COP): Financial certificates issued that provide capital for payment of principal and interest.

Chart of Accounts: A set of accounting codes characterizing transactions throughout the organization's financial systems. It facilitates the consistent coding of transactions for entry into the systems as well as computer manipulation of transaction data.

Charter School Fund (Fund 11): This fund is used to account for the financial activities associated with charter schools, which are treated as Component Units of the school district.

Charter School: A public school operated independently of the local school board, often with a curriculum and educational philosophy different from the other schools in the system.

Citizen's Bond Oversight Committee (CBOC): The Citizen's Bond Oversight Committee was created in January 2007 to monitor the 2006 bond issue and provide an independent review of the bond projects.

CoCurricular Activities: School-sponsored activities such as spelling bees, quiz bowls, science fairs, and intramural sports.

Colorado Department of Education (CDE): The administrative arm of the Colorado State Board of Education.

Colorado Preschool Program Fund (CPP): This Operating Fund was established by Senate Bill 01-123, concerning the required expenditure of a portion of a school district's per pupil operating revenue for the district's Colorado Preschool and Kindergarten Program.

Colorado Student Assessment Program (CSAP): Required by the state, CSAP tests are administered to all public school students in grades 3 – 10 in reading, writing, and mathematics, and grades 5, 8 and 10 in science. CSAP is designed to measure student achievement on the Colorado Model Content Standards.

Combined General Fund: Used to finance and account for all ordinary operations of the district, including all transactions not accounted for in other funds. Funds included in the Combined General Fund are the General Operating Fund,

Glossary of Terms (continued)

Charter School Fund, Community School Fund, Athletics Fund, and Technology Fund.

Commitment: Funds obligated towards a purchase requisition.

Community Schools Fund (Fund 19): The Community Schools Fund is a component of the Combined General Fund. This fund is used to account for the district's educational and enrichment opportunities provided through extended use of BVSD facilities.

Compensation: District provided salary and benefits (see definition for benefits). Compensation for most employees is determined through the negotiations or Meet and Confer process.

Comprehensive Annual Financial Report (CAFR): This document is the "official annual report" of the district. State law requires the district to publish within six months of the close of the fiscal year a complete set of financial statements presented in conformity with generally accepted accounting principles and audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants. The CAFR meets these requirements.

Contingency Reserve: Monies budgeted in the General Operating Fund for emergencies and other unforeseen events. The contingency reserve is 3 percent of the General Operating Fund expenditures.

Contract for Services: District form used to pay individuals not otherwise employed by the district.

Conversion: Process of changing dollars to FTE or FTE to dollars.

Cultural Proficiency: The policies and procedures of an organization or the values and behaviors of an individual that enable that agency or person to interact effectively in a culturally diverse environment. Cultural proficiency is reflected in the way an organization treats its employees, clients, and community.

Debt Services: The payment of both principal and interest for the Certificate of Participation (COP) for the district's energy conservation program and telephone system.

Deficit: (1) The excess of the liabilities of a fund over its assets; (2) the excess of expenditures over revenues during an accounting period; or, in

the case of proprietary funds, the excess of expense over income during an accounting period.

Dental Insurance Fund (Fund 67): An Internal Service Fund to account for claims and administrative fees of the district's Self-Funded Dental Insurance employee benefit program.

District Accountability Committee (DAC): DAC operates in accordance with the Legal Guidelines for the Boulder Valley School District Accountability Committee, Board Policy AF-E, and the Colorado Accreditation Program. The board of education, in cooperation with the DAC, (1) establishes an accountability program to measure the adequacy and efficiency of educational programs offered by the district; (2) consults with the DAC to compile school building goals/objectives/plans and (3) reports the district's goals/objectives/plans to improve educational achievement, maximize graduation rates, and increase the ratings for each school's accreditation category to the public.

District Leadership Team (DLT): Leadership group of the district comprised of building and central administrators.

Diversity: Encompasses the individual and group differences that contribute to the uniqueness of every human being. These differences include, but are not limited to, race, ethnicity, gender, sexual orientation, age, disability and religion.

