



Colorado Springs School District 11

Proposed Budget

Fiscal Year 2020–2021

(FY20/21)

From July 1, 2020 through June 30, 2021

1115 North El Paso Street

Colorado Springs, Colorado 80903

Phone: 719-520-2000

www.d11.org

May 27, 2020



Colorado Springs School District 11 ("D11") seeks to comply with applicable laws prohibiting discrimination in relation to disability, race, creed, color, sex, sexual orientation (as defined by state law), national origin, religion, ancestry, age, and protected activity in its programs and activities. D11 also provides equal access to the Boy Scouts and other designated youth groups.

Any harassment/ discrimination of students and/or staff, based on the aforementioned protected areas, is prohibited and must be brought to the immediate attention of the school principal, the D11 administrator/supervisor, or the D11 nondiscrimination compliance/grievance coordinator. The following person has been designated to handle inquiries regarding D11's non-discrimination policies: The District 11 NONDISCRIMINATION COMPLIANCE COORDINATOR, Alvin N. Brown, Jr., JD, designated to coordinate compliance with: 1) Equal Pay Act of 1963, 2) Civil Rights Act of 1964, as Amended, 3) Age Discrimination in Employment Act of 1967, 4) Title IX – Education Amendments Act of 1972, 5) Section 504 of Rehabilitation Act of 1973, 6) Pregnancy Discrimination Act of 1978, 7) Americans with Disabilities Act of 1990, and 8) Colorado Anti-Discrimination Act. 9) School District 11 Board of Education Policy AC. Nondiscrimination/Equal Opportunity, 711 East San Rafael Street, Colorado Springs, CO 80903, e-mail: alvin.brown2@d11.org, Phone: (719) 520-2271, Fax: (719) 520-2442. Se habla Español.

**Colorado Springs School District 11
FY2020-2021 PROPOSED BUDGET**

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RESOLUTION 2020-42
APPROPRIATION LEVELS BUDGETED
FOR THE
FISCAL YEAR BEGINNING JULY 1, 2020
AND
ENDING JUNE 30, 2021

Be it resolved, by the Board of Education of Colorado Springs School District 11, in the county of El Paso and state of Colorado that the amounts shown in the following schedule be appropriated to each fund as approved on June 24, 2020 for the current fiscal year beginning July 1, 2020 and ending June 30, 2021.

Fund	Proposed Budget FY2020-2021 Fund Balance and Anticipated Revenues May 27, 2020	June Modification Amounts	Total Appropriation by Fund	Budgeted FY2020-2021 Payments Included in Other Funds	Modified Budget FY2020-2021 Less Payments Included in Other Funds
General Fund	\$ 300,001,511	\$ -	\$ 300,001,511	\$ -	\$ 300,001,511
Risk Management	7,373,734	-	7,373,734	-	7,373,734
Preschool	4,462,339	-	4,462,339	-	4,462,339
Special Revenue Funds:					
Food Services	14,915,371	-	14,915,371	-	14,915,371
Governmental Designated					
Purpose Grants	50,999,248	-	50,999,248	-	50,999,248
Student Activity	6,189,410	-	6,189,410	-	6,189,410
Other Special Revenue	171,395	-	171,395	-	171,395
Mill Levy Override	46,702,673	-	46,702,673	-	46,702,673
Debt Service Fund:					
Bond Redemption	38,719,738	-	38,719,738	-	38,719,738
Capital Projects Fund:					
Capital Reserve	46,173,537	-	46,173,537	-	46,173,537
Internal Service Funds:					
Risk-Related Funds	40,692,470	-	40,692,470	23,121,088	17,571,382
Production Printing	2,618,075	-	2,618,075	2,521,296	96,779
Trust Funds:					
Private Purpose Trusts	90,485	-	90,485	-	90,485
TOTAL BUDGET	\$ 559,109,986	\$ -	\$ 559,109,986	\$ 25,642,384	\$ 533,467,602

Board of Education President Shawn Gullixson
 Colorado Springs School District 11





Dr. Michael J. Thomas, Superintendent

Glenn E. Gustafson, CPA
Deputy Superintendent, Chief Financial Officer
1115 N. El Paso Street, Colorado Springs, CO 80903
Phone: (719) 520-2010
FAX: (719) 633-9347
E-mail: glenn.gustafson@d11.org

May 27, 2020

Dr. Michael J. Thomas, Superintendent
Colorado Springs School District 11
1115 North El Paso Street
Colorado Springs, CO 80903

Subject: Transmittal of the Proposed Budget for Fiscal Year 2020-2021

We are pleased to submit to you the proposed budget for fiscal year 2020-2021 (July 1, 2020 – June 30, 2021). The budget is presented in compliance with applicable Colorado state statutes and Colorado Department of Education (CDE) regulations. A balanced budget is presented for each of the District's funds with projected beginning fund balance plus anticipated revenues equal to expenditures and reserve allocations.

Budget Process

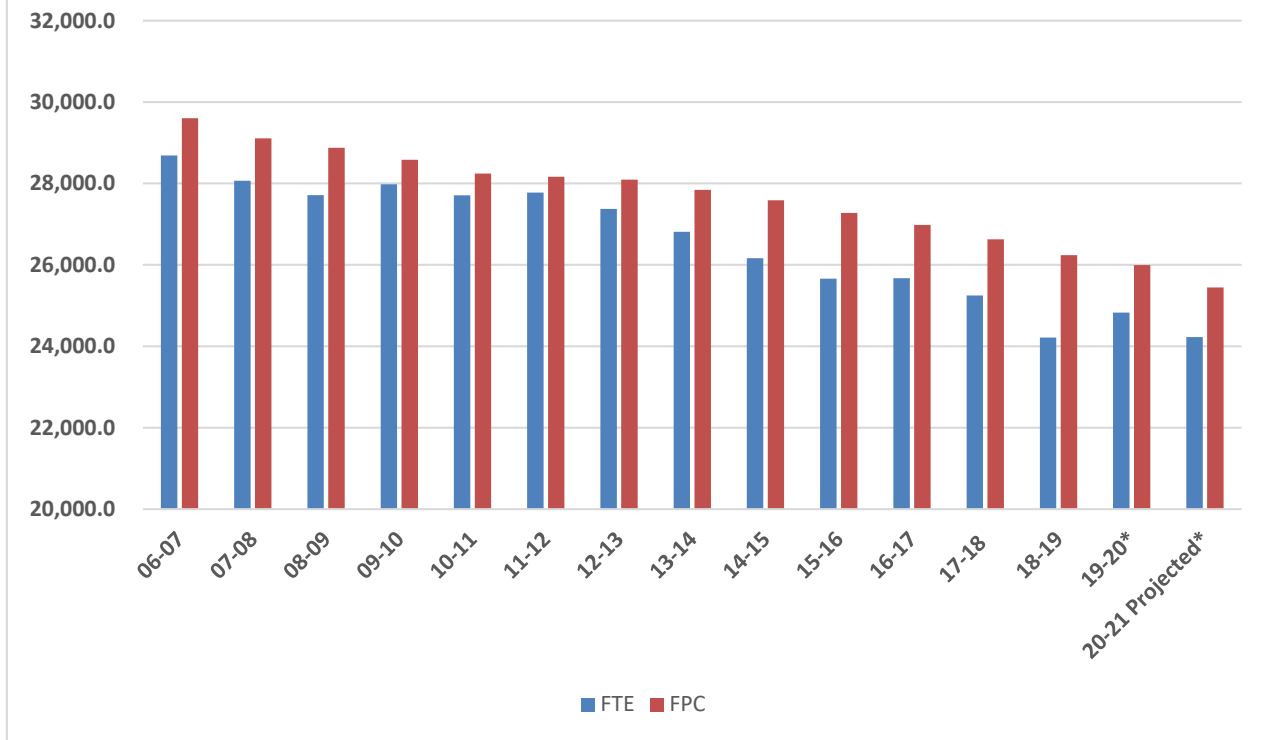
The budget development process for the FY20/21 budget year was developed during the very difficult time of the Covid-19/Coronavirus pandemic. There are many different ramifications related to developing the budget during a "Stay at Home" order including a delay in legislative action, an abbreviated timeline, challenges with community engagement and most importantly, severe funding reductions. Since the legislature is finalizing the State budget and the School Finance Act later than usual and way past the deadline, the District was forced to prepare a Proposed Budget based on flat funding (\$0 Per-pupil Revenue changes). We acknowledge that the final budget is likely to be significantly different once we know the actual funding amounts for FY 20/21.