Education Excise Tax (EET): A City of Boulder tax adopted by Ordinance No. 5662 on November 8, 1994. Funds are to be used to promote the development of public educational facilities and services in the City of Boulder.

Education Process Management System (EPM): More versatile than a (SIS) Student Information System, an EPM combines multiple data management programs into a single integrated application. Infinite Campus is the EPM System used by BVSD.

Educational Facilities Master Plan: The Educational Facilities Master Plan was developed by the Capital Improvement Planning Committee (CIPC) in May 2006 to evaluate the facility needs of the Boulder Valley School District and make recommendations to the board of education.

Emerging Bilingual (EB): A student who has a home, primary or first language that is not English and who has not yet achieved proficiency in the English language. In BVSD, a student is identified as EB by meeting both of the following criteria: 1) the parent has filled out a Home

Glossary of Terms (continued)

Language Survey identifying the significant presence of a language other than English in the home and 2) the student is determined to have limited English proficiency, as measured by the Woodcock-Muñoz Language Survey. Students identified as CLDE continue to be considered CLDE until they have attained English language proficiency.

Encumbrance: A commitment within an organization to use funds for a specific purpose. An encumbrance is created when purchasing processes a purchase requisition into a purchase order.

English Language Development (ELD): The BVSD program that supports and provides services for the CLDE student. ELD Standards are Alternative Language Arts standards approved by the Colorado Department of Education in April 2005 for English Language Learners. ELD Profile is a BVSD document with essential learning results on continuum for listening, speaking, reading and writing.

English Language Proficiency (ELP): A language minority student's level of English language skills in listening, speaking, reading, writing, and comprehension.

English Language Proficiency Act (ELPA): A state funded program that provides financial and technical assistance to school districts implementing programs to serve the needs of students whose dominant language is not English.

Enterprise Resource Planning (ERP): A suite of software applications that connects all business/administrative processes of an organization. The Lawson Enterprise System integrates the district's HR/Payroll, Finance & Accounting, Budgeting, Procurement, and Fixed Asset processes.

Equalization, State: General state aid or support provided to the district under the Public School Finance Act of 1994, as amended.

Exempt Employees: Employees not eligible for overtime pay such as administrators, prof-techs, and teachers.

Expendable Trust Fund: This fund is provided to account for donations that are received for specific purposes such as scholarships and awards.

Expenditure Correction: Process of correcting an account posting error or allocating the cost of a purchase between two or more locations or departments.

Expenditures: Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service, and capital outlays.

Facility Condition Assessment (FCA): The Facility Condition Assessment section of the BVSD Educational Facilities Master Plan developed in 2006.

Fiduciary Funds: Asset account held in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds.

Fiscal Year: The twelve-month period of time to which the annual budget applies. All Colorado school districts, by law, must observe a fiscal year that is July 1 through June 30.

Fixed Asset: Tangible property with an estimated life of more than one year.

Food Services Fund (Fund 21): This fund is used to account for the financial activities associated with the district's school lunch program.

Free Appropriate Public Education (FAPE): Section 504 of the Rehabilitation Act of 1973 protects the rights of individuals with disabilities in programs and activities that receive federal financial assistance, including federal funds. A Free Appropriate Public Education means that a child with disabilities will receive the same education as a child without disability or handicap. FAPE can be achieved by giving the child special services, usually written in an Individualized Education Plan (IEP).

Free or Reduced Lunch (FRL): In order to qualify for free or reduced meals, a household has to fill out an application. Guidelines are set by the Federal Government, comparing the household's size to its income.

Full Time Equivalency (FTE): Unit used to measure the hours in an employee's contract based on a 40 hour work week.

Fund: A fund is an independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and other financial resources. It contains all related assets, liabilities and residual equities or balances, or changes therein. Funds are established to carry on specific activities or attain certain objectives of the school district according to special legislation, regulations, or other restrictions.

Glossary of Terms (continued)

Funded Pupil Count: Adjustments to the district's October 1 pupil enrollment count (headcount) to produce the full time equivalent (FTE) membership used in the School Finance Act formula to determine the district's funding for the current budget year. For example, a pupil enrolled in kindergarten is counted as a one-half funded pupil (0.5 FTE). Similarly, but under different guidelines, preschool pupils are counted as one-half FTE pursuant to CRS 22-28-106(2) and 22-53-103.

General Administrative Support: Activities concerned with establishing and administering policy for operating the school district. Includes superintendent, deputy superintendent, assistant superintendents, legal counsel and the grants specialist.

General Operating Fund (Fund 10): Provides for the basic day-to-day operational costs of the district. The mill levy for the fund is determined by the provisions of the State Public School Finance Act of 1994, as amended, and the Taxpayer's Bill of Rights (TABOR).

Generally Accepted Accounting Principles (GAAP): A collection of rules, procedures and conventions developed by the accounting profession which set the minimum requirements for a fair presentation of financial data in external financial reports.

Gifted and Talented (GT): Program for children between the ages of 5 and 21 whose abilities, talents, and potential for accomplishment are so outstanding that they require special provisions to meet their educational needs.

Government Finance Officers Association (GFOA): Professional association of state, provincial and local finance officers in the United States and Canada.

Governmental Accounting Standards Board (GASB): The Governmental Accounting Standards Board (GASB) is the independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments.

Governmental Designated-Purpose Grants Fund (Fund 22): A special revenue fund used to account for governmental grants for designated purposes.

Grant: A financial award from a federal, state or local government agency, or any private foundation, corporation or organization, which is

given for specific purposes or to which specific performance requirements exist, and is generally solicited through a process of written application.

Health Insurance Fund (Fund 66): An Internal Service Fund to account for claims and administrative fees of the district's Self-Funded Health Insurance employee benefit program.

Highly Qualified Teacher: Section 1119 of the federal No Child Left Behind Act of 2001 (NCLB), requires that all teachers teaching in core-academic content areas meet the requirements for being designated as "Highly Qualified," no later than the end of the 2005-06 school year. Typically, "highly qualified" teachers are licensed & endorsed in the content area in which they are teaching, have completed 24-semester hours in the content area, or have passed the certification test in the content area being taught.

Impact on Education: Formerly the Foundation for Boulder Valley Schools. An independent, non-profit organization created to impact student learning, create community partnerships, and advocate for public education.

Indirect Cost: A charge made to a grant to offset the administrative cost to the district of processing and managing a grant.

Individual Career and Academic Plan (ICAP): A multi-year process that intentionally guides students and families in the exploration of career, academic and postsecondary opportunities. With the support of adults, students develop the awareness, knowledge, attitudes, and skills to create their own meaningful and powerful pathways to be career and college ready.

Individual Education Program (IEP): A legal document written for students who qualify under the IDEA (Individuals with Disabilities Education Act) that defines the goals and objectives, accommodations and modifications based on the student's needs that allow the student to progress in learning in the general education curriculum.

Infinite Campus (IC): A software package that the district uses to manage student information.

Instructional Staff Support: Activities associated with assisting the instructional staff with the content and process of providing learning experiences for students. Examples include the support activities of librarians and media technicians.

Leadership in Energy and Environmental Design (LEED): A standard and rating system developed by the US Green Building Council

Glossary of Terms (continued)

(USGBC) to rate environmentally conscious building practices.

Levy: (Verb) To impose taxes. (Noun) The total of taxes imposed by a governmental unit.

Liabilities: Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Location: Locations are used to denote the group and type of educational activities for organizational purposes and are often considered cost centers. Each type of unit has discriminating characteristics. The units include individual schools, buildings, and central departments.

Long-term Debt: Debt with a maturity of more than one year after the date of issuance.

Mill Levy: The rate of taxation. A mill is one-tenth of a cent (\$.001). Mill levies are expressed in dollars per thousand, i.e., one dollar for each \$1,000 of assessed value.

Multi-Use Outdoor Facilities Assessment (MUOFA): The Multi-Use Outdoor Facilities Assessment section of the BVSD Educational Facilities Master Plan developed in 2006.