The District makes a special effort to seek input from not only its staff but the entire District 11 community. The District also persists in educating staff and the community about school funding practices and how the District is impacted by each component of the school finance formula. The District also maintains engagement with the community to inform them of the myriad of district financial challenges as well as to gain input from the community in support of District 11. Even during this pandemic, the District has strived to keep the stakeholders and community informed and updated.

Student Enrollment Trends

As detailed in the following graph District enrollment is in a declining trend. The District continues to use five-year declining enrollment averaging that allows for a larger funded pupil count (FPC) than if actual count was used. The five years included in the 2020-21 fiscal year's averaging are FY16/17 through FY20/21. The difference between the FY14/15 pupil count (the year dropping off of the five-year moving average) and the FY20/21 projection (the year being added) is 2,575 pupils. Due to a legislative change, the FY19/20 projection includes full day kindergarten (FDK) students as full time rather than half time as they have been counted in the past. The declining enrollment trend will continue to drain district resources in the future as our incremental resources shrink and our fixed costs remain the same or increase.

Colorado Springs School District 11 Fifteen-Year Comparison FTE to FPC



FTE = full time equivalent, FPC = funded pupil count

*19-20 and 20-21 projected includes FDK at 1.0 rather than 0.5, years prior to 19-20 have not been restated

School Finance and Legislative Activity

Colorado school finance formulas consist of three main components: the legislatively controlled base funding amount per pupil, the number of pupils in a school district, and the number of students eligible for free lunch. When Amendment 23 was passed by the Colorado voters in November 2000, school districts were promised an inflationary increase of the per-pupil base funding. The inflationary increase is based on the Denver-Boulder consumer price increase (CPI) of the prior calendar year. The CPI for the upcoming school year will be 1.9 percent. That is a decrease over last year's percentage of 0.8 percentage points from 2.7% to 1.9%.

This proposed budget has been prepared using the best information available at the time of presentation. Revenue assumptions incorporate the most current revenue and economic information provided by the state of Colorado, Colorado Department of Education and the United States Bureau of Labor Statistics. Revenue projections for FY 21 are currently estimated at the exact same level of Per-Pupil Revenue (PPR) as FY 2019-20. While this flat funding scenario might not seem too difficult during the economic downturn related to the pandemic, flat funding for a declining enrollment district means less revenue. Unfortunately, flat funding is currently seen as a best case scenario and the more likely outcome will be close to a double-digit reduction in funding.

It is important to keep up with the impact of the "negative factor" or "budget stabilization factor" on general fund School Finance Act revenues. If the District was experiencing the full impact of the funding of inflation and growth described in the School Finance Act of 1994, total program FY21 funding would be \$239 million. The impact of the negative factor is to drop that amount by \$19 million to \$220 million.

TABOR

Article X, Section 20 of the state constitution creates limitations on general operating property tax revenue increases from one year to the next. Restrictions also apply to certain spending levels and revenue levels from one year to the next. Both limitations are determined by the sum of the increases or decreases in the Denver-Boulder CPI and the actual growth rate (change in the number of students).

Local voters within each Colorado school district may, through a majority vote, temporarily or permanently override either or both negative impacts created by the school finance formula and the Taxpayers Bill of Rights (TABOR). The voters in District 11 approved a permanent mill levy override in November 2000, which brings in a maximum amount of \$26.9 million in property tax revenues to fund operations. Another voter-approved permanent mill levy override in November 2017 resulted in another \$43 million in property tax revenues to fund specific initiatives. The total of both mill levy overrides is approximately \$70 million.

Significant Changes in the Proposed General Fund Budget

Revenue

Total revenue for the general fund, net of required allocations and transfers, is projected at \$260.1 million. The total budgeted resource amount available for appropriation by the D11 Board of Education, which is the combined net revenues and beginning fund balance, is \$300.0 million.

Approximately 75 percent of the total general fund revenues (not including mill levy overrides) are derived from the Colorado School Finance Act. Generally, this revenue is based on each district's certified pupil count and number of at-risk students, however, a special averaging formula is provided for districts with declining enrollments. The certified pupil count is based on full-time equivalency (FTE) and is the actual number of eligible students counted on October 1 of each year. Currently, the District's 2020-2021 FTE count is estimated to be 24,228.0, which creates a formula average funded pupil count (FPC) of 25,445.3.

The following table illustrates the significant revenue changes in the proposed budget:

<u>Revenue Source</u>	<u>Mid-Year FY19/20</u>	<u>Proposed FY20/21</u>	<u>Change Amount</u>
Property Taxes	\$62,600,735	\$62,600,735	-
Specific Ownership Taxes	7,091,649	7,091,649	-
State Equalization	<u>153,874,098</u>	<u>150,117,365</u>	<u>(3,756,733)</u>
Total School Finance Revenue	\$223,566,482	\$219,809,749	\$(3,756,733)
Required Allocations to Charter Schools and Preschool Fund	<u>\$(17,069,889)</u>	<u>\$(17,370,352)</u>	<u>\$(300,463)</u>
General Fund School Finance	\$206,496,593	\$202,439,397	\$(4,057,196)
Other State and Local	\$21,277,276	\$17,589,390	\$(3,687,886)
Federal	418,600	418,600	-
Net Transfers In and (Out)	<u>34,219,008</u>	<u>39,653,928</u>	<u>5,434,920</u>
Total	<u>\$262,411,477</u>	<u>\$260,101,315</u>	<u>\$(2,310,162)</u>

School Finance Act (total program) revenue decreased by \$3.8 million dollars. This is mostly attributed to fewer pupils for enrollment combined with a flat Per-Pupil Revenue (PPR). The District expects to see a significant increase in the state Budget Stabilization Factor (BSF) which will reduce funding even further. Unfortunately, the BSF is expected to increase to a point greater than the worst times of the 2008-2012 economic recession.

The major component of net transfers is the operating transfer in of revenue from mill levy override (MLO) fund. This fund operates in part as a pass-through entity as it records the collection of two voter approved mill levy override initiatives. The 2000 MLO generates \$26.9 million of general fund revenue and the 2017 MLO generates general fund revenue of \$23.7 million. Operating transfers out include transfers to the risk management fund of \$3 million and the capital reserve capital projects fund of \$5 million. There is also a one-time transfer of \$3 million to the risk related activities fund to help stabilize the District's health care plan.

Expenditures

Total expenditures for the general fund are projected at \$267.3 million, which is about \$2.6 million less than mid-year FY19/20. The following table illustrates the expenditure adjustments included in the proposed FY20/21 budget:

<u>Program</u>	<u>Mid-Year FY19/20</u>	<u>Proposed FY20/21</u>	<u>Change Amount</u>
Instructional Programs	\$158,672,180	\$155,590,111	\$(3,082,069)
Pupil Services	15,968,559	16,719,818	751,259
Instructional Staff Support	16,823,881	16,577,589	(246,292)
General Administration	1,973,844	1,974,387	543
School Administration	22,065,496	22,070,926	5,430
Business Administration	2,713,733	2,713,986	18,253
Central Services	13,960,287	14,279,169	318,882
Maintenance and Operations	26,846,685	26,707,816	(138,869)
Student Transportation Services	6,092,829	5,769,414	(323,415)
Other Services	3,039,377	3,040,910	1,533
Community Services	<u>1,784,023</u>	<u>1,831,319</u>	<u>47,296</u>
Total	<u>\$269,940,894</u>	<u>\$267,293,445</u>	<u>\$(2,647,445)</u>

Other Budget Adjustments

With the severity of current and projected enrollment decline, compounded by State budget reductions related to the pandemic, the District was forced to engage in several budget reducing approaches. These included reducing staff at all levels (teacher, executive-professional, and education support professional) throughout the District. Other means employed to reduce the budget will include a menu of options that the Board of Education can utilize once State funding is finalized.