Multi-Tiered System of Support (MTSS): Multi-Tiered System of Supports (MTSS) is a systemic, continuous-improvement framework in which data-based problem-solving and decision making is practiced across all levels of the educational system for supporting students. MTSS utilizes high quality evidence-based instruction, intervention, and assessment practices to ensure that every student receives the appropriate level of support to be successful.

NCGA Statement: National Council on Governmental Accounting's directive on Government Accounting and Financial Reporting Principles.

New Century Graduate: The vision of the New Century Graduate is to graduate students in the new century who have the knowledge, skills and personal characteristics that will prepare them for the challenges they will encounter as adults. The steering committee report was completed in May of 2002 and can be found on the district's website.

No Child Left Behind (NCLB): The No Child Left Behind Act was signed into law in January 2002. This law reauthorized the Elementary and Secondary Education Act. The new law revised

the framework that Colorado will use to comply with sweeping reforms in education.

Non-exempt Employees: Employees eligible for overtime pay on hours worked in excess of 40 hours per week; typically clerical, paraeducators, and service employees.

Nonexpendable Trust Fund: This fund accounts for the principle amount received from the Jitsugyo High School Student Exchange Program and the Barbara Carlson Scholarship, and related interest income. The interest portion of the trust is to be used to finance the activities authorized by the trust or scholarship agreement.

Object: As specified by the Colorado Department of Education (CDE) Chart of Accounts, the service or commodity obtained as a result of a specific expenditure (what was purchased). There are nine major object categories, each of which is further subdivided. Following are definitions of the object classes and sub-object categories:

0100 Salaries (Regular, Temporary, Overtime, Stipends, Leave)

0200 Employee Benefits (Medicare, PERA, Health, Dental)

0300 Purchased Professional and Technical Services (Auditor, Lawyer, Consultant)

0400 Purchased Property Services (Water and Sewer Services, Repairs, Rentals)

0500 Other Purchased Services (Insurance, Mileage, Postage, Travel, Tuition)

0600 Supplies (Paper, Pencils, Software, Textbooks, Utilities)

0700 Property (Land, Buildings, Equipment, Vehicles)

0800 Other Objects (Dues, Interest, Internal Charge Accounts)

0900 Other Uses of Funds (Redemption of Principal, Transfers)

110/110: An employee who retires from the district under PERA benefits may be re-employed for up to 110 days per calendar year) following the date of retirement. Typically 110 days in the first school semester and 110 days in the second.

Operating Transfers: All inter-fund transfers other than residual equity transfers, e.g., legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

Operations & Technology Fund (Fund 60): Established in 2016-17 to account for activity that was authorized with funds made available from the passage of the 2016 Capital Construction,

Glossary of Terms (continued)

Technology, and Maintenance mill levy approved by voters.

Other Education: Jitsugyo High School Exchange Program.

Other Support Services: Those activities concerned with providing non-instructional services to students, staff or the community.

Override Revenues: A school district can seek authorization from its voters to raise and expend "override" property revenues via an additional mill levy. BVSD held Special Elections in November of 1991, 1998 and 2002 for the amounts of \$7,062,468, \$10,600,000 and \$15,000,000 respectively. The total each year of \$32,662,468 is used to support programs in the General Operating Fund.

Para-educator: Classified (non-licensed) employee who generally works with regular or special education students under the direct or indirect supervision of a certified (licensed teacher or nurse) employee to provide extra support for students.

Parent(s): Parent, guardian or other persons with legal authority to make educational decisions for children.

Per Pupil Revenue (PPR): The equalization funding of a district for any budget year, determined in accordance with the provisions of the Public School Finance Act of 1994, as amended, divided by the funded pupil count of the district for said budget year.

Performance Indicators: Selected data that, individually and as a body of evidence, measure performance and achievement.

Petty Cash: A small fund of cash kept for reimbursement of incidental expenses of \$200 or less.

Position Control: Process by which the Budget Department distributes and maintains staffing allocations.

Positive Behavior Support (PBS): Decision-making frameworks for school staff, parents, students, and their communities about their values and behaviors consistent with those values.