Reserves and Fund Balance

The Colorado state constitution requires the District to maintain a three percent emergency reserve that is funded at \$5.3 million. A TABOR mandate for multi-year obligations requires a reserve of \$135,000. The multi-year obligation reserve is related to the superintendent's employment contract. The encumbrance reserve is estimated to be \$1 million. This reserve is used for purchase orders approved in the prior fiscal year but the items have not been received and paid for until the following fiscal year. Reserves for other board of education designations include \$1.3 million non-instructional budget carryover and \$3.5 million instructional budget carryover. Unassigned contingency is estimated to be approximately \$24.8 million.

District Accountability Committee's Budget Subcommittee

The District utilizes the input of a stakeholder budget committee comprised of volunteer staff, parents, and citizens who have invested many hours and provided valuable input during the budget development process. This committee is charged with reviewing all new requests for program funding increases, detailed examination

of various district programs, review of district budget priorities, and financial operating results. We want to acknowledge and thank Mr. Michael Reyes and Ms. Jan Rennie, co-chairs of the District Accountability Committee's Budget Subcommittee, along with all of the subcommittee members.

Once again, we thank you and the Board of Education for your commitment to the students, parents, and staff of District 11 and for your support of the District's community-based, goal-driven budget development process. We hope this budget provides the resource plan to meet your business plan objectives in FY20/21.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'G. Gustafson', with a stylized, looping flourish at the end.

Glenn E. Gustafson, CPA
Deputy Superintendent/Chief Financial Officer

A handwritten signature in blue ink, appearing to read 'L. Hronik', with a stylized, looping flourish at the end.

Laura S. Hronik, MBA
Executive Director of Financial Services

Colorado Springs School District 11
PUBLIC SCHOOL FINANCE ACT
TOTAL PROGRAM FUNDING SUMMARY
(Excludes Data from the Institute Charter)
PROPOSED FY20/21

	Mid-Year FY19-20	Projection FY20-21	Difference
October 1, Pupil Count (FTE)	24,645.50	24,228.00	(417.50)
Funded Pupil Count (FPC)	25,960.30	25,445.30	(515.00)
CPP Pupil Count	485.00	490.00	5.00
On-line Pupil Count	265.50	300.00	34.50
ASCENT	5.00	5.00	0.00
	26,715.80	26,240.30	(475.50)
Gross Total Program Funding	242,987,621	242,007,971	(979,650)
Per-Pupil Funding Rate	9,004.35	9,004.35	0.00
Negative Factor	0.0702	0.0702	0.0000
Negative Factor Per-Pupil Funding Rate	8,374.16	8,371.86	(2.30)
Property Tax Revenue	62,600,735	63,233,734	633,000
Specific Ownership Tax Revenue	7,091,649	7,091,649	0
State Equalization	173,295,237	168,620,265	(4,674,972)
	242,987,621	238,945,648	(4,041,972)
Negative Factor	(19,333,298)	(19,049,534)	283,764
Rescission	(87,841)	(86,365)	1,476
Total Program Funding	223,566,482	219,809,749	(3,756,733)

Net Assessed Valuation	3,026,822,100	3,052,557,747	25,735,647
Mill Levies			
Total Program	20.715	20.715	0.00
Education Plan 2000	8.920	8.920	0.00
Education Plan 2017	14.733	14.733	0.00
Bond - 2006/2010/2012	6.616	6.616	0.00
Abatement	0.574	0.574	0.00
	51.558	51.558	0.00
Tax Revenue			
General Fund	62,700,620	63,233,734	533,113.93
Abatement	1,737,396	1,752,168	14,772
Total General Fund	64,438,016	64,985,902	547,886
Education Plan 2000	26,999,253	27,228,815	229,562
Education Plan 2017	44,594,170	44,973,333	379,163
Bond Redemption	20,025,455	20,195,722	170,267
	156,056,894	157,383,772	1,326,879

Colorado Springs School District 11
GENERAL FUND (Preschool & Risk Mgmt. Funds not Included)
Schedule of Revenues, Expenditures, Fund Balance and Reserves
FY2020-21

	Actual			Budget		
	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year	Change	2020-21 Proposed
Beginning Unassigned & Other Fund Balance Available						
Unassigned Fund Balance (GAAP Basis)	\$ 15,849,355	\$ 17,847,770	\$ 20,574,393	\$ 25,465,477	\$ (4,000,477)	\$ 21,465,000
Other Fund Balance (GAAP Basis)	11,589,427	11,589,427	10,675,181	10,665,243	-	10,665,243
Fund Balance (GAAP Basis)	27,438,782	29,437,197	31,249,574	36,130,720	(4,000,477)	32,130,243
Budgetary Basis Adjustments:						
Less:						
Nonspendable - Inventory	-	-	-	(546,047)	-	(546,047)
Add:						
Unfunded Accrued Salaries & Benefits	-	-	-	8,316,000	-	8,316,000
Total Beginning Fund Balance	27,438,782	29,437,197	31,249,574	43,900,673	(4,000,477)	39,900,196
Revenues						
Local Revenue	\$ 72,836,044	\$ 74,703,247	\$ 78,490,526	\$ 77,480,138	\$ (2,614,433)	\$ 74,865,705
State Revenue	126,437,263	127,643,206	140,477,971	150,293,731	(5,130,649)	145,163,082
Federal Revenue	2,174,854	1,721,096	1,954,873	418,600	-	418,600
Total Revenues	201,448,161	204,067,549	220,923,370	228,192,469	(7,745,082)	220,447,387
Other Financing Sources (Uses)						
Transfers In (Out)						
2000 Mill Levy Override Fund	26,431,323	26,581,342	26,352,311	25,158,272	1,750,550	26,908,822
2017 Mill Levy Override Fund	-	13,817,442	19,918,455	20,818,455	2,898,838	23,717,293
Risk Mgmt Fund	(2,606,780)	(2,582,349)	(2,542,149)	(3,025,063)	(4,685)	(3,029,748)
Capital Reserve Fund	(5,767,718)	(7,463,311)	(6,095,845)	(5,655,728)	633,289	(5,022,439)
Food Service Fund	(117,000)	(288,531)	-	-	-	-
Risk-Related Activities Fund	(1,000,000)	-	-	(3,000,000)	-	(3,000,000)
Production Printing Fund	(400,000)	80,000	80,000	80,000	-	80,000
Designated Grant Fund	(181,235)	(160,251)	(658,015)	(156,928)	156,928	-
Total Other Financing Sources (Uses)	16,358,590	29,984,342	37,054,757	34,219,008	5,434,920	39,653,928
Total Resources Available	245,245,533	263,489,088	289,227,701	306,312,150	(6,310,639)	300,001,511
Expenditures						
Instruction Services	129,428,524	139,560,562	149,739,369	158,672,180	(3,082,069)	155,590,111
Pupil Services	12,008,376	13,044,857	15,236,712	15,968,559	751,259	16,719,818
Instruction Staff Support	13,631,993	14,844,851	15,773,874	16,823,881	(246,292)	16,577,589
General Administration	1,486,448	1,505,860	1,648,706	1,973,844	543	1,974,387
School Administration	18,433,451	20,072,612	20,925,266	22,065,496	5,430	22,070,926
Business Administration	2,298,638	2,409,369	2,579,932	2,713,733	18,253	2,731,986
Central Services	9,538,647	10,148,781	13,782,009	13,960,287	318,882	14,279,169
Maintenance & Operations	22,321,165	23,378,235	25,117,813	26,846,685	(138,869)	26,707,816
Transportation Services	4,595,491	4,960,823	5,492,510	6,092,829	(323,415)	5,769,414
Other Services	1,128,874	991,283	1,397,493	3,039,377	1,533	3,040,910
Community Services	936,729	1,052,000	1,187,658	1,784,023	47,296	1,831,319
Construction Services	-	270,281	215,639	-	-	-
Total Expenditures	215,808,336	232,239,514	253,096,981	269,940,894	(2,647,449)	267,293,445
Fund Balances						
Restricted - TABOR Reserve	-	-	-	5,307,087	-	5,307,087
Restricted - MYO	-	-	-	135,000	-	135,000
Committed - TABOR Refunds	-	-	-	5,000,000	(4,000,000)	1,000,000
Assigned - Strategic Plan	-	-	-	740,000	(531,225)	208,775
Assigned - Time Sheet System	-	-	-	500,000	(357,500)	142,500
Assigned Encumbrances C/O	-	-	-	1,500,000	(515,278)	984,722
Unassigned - Contingency	-	-	-	23,039,169	1,740,813	24,779,982
Unassigned - Unanticipated	-	-	-	150,000	-	150,000
Total Fund Balances	-	-	-	36,371,256	(3,663,190)	32,708,066
Total Expenditures & Fund Balances				306,312,150	(6,310,639)	300,001,511
Fund Balances, End of Year	\$ 29,437,197	\$ 31,249,574	\$ 36,130,720	\$ -	\$ -	\$ -
Total Appropriation				\$ 306,312,150	\$ (6,310,639)	\$ 300,001,511