Procurement Card (P-card): A Visa credit card, issued by the Procurement Department via CitiBank, that provides qualified users in schools and departments with a means for making

allowable low dollar purchases for district business/use.

Program Compatibility Assessment (PCA): The Program Compatibility Assessment section of the BVSD Educational Facilities Master Plan developed in 2006.

Program: A plan of activities and procedures designed to accomplish predetermined objectives. Programs are classified into broad areas: Instruction, Support Services, Operation of Non-Instructional Services, Facilities Acquisition and Construction, Other User, and Reserves.

Public Employees' Retirement Association (PERA): PERA administers a cost-sharing multiple-employer defined benefit pension fund and a cost-sharing multiple-employer defined benefit other post-employment benefit (OPEB) fund for district employees.

Public School Finance Act of 1994, as Amended: State Legislation creating Title 11, Article 50, of the Colorado Revised Statutes which determines the base revenue of the General Operating Fund of the district. This funding is comprised of property taxes, specific ownership taxes and state equalization support. The Act establishes an allowable mill levy and defines the process for exceeding the allowable amount by an election.

Pupil Activity Fund: A fund in which the district maintains central custody of monies held in trust for school sponsored organizations and activities.

Pupil Count: A head count of pupils by school and grade level which are enrolled in an education program in BVSD for the State of Colorado as of the school day nearest the Count Day, October 1. The October 1 Pupil Count is used to determine the level of funding that the district will receive from the Colorado School Finance Act and is also used to budget the School Resource Allocation (SRA) and staffing allocations for schools.

Pupil Enrollment: The number of pupils enrolled on October 1 during the budget year or the school day nearest to said date, as evidenced by the actual attendance of each pupil prior to said date. This is sometimes referred to as the head count.

Purchase Order: Document issued by the Procurement Department to a vendor setting forth products or services to be provided to the district by that vendor. Includes quantities, unit costs, delivery instructions, terms and conditions. Purchase orders are initiated by schools/departments via requisitions created in Lawson.

Glossary of Terms (continued)

Purchased Services: Personal services rendered by personnel who are not on the payroll of the district, and other services which may be purchased by the district.

Reading to Ensure Academic Development (READ) Act: The READ Act was passed by the Colorado Legislature during the 2012 legislative session. The READ Act repeals the Colorado Basic Literacy Act (CBLA) as of July 1, 2013, keeping many of the elements of CBLA such as a focus on K-3 literacy, assessment, and individual plans for students reading below grade level. The READ Act differs from CBLA by focusing on students identified as having a significant reading deficiency, delineating requirements for parent communication, and providing funding to support intervention. Other components of the Colorado READ Act include a competitive Early Literacy Grant and a resource bank of assessments, instructional programming, and professional development.

Reading Recovery: Reading Recovery is a highly effective short-term intervention of one-to-one tutoring for low-achieving first graders. The intervention is most effective when it is available to all students who need it and is used as a supplement to good classroom teaching. The goal of Reading Recovery is to dramatically reduce the number of first-grade students who have extreme difficulty learning to read and write and to reduce the cost of these learners to educational systems. Reading Recovery serves the lowest-achieving first graders—the students who are not catching on to the complex set of concepts that make reading and writing possible.

Referendum C: In November 2005, Colorado voters passed Referendum C, which temporarily overrides the current TABOR revenue formula that limits annual growth in state revenues to the rate of change of inflation plus population. With no increase to current tax rates, Referendum C allows the state to keep and spend the revenue it collects under current rates for the next five years.

Revenue: Funds received, generally from taxes or from a state or federal funding program, which are not loans and which do not cause an increase in a liability account.

Revolving Account: Used to account for assets held by the district in a trustee capacity for

individuals, private organizations, other governmental units and/or other funds.

Risk Management Fund (Fund 18): This fund provides for the payment of insurance premiums, legal and other associated administrative costs necessary to cover loss or damage to district property and Workers' Compensation claims.

Salary: The total amount paid to an individual, before deductions, for personal services rendered while on the payroll of the district.

School Administrative Support: Activities concerned with overall administrative responsibility for a school or combination of schools. Includes principals, assistant principals and clerical staff.