Colorado Springs School District 11
GENERAL FUND (Preschool & Risk Mgmt. Funds not Included)
Schedule of Revenues and Fund Balance
Proposed FY2020-21

DESCRIPTION	Actual Revenues			Budget		
	FY2016-17	FY2017-18	FY2018-19	Mid-Year FY2019-20	Change	Proposed FY2020-21
Beginning Fund Balance						
Unassigned Fund Balance (GAAP Basis)	\$ 14,561,730	\$ 17,847,770	\$ 20,574,393	\$ 25,465,477	\$ (4,000,477)	\$ 21,465,000
Other Fund Balance (GAAP Basis)	12,877,052	11,589,427	10,675,181	10,665,243	-	10,665,243
Fund Balance (GAAP Basis)	27,438,782	29,437,197	31,249,574	36,130,720	(4,000,477)	32,130,243
Budgetary Basis Adjustments:						
Nonspendable - Inventory	-	-	-	(546,047)	-	(546,047)
Unfunded Accrued Salaries & Benefits	-	-	-	8,316,000	-	8,316,000
Total Fund Balance	27,438,782	29,437,197	31,249,574	43,900,673	(4,000,477)	39,900,196
1110 Property Taxes Current	\$ 57,897,141	\$ 60,268,530	\$ 61,059,315	\$ 62,600,735	-	\$ 62,600,735
1110 Property Taxes Abatement Levy	-	-	-	1,737,396	-	1,737,396
1110 Property Taxes Uncollectible	-	-	-	(1,837,729)	-	(1,837,729)
1110 2000 MLO to Charter Schools	(712,051)	(1,494,554)	(1,457,319)	(1,471,435)	(32,278)	(1,503,713)
1110 2017 MLO to Charter Schools	-	(2,815,836)	(2,864,911)	(2,854,183)	(64,325)	(2,918,508)
1140 Property Taxes Delinquent	171,631	155,369	205,906	160,000	-	160,000
1141 Property Taxes Abatement Refunds	(358,775)	(422,704)	(297,865)	(377,574)	-	(377,574)
Total Property Tax Revenue	56,997,946	55,690,805	56,645,126	57,957,210	(96,603)	57,860,607
1120 Specific Ownership Tax Collected in Prior Year	6,678,200	7,300,889	6,409,153	7,091,649	-	7,091,649
1120 Specific Ownership Tax Adjustment from Prior Year	(256,514)	219,026	(891,736)	(200,306)	-	(200,306)
1120 Specific Ownership Other Funds	5,287,286	7,180,982	11,739,102	8,525,572	(1,500,000)	7,025,572
1310 Tuition - Early College	16,427	-	-	-	-	-
1311 Tuition - Digital School	19,600	18,360	11,220	10,000	-	10,000
1311 Tuition Summer Literacy	28,770	29,987	34,400	22,000	-	22,000
1313 Tuition - Adult	35,490	34,465	33,599	37,000	-	37,000
1314 Montessori Tuition	142,289	140,873	163,752	164,097	-	164,097
1323 Tuition from Excess Costs	77,107	45,557	35,773	35,000	-	35,000
1510 Investment Interest	193,705	491,200	918,075	500,000	(300,000)	200,000
1710 Gate Receipts	120,824	112,942	87,693	80,000	(80,000)	-
1740 Athletic Fees	218,250	214,254	229,630	140,000	-	140,000
1831 Tesla Day Care Revenue	190,502	186,938	200,582	184,590	-	184,590
1900 Instructional Event Fees (Intramurals, science & art)	9,441	12,957	38,164	12,865	-	12,865
1900- Misc Revenue-CSEA Sal/Bene	5,364	9,742	1,454	5,000	-	5,000
1900 Vehicle Operation services	83,524	92,790	118,166	85,000	-	85,000
1900 Vehicle Services	2,296	2,610	-	3,000	-	3,000
1910 Facility Rental Revenue	636,863	664,180	641,578	635,000	(535,000)	100,000
1911 Child Care Facility Rental	116,264	109,394	108,226	116,700	-	116,700
1912 Wireless Tower Rent	69,180	81,257	138,031	130,382	-	130,382
1920 Donations and Gifts	11,673	78,097	12,500	11,800	-	11,800
1935 Sale of Equipment	5,901	34,396	90,862	8,000	-	8,000
1940 Instructional Materials Fees	200	200	1,815	2,500	-	2,500
1954 Charter School Services Buyback Services	638,950	610,208	577,145	581,489	45,306	626,795
19541 Charter School Administration Fee	247,264	252,714	245,638	260,169	6,008	266,177
1959 Reimbursement Crossing Guards Program	172,187	172,187	172,187	172,188	(100,000)	72,188
1960 High School Parking Fees	32,312	25,922	27,724	32,000	-	32,000
1971/1972 Overhead & Indirect Cost Revenue	682,781	555,597	439,773	536,114	-	536,114
1980 Advertising Revenue	10,463	8,270	8,650	6,000	-	6,000
1990 Revenue Miscellaneous Other	239,855	237,924	53,675	58,800	-	58,800
1990 Revenue Miscellaneous E-Rate Reimbursement	-	-	102,006	54,144	(54,144)	-
1990 GED Testing	5,446	6,501	6,327	7,175	-	7,175
1991 Revenue - Staff Development In-service	116,198	82,023	90,236	65,000	-	65,000
1999 Unanticipated Revenues	-	-	-	150,000	-	150,000
Total Local Revenue Sources	72,836,044	74,703,247	78,490,526	77,480,138	(2,614,433)	74,865,705

Colorado Springs School District 11
GENERAL FUND (Preschool & Risk Mgmt. Funds not Included)
Schedule of Revenues and Fund Balance
Proposed FY2020-21