School Improvement Teams (SIT): School Improvement Teams function as an advisory committee to the school on issues related to school improvement, accreditation and accountability. Roles/responsibilities include: review of accountability reports and involvement in school goals/ planning, budget, safe school plan, and educational programs. A school advisory council is required at each public school under State Statute C.R.S. 22-7-106(1)(a)(4). The school team works to develop and maintain a school and community partnership for the ongoing improvement of public education.

School Resource Allocation (SRA): General Fund resources provided to the schools to be used to pay for day-to-day operating expenditures of the building.

Sheltered Instruction Observation Protocol (SIOP): BVSD strives to maximize English learning throughout the school day with sheltered content instruction outside the CLDE classroom setting. SIOP is a model for teachers to follow for lesson planning & implementation that provides English learners with access to grade level content standards.

Special Education Advisory Committee (SEAC): The mission of the Special Education Advisory Committee is to support and promote quality education services for children in an environment that accepts the diversity of each student as a valued member of a community of learners. Within this framework the committee sets and accomplishes goals relative to its mission. The committee also serves to assist, consult with and advise the Director of Special Education on all aspects of special education programming and services.

Glossary of Terms (continued)

Special Education Program (SPED): A special curriculum consisting of courses and other provisions which are different from or provided in addition to those provided in the usual school program and are provided for exceptional pupils by specially qualified personnel.

Special Reporting Element (SRE): Special Reporting Element is used in the Chart of Accounts to designate broad categories of expense. Also see: Co Curricular Activities, Other Education, Student Support Services, Instructional Staff Support, General Admin Support, School Admin Support, Central Support Services, Other Support Services.

Specific Ownership Tax: An annual tax imposed upon each taxable item of certain classified personal property such as motor vehicles. The tax is computed by the County Clerk in accordance with state schedules applicable to each sale of personal property.

Stability Rate: The stability rate is the percentage of students enrolled in the school as of February 1st who were also enrolled in the school during the previous October student count.

State Fiscal Stabilization Fund -The State Fiscal Stabilization Fund (SFSF) program is a new one-time appropriation of \$53.6 billion under the *American Recovery and Reinvestment Act of 2009 (ARRA)*. Of the amount appropriated, the U. S. Department of Education will award governors approximately \$48.6 billion by formula under the SFSF program in exchange for a commitment to advance essential education reforms to benefit students from early learning through post-secondary education, including: college- and career- ready standards and high-quality, valid and reliable assessments for all students; development and use of pre-K through post-secondary and career data systems; increasing teacher effectiveness and ensuring an equitable distribution of qualified teachers; and turning around the lowest-performing schools.

Strategy: A statement which commits to a set of actions over time in order to gain an advantage or improvement.

Student Activity Account: A school-based checking account used to track receipts and disbursements for student activities such as Yearbook, French Club, Student Council, Band, etc.

Student Support Services: Activities designed to assess and improve the well-being of students and to supplement the teaching process. Examples include counseling, health, occupational therapy, and social work.

Supplant: To displace and substitute for another. For example, federal grant funds shall supplement but not supplant non-federal funds.

Supplies: Consumable material used in the operation of the school district including fuel and natural gas, food, textbooks, paper, pencils, office supplies, custodial supplies, maintenance materials and software.

Support Services Programs: Those activities which facilitate and enhance instruction. Support services include school-based and general administrative functions and centralized operations for the benefit of students, instructional staff, other staff, and the community.

TABOR Amendment (Emergency Reserve): Section 20, Article X of the Colorado Constitution requires the set-aside of three percent of defined, planned spending that cannot be used to address revenue shortfalls, salary or fringe benefit increases, or other economic conditions.

Taxes, Ad Valorem: Taxes levied on the assessed valuation of real and personal property which, within legal limits, determine the amount to be raised for school purposes. The district establishes the ad valorem taxes to be raised by certifying the mill levies to Boulder and Gilpin Counties. Each county treasurer collects property taxes and remits its share to the district. The County Treasurers receive payment for the service. See Treasurer's Fees.