DESCRIPTION	Actual Revenues			Budget		
	FY2016-17	FY2017-18	FY2018-19	Mid-Year FY2019-20	Change	Proposed FY2020-21
3110 State Equalization	134,173,523	135,211,361	144,672,355	153,874,098	(3,756,733)	150,117,365
3111 State Equalization - CPKP Hold Harmless @ .42 PPR	558,140	574,894	608,832	545,000	-	545,000
3115 At-Risk Supplemental Overpay	379,227	321,462	320,234	478,257	-	478,257
Less allocation to:						
3141 Preschool Fund - Preschool Program	(3,104,721)	(3,109,166)	(3,416,663)	(4,061,468)	-	(4,061,468)
Charter Schools - Total Program	(13,589,196)	(13,872,708)	(13,416,523)	(13,008,421)	(300,463)	(13,308,884)
Charter Schools - CPKP Full-day Kindergarten @ .42	(188,986)	(201,948)	(165,673)	(165,672)	-	(165,672)
3120 Vocational Education	391,754	794,118	593,141	751,861	-	751,861
3130 Special Education	4,534,010	4,486,575	4,509,805	5,098,823	(598,823)	4,500,000
3130 Special Education - to Charter Schools	(227,359)	(206,419)	(169,050)	(195,990)	24,175	(171,815)
3139 English Language Proficiency Professional Dev.	519,687	577,524	574,638	536,042	-	536,042
3139 English Language Proficiency - to Charter Schools	-	-	(160,561)	(108,370)	-	(108,370)
3140 English Language Proficiency	361,583	423,837	442,893	456,518	-	456,518
3140 English Language Proficiency - to Charter Schools	(115,067)	(249,778)	(102,002)	(92,292)	-	(92,292)
3150 Gifted & Talented	257,419	259,173	257,560	249,540	-	249,540
3150 Gifted & Talented - to Charter Schools	(14,801)	(13,414)	(9,878)	-	-	-
3160 State Transportation	1,033,379	1,115,207	1,092,419	1,198,805	(498,805)	700,000
3206 READ Act	1,321,423	1,260,862	-	-	-	-
3206 READ Act - to Charter Schools	(51,106)	(52,438)	-	-	-	-
3210 State Equalization Audit Adjustment	-	-	(18,969)	-	-	-
3235 Additional At-Risk Funding	231,794	237,180	232,635	237,000	-	237,000
3237 Career Success Pilot Program	-	86,884	157,828	-	-	-
3260 State Transportation Audit Adjustment	(33,440)	-	(2,074)	-	-	-
3898 State On Behalf Payment (to PERA)	-	-	4,477,024	4,500,000	-	4,500,000
Total State Revenue Sources	126,437,263	127,643,206	140,477,971	150,293,731	(5,130,649)	145,163,082
4000 Junior ROTC	267,878	222,890	232,772	229,600	-	229,600
4041 Unrestricted Federal Impact Aid	265,662	197,048	259,203	200,000	-	200,000
4041 Unrestricted Federal Impact Aid - to Charter Schools	(12,014)	(11,245)	(12,385)	(11,000)	-	(11,000)
4041 Restricted Federal Impact Aid	28,627	65,659	106,683	-	-	-
9003 Medicaid Reimbursement	1,624,701	1,246,744	1,368,600	-	-	-
7558 DOD - Children with Severe Disabilities	-	-	-	-	-	-
Total Federal Revenue Sources	2,174,854	1,721,096	1,954,873	418,600	-	418,600
Total Revenues	201,448,161	204,067,549	220,923,370	228,192,469	(7,745,082)	220,447,387
Non-Operating Revenues - Transfers In (Out)						
Risk Management Fund - Transfer (Out)	(2,501,207)	(2,475,008)	(2,415,999)	(2,916,000)	-	(2,916,000)
Risk Management Fund for FNS Insurance- Trnsfr (Out)	(105,573)	(107,341)	(126,150)	(109,063)	(4,685)	(113,748)
Capital Reserve Fund - Transfer (Out)	(4,847,453)	(4,549,300)	(4,500,000)	(4,500,000)	-	(4,500,000)
Capital Reserve Fund - Energy Lease	(630,460)	(649,200)	(457,008)	-	-	-
Capital Reserve Fund - ES Renovation COP's	(289,805)	(521,811)	(518,837)	(520,728)	(1,711)	(522,439)
Capital Reserve Fund - Non-recurring	-	(1,743,000)	(620,000)	(635,000)	635,000	-
Food Service Fund - Transfer (Out)	(117,000)	(288,531)	-	-	-	-
Production Printing Fund - Transfer In (Out)	(400,000)	80,000	80,000	80,000	-	80,000
Risk-Related Funds - Transfer (Out)	(1,000,000)	-	-	(3,000,000)	-	(3,000,000)
Designated Grant Fund - Transfer (Out)	(181,235)	(160,251)	(658,015)	(156,928)	156,928	-
2000 Mill Levy Override Fund - Recurring	26,431,323	26,581,342	26,352,311	24,408,272	100,000	24,508,272
2000 Mill Levy Override Fund - Non-Recurring	-	-	-	750,000	1,650,550	2,400,550
2017 Mill Levy Override Fund - Recurring	-	13,817,442	19,918,455	20,818,455	1,475,000	22,293,455
2017 Mill Levy Override Fund - Non-Recurring	-	-	-	-	1,423,838	1,423,838
Total Non-Operating Revenues	16,358,590	29,984,342	37,054,757	34,219,008	5,434,920	39,653,928
Total Resources	245,245,533	263,489,088	289,227,701	\$306,312,150	(\$6,310,639)	300,001,511

Footnotes:

1. These items make up the School Finance Act
Total Program Funding amount of:

198,748,864	\$202,780,780	\$ 212,140,823	\$223,566,482	(3,756,733)	\$219,809,749
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2. READ Act revenues and expenditures moved to Designated Purpose Grants Fund
3. Medicaid revenues and expenditures moved to Designated Purpose Grants Fund

Proposed Budget Modifications General Fund FY2020-2021 Increase/Decrease Sources & Uses

r- recurring, n- non-recurring

FY21 BMF
FY20 BMF

Proposed Appropriation FY20-21	300,001,511
Mid-Year Appropriation FY19-20	306,312,150
Total Appropriation Increase	<u>(6,310,639)</u>

Increases (Decreases) in Budgetary Reserve & Fund Balance:

Budgetary Reserve & Fund Balance

1	Decrease to fund balance (adjust to FY20 end of year projection)	(4,000,477)	n	
Total Budgetary Reserve & Fund Balance				(4,000,477)

Increases (Decreases) in Revenue:

Local Revenue

2	Increase in 2000 MLO tax allocation to charter schools - (based on projected charter enrollment)	(32,278)	r	
3	Increase in 2017 MLO tax allocation to charter schools - (based on projected charter enrollment)	(64,325)	r	
4	Decrease in Specific Ownership Tax General Fund portion- (FY21 updated projection)	(1,500,000)	r	
5	Decrease in Investment Interest (FY21 updated projection)	(300,000)	r	
6	Decrease in Gate Receipts revenue (FY21 projection)	(80,000)	r	
7	Decrease in Facility Rental revenue (FY21 projection)	(535,000)	r	
8	Increase in charter school services buyback services (based on projected charter enrollment)	45,306	r	
9	Increase in charter school administration fee (based on projected charter enrollment)	6,008	r	
10	Decrease Reimbursement for Crossing Guards (updated projection)	(100,000)	r	
11	Remove FY20 E-rate revenue distribution (non-recurring)	(54,144)	n	
Total Local Revenue Increase (Decrease)				(2,614,433)

State Revenue

12	Decrease state equalization (updated per FY21 projected total program calculation)	(3,756,733)	r	
13	Increase transfer out to Charter Schools (based on projected charter enrollment)	(300,463)	r	
14	Decrease Special Education revenue (based on FY21 projection)	(598,823)	r	
15	Decrease charter school special education funding (based on projected charter enrollment)	24,175	r	
16	Decrease state transportation funding (FY21 updated projection)	(498,805)	r	
Total State Revenue Increase (Decrease)				(5,130,649)

Federal Revenue and Interfund Transfers

17	Eliminate transfer out to Capital Reserve fund (non-recurring, one-time transfer to cover buses for choice busing)	635,000	n	
18	Eliminate transfer out to Designated Purpose Grants fund (non-recurring, one-time transfer of Medicaid carryover funds)	156,928	n	
19	Increase transfer out to Risk Mgmt. fund to cover insurance FNS (projection adjustment)	(4,685)	r	
20	Adjust FY21 Transfer out to Capital Reserve fund to cover COP payment requirement related to Adams ES renovation	(1,711)	r	
21	Increase transfer in from 2000 MLO Fund (non-recurring reallocation of FDK funds)	1,650,550	n	
22	Increase transfer in from 2000 MLO Fund (end General fund subsidy)	100,000	r	
23	Additional FY21 transfer in - 2017 MLO Fund (per program implementation plan)	1,475,000	r	
24	Increase transfer in from 2017 MLO Fund (non-recurring reallocation of inflationary increase)	1,423,838	n	
Total Federal Revenue & Interfund Transfers				5,434,920
Total Revenue Increase				(2,310,162)
Total Increases in Revenue & Other Resources:				<u>(6,310,639)</u>

Proposed Budget Modifications General Fund FY2020-2021 Increase/Decrease Sources & Uses

r- recurring, n- non-recurring

FY21 BMF
FY20 BMF

Increases (Decreases) in Expenditures & Uses:					Program		Increase	
Instructional Services- (00100 to 18000)					FTE	Number	Program Description	(Decrease)
	FY21 Teacher compensation & benefits changes (net of increases and cuts)		Various	Various			(1,899,945)	r
	FY21 ESP compensation & benefits changes (net of increases and cuts)		Various	Various			59,467	r
	Adjustment to school instructional supplies accounts (enrollment based)		Various	Various			(22,707)	r
	MLO funds moved from 22140 to better classify purchases		00900	General Instruction			92,377	r
	Increase non-instructional supply reserve (FY21 projection)		Various	Various			1,200,000	n
	Remove non-recurring budget for tuition and fees for concurrent enrollment and dual credit options - FY20 Mid-year BMF ALL - 3		00500 & 009VE	General Instruction and Post Secondary			(355,000)	n
	Remove non-recurring budget for one-time installation costs related to Artificial Intelligence sports cameras - FY20 BMF June - 2		18000	Athletics			(13,100)	n
	Remove non-recurring budget for Alpine Systems program renewal - FY20 BMF ALL - 1		00900	General Instruction			(92,317)	n
	Remove non-recurring budget to implement Pre-AP programs at Coronado and Doherty - FY20 BMF ALL - 4		00310	Pre-advanced Placement			(250,844)	n
	Reduction in non-recurring funding for high school student and teacher laptops		00900	General Instruction			(1,800,000)	n
Total Instructional Services - (00100 to 18000)								(3,082,069)
Student Support Services- (21000)								
	FY21 ESP compensation & benefits changes (net of increases and cuts)		Various	Various			32,579	r
	FY21 Teacher compensation & benefits changes (net of increases and cuts)		Various	Various			530,437	r
	FY21 Exec/Pro compensation & benefits changes (net of increases and cuts)		Various	Various			188,243	r
Total Student Support Services- (21000)								751,259
Instructional Staff Support Services- (22000)								
	FY20 ESP compensation & benefits changes (net of increases and cuts)	1.0	Various	Various			47,221	r
	FY20 Teacher compensation & benefits changes (net of increases and cuts)	1.0	Various	Various			(132,788)	r
	FY20 Exec/Pro compensation & benefits changes (net of increases and cuts)		Various	Various			(2,099)	r
	Move MLO funds to instructional program 00900		22140	Student Assessment			(92,377)	r
	Correct MLO allocation to match program implementation plan		22130	Instructional Staff Training Services			(36,249)	r
	Remove non-recurring budget to purchase pickup truck for auditorium manager to transport portable lift - FY20 BMF SUP - 1		22240	Education Television Services			(30,000)	n
Total Instructional Staff Support Services- (22000)								(246,292)
General Administration Services- (23000)								
	FY21 Teacher compensation & benefits changes (net of increases and cuts)		Various	Various			12,791	r
	FY21 ESP compensation & benefits changes (net of increases and cuts)		Various	Various			3,859	r
	FY21 Exec/Pro compensation & benefits changes (net of increases and cuts)		Various	Various			63,893	r
	Remove non-recurring election year election costs - FY20 BMF June - 8		23140	Election Services			(100,000)	n
	Add recurring budget to cover mandatory contract increases - FY21 BMF - BS-1		23170	Audit Services			20,000	r
Total General Administration Services- (23000)								543
School Administration- (24000)								
	FY21 ESP compensation & benefits changes (net of increases and cuts)		Various	Various			93,724	r
	FY21 Exec/Pro compensation & benefits changes (net of increases and cuts)		Various	Various			110,329	r
	Remove non-recurring superintendent non-instructional contingency FY20		24110	School Administration			(500,000)	n
	Increase non-instructional supply reserve (FY21 projection)		24110	School Administration			100,000	n
	Add non-recurring increase to non-instructional school allocations - FY21 BMF ALL-1		24110	School Administration			201,377	n
Total Support Services School Administration- (24000)								5,430
Business Services- (25000)								
	FY21 ESP compensation & benefits changes (net of increases and cuts)		Various	Various			34,087	r
	FY21 Exec/Pro compensation & benefits changes (net of increases and cuts)		Various	Various			(25,734)	r
	Add recurring budget to cover mandatory contract increases - FY21 BMF - BS-1		25200	Purchasing Services			9,900	r
Total Business Services- (25000)								18,253

Proposed Budget Modifications General Fund FY2020-2021 Increase/Decrease Sources & Uses

r- recurring, n- non-recurring

FY21 BMF
FY20 BMF

Operation and Maintenance of Plant Services- (26000)

FY21 ESP compensation & benefits changes (net of increases and cuts)		Various	Various	696,365	r
FY21 Exec/Pro compensation & benefits changes (net of increases and cuts)		Various	Various	11,345	r
Increase budget to cover facilities costs of reopening Longfellow - FY21 BMF ALL-2	2.5	26250	Custodians	37,963	r
Remove non-recurring budget to procure modern Facilities Management (FM) software - FY20 Mid-Year BMF BS - 1		26230	Facilities	(21,000)	n
Remove non-recurring budget to improve storm water runoff and erosion control at Keller Elementary School - FY20 Mid-Year BMF BS - 2		26300	Facilities	(67,622)	n
Remove non-recurring budget to replace aging dual purpose riding tractors for snow removal and lawn care - FY20 Mid-Year BMF BS - 3		26300	Facilities	(61,300)	n
Remove non-recurring budget to replace portable air compressor to conduct winterizing of irrigation systems - FY20 Mid-Year BMF BS - 4		26300	Facilities	(22,620)	n
Remove non-recurring budget to maintain building heating, ventilation and AC systems and other plumbing and mechanical systems - FY20 Mid-Year BMF BS - 5		26234	Facilities	(250,000)	n
Remove non-recurring budget to purchase district-wide visitor management system - FY20 BMF TS -3		26600	Security	(12,000)	n
Remove non-recurring budget to complete district-wide security camera replacement upgrades - FY20 BMF TS-3		26600	Security	(200,000)	n
Eliminate non-recurring budget to purchase portable air conditioning units FY20 BMF June - 9)		26230	Building Maintenance	(250,000)	n

Total Operation and Maintenance of Plant Services- (26000)

(138,869)

Student Transportation Services- (27000)

FY21 ESP compensation & benefits changes (net of increases and cuts)		Various	Various	170,626	r
FY21 Exec/Pro compensation & benefits changes (net of increases and cuts)		Various	Various	5,959	r
Remove non-recurring budget to replace support vehicles that are in poor condition - FY20 Mid-Year BMF BS - 6		27200	Transportation Supervision	(400,000)	n
Remove non-recurring budget to purchase two activity buses - FY20 BMF DBS - 1		27200	Transportation Supervision	(100,000)	n

Total Student Transportation Services- (27000)

(323,415)

Central Services- (28000)

Remove non-recurring budget for e-Rate funds received in FY19-20		28450	Telecommunications	(54,144)	n
FY21 ESP compensation & benefits changes (net of increases and cuts)		Various	Various	152,251	r
FY21 Exec/Pro compensation & benefits changes (net of increases and cuts)		Various	Various	81,187	r
Removed non-recurring funds - contracted grant development/writing services -FY20 BMF - DBS-2		28130	Grants Administration	(20,000)	n
Reallocate budget from charter school MLO allocations to ADS		28400	Application Development and Support	149,588	r
Add recurring budget to cover mandatory contract increases - FY21 BMF - BS-1		28130	Grants Administration	10,000	r

Total Central Services- (28000)

318,882

Other Services- (29000)

FY21 Exec/Pro compensation & benefits increases		29100	Volunteer Services	371	r
FY21 ESP compensation & benefits increases		29100	Volunteer Services	1,162	r

Total Other Services- (29000)

1,533

Community Services- (30000)

FY21 ESP compensation & benefits changes (net of increases and cuts)		Various	Various	19,601	r
FY21 Teacher compensation & benefits changes (net of increases and cuts)		Various	Various	2,738	r
FY21 Exec/Pro compensation & benefits changes (net of increases and cuts)		Various	Various	24,957	r