Technology Fund (Fund 15): This fund includes the expenditures for a four-year computer replacement program and provides training and software as needed. These funds were approved by voters in the November 1, 2005 election.

Tools of Inquiry for Equitable Schools (TIES): This process provides a framework to address the district goals of achievement, equity and organizational climate. It provides tools for inquiry and data-driven analysis.

Total Program: Annual funding, or Total Program Funding, is provided to school districts via the Public School Finance Act of 1994. Funding is based on an annual October 1 pupil count. For each pupil funded in the October 1 pupil count, the per pupil formula that calculates Total

Glossary of Terms (continued)

Program provides a base per-pupil amount plus additional money which recognizes district-to-district variances in (a) cost of living, (b) personnel costs, and (c) sizes. The Total Program amount also includes additional funding for at-risk pupils.

Transfers: Money that is taken from one fund under the control of the board of education and added to another fund under the board's control.

Transitional Colorado Assessment Program:

Required by the state, TCAP (replaced CSAP) tests are administered to all public school students in grades 3 – 10 in reading, writing, and mathematics, and grades 5, 8 and 10 in science. The revised standards in TCAP include early school readiness and postsecondary competencies, as well as reflect both workforce readiness and 21st century skills.

Transportation Fund (Fund 25): This fund accounts for all the transportation services of the Boulder Valley School District. It was developed after voters approved the 2005 Transportation mill levy in November 2005.

Treasurer's Fees: State law permits the Boulder and Gilpin County Treasurers to charge the district one-quarter of one percent of the property taxes collected.

Trust and Agency Funds (Funds 71, 72 & 73):

These funds are used to account for assets held by the district in a trustee capacity for individuals, private organizations, other governmental units and/or other funds. The Fiduciary Funds consist of the Expendable Trust Fund, Nonexpendable Trust Fund, and the Agency Fund.

Tuition Based Preschool Fund (Fund 23): This fund is provided to account for the monies associated with the operation of tuition-based preschool programs, including Community Montessori preschool and Colorado Preschool Program peers.

US Green Building Council (USGBC): The US Green Building Council is a community of leaders which envision an environmentally responsible, healthy, and prosperous environment that improves the quality of life.

Voice over Internet Protocol (VoIP): A telephone communications system that utilizes the internet rather than regular telephone lines.

W-9: IRS form to request a taxpayer identification number.

Weighted Index: The weighted index is a summary statistic of student achievement on CSAP tests. It is computed by averaging state-assigned values of 150 for advanced, 100 for proficient, 50 for partially proficient and -50 for unsatisfactory and not tested students.

Acronym Reference

ACT	American College Testing	COLA	Cost of Living Adjustment
ADA	Americans with Disabilities Act	COP	Certificate of Participation
ADE	Automatic Data Exchange	COSPRA	Colorado School Public Relations Association
ADHD	Attention Deficit Hyperactivity Disorder	COTA	Certified Occupational Therapist Asst.
ALPS	Advanced Learning Plans	CPP	Colorado Preschool Program
AP	Advanced Placement	CRS	Colorado Revised Statutes
AR	Area Representative	CSAP	Colorado Student Assessment Program
ARRA	American Recovery and Reinvestment Act	CTE	Career & Technical Education
ASBO	Association of School Business Officials International	DAC	District Accountability Committee
ASD	Autism Spectrum Disorder	DIMC	District Instructional Media Center
AVID	Advancement via Individual Determination	DLT	District Leadership Team
AYP	Adequate Yearly Progress	DPC	District Parent Council
BCSIS	Boulder Community School of Integrated Studies	ECEA	Exceptional Children's Educational Act
BOE	Board of Education	EET	Education Excise Tax
BVCU	Boulder Valley Credit Union	ELA	English Language Acquisition
BVEA	Boulder Valley Education Association	ELD	English Language Development
BVEOP	Boulder Valley Educational Office Professionals	ELP	English Language Proficiency
BVPA	Boulder Valley Paraeducators Association	ELPA	English Language Proficiency Act
BVSD	Boulder Valley School District	ELR	Essential Learning Results
BVSEA	Boulder Valley Service Employees Association	ERP	Enterprise Resource Planning
BVSSC	Boulder Valley Safe Schools Coalition	FBLA	Future Business Leaders of America
CABE	Colorado Association for Bilingual Education	FCA	Facility Condition Assessment
CASB	Colorado Association of School Boards	FAQ	Frequently Asked Questions
CASE	Colorado Association of School Executives	FAST	Families & Schools Together
CBLA	Colorado Basic Literacy Act	FEP	Fully English Proficient
CBOC	Citizen's Bond Oversight Committee	FOSS	Full Option Science System
CCC	Curriculum Coordinating Council	FRL	Free and Reduced Lunch
CDE	Colorado Department of Education	FRS	Family Resource School
CELA	Colorado English Language Assessment	FTE	Full Time Equivalent
CHSAA	Colorado High School Activities Association	GAAP	Generally Accepted Accounting Principals
CIPC	Capital Improvement Planning Committee	GASB	Governmental Accounting Standards Board
CLDE	Culturally & Linguistically Diverse Education	GFOA	Government Finance Officers Association
CLIP	Collaborative Literacy Intervention Project	GT	Gifted and Talented
		GT DAC	GT District Advisory Committee
		HRD	Human Resource Department
		IB	International Baccalaureate
		IC	Infinite Campus