Total Community Services- (30000)

47,296

Reserve Funds- (91000-99000)

Reduce TABOR Refund Reserve			Committed - TABOR Refund	(4,000,000)	n
Decrease in assigned fund balance for strategic plan		90000	Assigned Strategic Plan	(531,225)	n
Decrease in assigned fund balance for time sheet system		90001	Assigned Time Sheet System	(357,500)	n
Increase encumbrance carryover, (FY19 end-of-year projection)		94000	Reserve for Encumbrances	(515,278)	n
Increase in projected unassigned fund balance		91000	Contingency	1,740,813	n

Total Reserve Funds

(3,663,190)

Total Increases in Expenditures & Reserves

4.5

(6,310,639)



General Fund (Preschool & Risk Mgmt. Funds not Included)
Proposed Budget - FY2020-2021
Expenditure Summary by Program

DESCRIPTION	Actual Audited Expenditures					
	FY2016-17		FY2017-18		FY2018-19	
	AMOUNT	%	AMOUNT	%	AMOUNT	%
Instructional Services						
- Instructional Services	128,692,150	59.6%	138,483,930	59.6%	148,356,948	58.6%
- Post Employment Benefits	736,375	0.3%	1,076,632	0.5%	1,382,422	0.5%
TOTAL Instructional Services	129,428,525	60.0%	139,560,562	60.1%	149,739,370	59.2%
Pupil Support Services	12,008,377	5.6%	13,044,857	5.6%	15,236,712	6.0%
Instructional Support Services	13,631,993	6.3%	14,844,851	6.4%	15,773,874	6.2%
TOTAL Student Support	25,640,370	11.9%	27,889,708	12.0%	31,010,586	12.3%
TOTAL Instruction and Student Support	155,068,895	71.9%	167,450,270	72.1%	180,749,956	71.4%
General Administration	1,486,448	0.7%	1,505,860	0.6%	1,648,706	0.7%
School Administration	18,433,451	8.5%	20,072,612	8.6%	20,925,266	8.3%
Business Administration	2,298,638	1.1%	2,409,369	1.0%	2,579,932	1.0%
Student Transportation Services	4,595,490	2.1%	4,960,823	2.1%	5,492,510	2.2%
Central Services	8,538,044	4.0%	9,161,541	3.9%	13,782,009	5.4%
Security Services	2,878,783	1.3%	3,166,627	1.4%	3,409,022	1.3%
Maintenance & Operations	15,638,679	7.2%	16,678,398	7.2%	16,455,078	6.5%
Utilities	4,804,306	2.2%	4,520,450	1.9%	5,253,713	2.1%
TOTAL Security, M&O & Utilities	23,321,768	10.8%	24,365,475	10.5%	25,117,813	9.9%
Other Services	228,599	0.1%	245,698	0.1%	256,673	0.1%
- Post Employment Benefits	900,275	0.4%	745,585	0.3%	1,140,820	0.5%
Community Services	936,729	0.4%	1,052,000	0.5%	1,187,658	0.5%
Construction Services	-	0.0%	270,281	0.1%	215,639	0.1%
TOTAL Administration and Support Services	60,739,442	28.1%	64,789,244	27.9%	72,347,026	28.6%
TOTAL Expenditures	215,808,337	100.0%	232,239,514	100.0%	253,096,982	100.0%
Non-Recurring Fund Balance						
- Restricted TABOR Emergency	-		-		-	
- Restricted for Multi-Year Obligations	-		-		-	
- Committed for TABOR Refunds	-		-		-	
Assigned, Encumbrance Carryover	-		-		-	
Assigned, Strategic Plan	-		-		-	
Assigned, Time Sheet System	-		-		-	
Unassigned, Contingency	-		-		-	
Unassigned, Unanticipated	-		-		-	
Total Non-Recurring Fund Balance	-		-		-	
TOTAL Expenditures and Fund Balance	\$215,808,337		\$232,239,514		\$253,096,982	

General Fund (Preschool & Risk Mgmt. Funds not Included)
Proposed Budget - FY2020-2021
Expenditure Summary by Program

Adjusted Budget FY2019-20 AMOUNT %		Proposed Budget - FY2020-2021				DESCRIPTION
		RECURRING EXPENDITURES	NON- RECURRING EXPENDITURES	TOTAL ADJUSTED BUDGET	%of BUDGET	
155,223,066	57.5%	148,640,997	3,500,000	152,140,997	56.9%	Instructional Services
3,449,114	1.3%	3,449,114	-	3,449,114	1.3%	- Post Employment Benefits
158,672,180	58.8%	152,090,111	3,500,000	155,590,111	58.2%	TOTAL Instructional Services
15,968,559	5.9%	16,719,818	-	16,719,818	6.3%	Pupil Support Services
16,823,881	6.2%	16,577,589	-	16,577,589	6.2%	Instructional Support Services
32,792,440	12.1%	33,297,407	-	33,297,407	12.5%	TOTAL Student Support
191,464,620	70.9%	185,387,518	3,500,000	188,887,518	70.7%	TOTAL Instruction & Student Support
1,973,844	0.7%	1,974,387	-	1,974,387	0.7%	General Administration
22,065,496	8.2%	20,569,549	1,501,377	22,070,926	8.3%	School Administration
2,713,733	1.0%	2,731,986	-	2,731,986	1.0%	Business Administration
6,092,829	2.3%	5,769,414	-	5,769,414	2.2%	Student Transportation Services
13,960,287	5.2%	12,279,169	2,000,000	14,279,169	5.3%	Central Services
3,577,528	1.3%	3,398,668	-	3,398,668	1.3%	Security Services
17,667,359	6.5%	17,667,262	-	17,667,262	6.6%	Maintenance & Operations
5,601,798	2.1%	5,641,886	-	5,641,886	2.1%	Utilities
26,846,685	9.9%	26,707,816	-	26,707,816	10.0%	TOTAL Security, M&O & Utilities
284,474	0.1%	286,007	-	286,007	0.1%	Other Services
2,754,903	1.0%	2,754,903	-	2,754,903	1.0%	- Post Employment Benefits
1,784,023	0.7%	1,831,319	-	1,831,319	0.7%	Community Services
-	0.0%	-	-	-	0.0%	Construction Services
78,476,274	29.1%	74,904,550	3,501,377	78,405,927	29.3%	TOTAL Administration and Support Services
269,940,894	100.0%	260,292,068	7,001,377	267,293,445	100.0%	TOTAL Expenditures and Transfers
5,307,087		-	5,307,087	5,307,087		Non-Recurring Reserves
135,000		-	135,000	135,000		- Restricted TABOR Emergency
5,000,000		-	1,000,000	1,000,000		- Restricted for Multi-Year Obligations
1,500,000		-	984,722	984,722		- Committed for TABOR Refunds
740,000		-	208,775	208,775		Assigned, Encumbrance Carryover
500,000		-	142,500	142,500		Assigned, Strategic Plan
23,039,169		-	24,779,982	24,779,982		Assigned, Time Sheet System
150,000		-	150,000	150,000		Unassigned, Contingency
36,371,256		-	32,708,066	32,708,066		Unassigned, Unanticipated
						Total Non-Recurring Fund Balance
\$306,312,150		\$260,292,068	\$39,709,443	\$300,001,511		TOTAL Expenditures and Fund Balance

General Fund (Preschool & Risk Mgmt. Funds not Included)
Proposed Budget - FY2020-2021
Expenditure Summary by Object