Acronym Reference (continued)

IDEA	Individuals with Disabilities Education Act	PLP	Personalized Learning Plan
IDEIA	Individuals with Disabilities Education Improvement Act	POC	People of Color
IDI	Intercultural Development Inventory	PPP	Parent Professional Partnership
IEP	Individual Educational Program	PPR	Per Pupil Revenue
ILP	Individual Literacy Plan	PYPiB	Primary Years Program International Baccalaureate
IR	Interdisciplinary Resource	R2A	Read to Achieve
IT	Information Technology	RBO	Relationship by Objectives
LEA	Local Educational Agency	RCS	Reduced Class Size
LEED	Leadership in Energy and Environmental Design	RFI	Request for Information
LEP	Limited English Proficient	RFP	Request for Proposal
LLL	Life Long Learning	RTI	Response to Intervention
LLSS	Literacy & Language Support Services	SAAC	Student Accountability Advisory Committee
MEACC	Multi Ethnic Action Community Committee	SACC	School Age Child Care
MEEAC	Multi Ethnic Education Action Committee	SAPP	Substance Abuse Prevention Program
MTSS	Multi-Tiered System of Support	SAR	School Accountability Report
MUOFA	Multi-Use Outdoor Facilities Assessment	SAT	Scholastic Assessment Test
NABE	National Association for Bilingual Education	SBOE	State Board of Education
NCGA	National Council on Governmental Accounting	SCS	School Climate Survey
NEP	Non English Proficient	SEA	State Educational Agency
NSPRA	National School Public Relations Association	SEAC	Special Education Advisory Committee
OE	Open Enrollment	SIED	Significant Identifiable Emotional Disorder
PAC	Principal's Advisory Committee	SIOP	Sheltered Instruction Observation Protocol
PAM	Parents as Mentors	SIPR	School Improvement Program Review
PARA	Paraeducator	SIT	School Improvement Team
PBS	Positive Behavior Support	SPED	Special Education
PCA	Program Compatibility Assessment	SRA	School Resource Allocation
PCD	Perceptual/Communicative Disability	SRO	Student Resource Officer
PEN	Parent Engagement Network	SRE	Special Reporting Element
PEP	Professional Educators Program	STEM	Science, Technology, Engineering and Math
PERA	Public Employees Retirement Association	SWAP	School to Work Alliance Program
PHLOTE	Primary Home Language Other Than English	TABOR	Taxpayer's Bill of Rights
PIE	Partners in Education	TAC	Teacher Advisory Committee
PING	Parent Involvement Network Group	TCAP	Transitional Colorado Assessment Program
		TEA	GT Education Advisors
		TEC	Technical Education Center
		TOSA	Teacher on Special Assignment
		YRBS	Youth at Risk Behavior Survey