DESCRIPTION	Actual Audited Expenditures					
	FY2016-17		FY2017-18		FY2018-19	
	AMOUNT	%	AMOUNT	%	AMOUNT	%
Salary and Fringe Benefits						
Teacher Salaries	93,965,402	43.5%	101,254,552	43.6%	106,981,557	42.3%
Teacher Retirement Plan Payments	500,865	0.2%	1,076,632	0.5%	1,382,422	0.5%
Teacher Benefits	29,038,452	13.5%	31,129,438	13.4%	36,156,666	14.3%
SUBTOTAL Teachers Salaries & Benefits	123,504,719	57.2%	133,460,622	57.5%	144,520,645	57.1%
Administrator Salaries	10,518,639	4.9%	11,688,300	5.0%	11,905,961	4.7%
Professional Salaries	7,765,309	3.6%	7,874,772	3.4%	8,511,083	3.4%
ESP Salaries	29,181,433	13.5%	32,330,776	13.9%	33,538,851	13.3%
Non-teacher Retirement Plan Payments	786,149	0.4%	745,585	0.3%	1,140,820	0.5%
Administrator Benefits	3,036,752	1.4%	3,358,383	1.4%	3,872,423	1.5%
Professional Benefits	2,258,623	1.0%	2,366,038	1.0%	2,875,309	1.1%
ESP Benefits	11,037,084	5.1%	11,625,550	5.0%	13,276,826	5.2%
TOTAL Salary and Fringe Benefits	188,088,708	87.2%	203,450,026	87.6%	219,641,918	86.8%
Non-Salary Expenditures						
Purchased Services	13,017,443	6.0%	14,308,263	6.2%	14,140,338	5.6%
Supplies & Materials	11,327,149	5.2%	11,799,975	5.1%	12,462,444	4.9%
Capital Outlay	3,609,341	1.7%	3,320,275	1.4%	7,712,207	3.0%
Other Expenses	322,133	0.1%	240,018	0.1%	(331,707)	-0.1%
TOTAL Non-Salary Expenditures	28,276,066	13.1%	29,668,531	12.8%	33,983,282	13.4%
Indirect Costs/User Charges						
- Instructional Programs	5,861	0.00%	5,861	0.00%	5,861	0.00%
- Instructional Staff Support Services	3,675	0.00%	3,675	0.00%	3,675	0.00%
- General Administration Services	-	0.00%	-	0.00%	-	0.00%
- Business Administration Services	(129,961)	-0.06%	(129,961)	-0.06%	(105,581)	-0.04%
- Maintenance & Operations Services	(531,331)	-0.25%	(853,936)	-0.37%	(528,218)	-0.21%
- Central Services	85,000	0.04%	85,000	0.04%	85,727	0.03%
- Community Services	10,318	0.00%	10,318	0.00%	10,318	0.00%
TOTAL Indirect Costs	(556,438)	-0.26%	(879,043)	-0.38%	(528,218)	-0.21%
TOTAL Expenditures	215,808,336	100.0%	232,239,514	100.0%	253,096,982	100.0%
Non-Recurring Fund Balance						
- Restricted TABOR Emergency	-		-		-	
- Restricted for Multi-Year Obligations	-		-		-	
- Committed for TABOR Refunds	-		-		-	
Assigned, Encumbrance Carryover	-		-		-	
Assigned, Strategic Plan	-		-		-	
Assigned, Time Sheet System	-		-		-	
Unassigned, Contingency	-		-		-	
Unassigned, Unanticipated	-		-		-	
Total Non-Recurring Fund Balance	-		-		-	
TOTAL Expenditures and Fund Balance	\$215,808,336		\$232,239,514		\$253,096,982	

General Fund (Preschool & Risk Mgmt. Funds not Included)
Proposed Budget - FY2020-2021
Expenditure Summary by Object

Adjusted Budget FY2019-20 AMOUNT %		Proposed Budget - FY2020-2021				DESCRIPTION
		RECURRING EXPENDITURES	NON- RECURRING EXPENDITURES	TOTAL ADJUSTED BUDGET	% of BUDGET	
112,229,784	41.6%	109,273,132	-	109,273,132	40.9%	Salary and Fringe Benefits
3,449,114	1.3%	3,449,114	-	3,449,114	1.3%	Teacher Salaries
35,817,734	13.3%	37,278,137	-	37,278,137	13.9%	Teacher Retirement Plan Payments
						Teacher Benefits
151,496,632	56.1%	150,000,383	-	150,000,383	56.1%	SUBTOTAL Teachers Salaries & Benefits
12,036,323	4.5%	11,940,218	-	11,940,218	4.5%	Administrator Salaries
8,513,192	3.2%	8,507,851	-	8,507,851	3.2%	Professional Salaries
36,743,598	13.6%	36,293,502	-	36,293,502	13.6%	ESP Salaries
2,754,903	1.0%	2,754,903	-	2,754,903	1.0%	Non-teacher Retirement Plan Payments
3,686,265	1.4%	3,935,363	-	3,935,363	1.5%	Administrator Benefits
2,678,509	1.0%	2,819,594	-	2,819,594	1.1%	Professional Benefits
13,555,972	5.0%	14,910,034	-	14,910,034	5.6%	ESP Benefits
231,465,394	85.7%	231,161,848	-	231,161,848	86.5%	TOTAL Salary and Fringe Benefits
						Non-Salary Expenditures
15,774,833	5.8%	13,188,872	1,525,000	14,713,872	5.5%	Purchased Services
17,374,206	6.4%	13,381,346	5,476,377	18,857,723	7.1%	Supplies & Materials
5,169,350	1.9%	2,407,311	-	2,407,311	0.9%	Capital Outlay
713,549	0.3%	680,909	-	680,909	0.3%	Other Expenses
39,031,938	14.5%	29,658,438	7,001,377	36,659,815	13.7%	TOTAL Non-Salary Expenditures
						Indirect Costs
5,861	0.0%	5,861	-	5,861	0.00%	- Instructional Programs
3,675	0.0%	3,675	-	3,675	0.00%	- Instructional Staff Support Services
-	0.0%	-	-	-	0.00%	- General Administration Services
(129,961)	0.0%	(105,581)	-	(105,581)	-0.04%	- Business Administration Services
(531,331)	-0.2%	(528,218)	-	(528,218)	-0.20%	- Maintenance & Operations Services
85,000	0.0%	85,727	-	85,727	0.03%	- Central Services
10,318	0.0%	10,318	-	10,318	0.00%	- Community Services
(556,438)	-0.21%	(528,218)	-	(528,218)	-0.20%	TOTAL Indirect Costs
269,940,894	100.0%	260,292,068	7,001,377	267,293,445	100.0%	TOTAL Expenditures
						Non-Recurring Reserves
5,307,087		-	5,307,087	5,307,087		- Restricted TABOR Emergency
135,000		-	135,000	135,000		- Restricted for Multi-Year Obligations
5,000,000		-	1,000,000	1,000,000		- Committed for TABOR Refunds
1,500,000		-	984,722	984,722		Assigned, Encumbrance Carryover
740,000		-	208,775	208,775		Assigned, Strategic Plan
500,000		-	142,500	142,500		Assigned, Time Sheet System
23,039,169		-	24,779,982	24,779,982		Unassigned, Contingency
150,000		-	150,000	150,000		Unassigned, Unanticipated
36,371,256		-	32,708,066	32,708,066		Total Non-Recurring Fund Balance
\$306,312,150		\$260,292,068	39,709,443	\$300,001,511		TOTAL Expenditures and Fund Balance

GENERAL FUND (Excludes Preschool & Risk Mgmt. Fund) - FY2020-21 PROPOSED BUDGET
FUND BALANCE AND OTHER NON-RECURRING
FINANCING SOURCES AND THEIR USES

DESCRIPTION	FY2016-17 ADJUSTED BUDGET	FY2017-18 ADJUSTED BUDGET	FY2018-19 ADJUSTED BUDGET	FY2019-20 MID-YEAR BUDGET	Change	FY2020-21 PROPOSED BUDGET
NON-RECURRING SOURCES:						
FUND BALANCE:						
Adjusted June 30 unassigned fund balance	23,476,309	26,542,028	28,890,393	33,781,477	(4,913,318)	28,868,159
Committed PERA - SB 235	1,200,000	-	-	-	-	-
Assigned to Cover Future TAP Requirements	-	-	-	-	-	-
Assigned IT Fund Balance Carryover	341,560	341,560	-	-	-	-
Assigned - Solar Project/Adams Move	11,352	-	-	-	-	-
Instructional supply carryover	2,871,784	2,194,795	2,311,240	2,302,636	1,197,364	3,500,000
Non-instructional supply carryover	883,241	1,433,906	1,131,986	954,988	345,012	1,300,000
Nonspendable Unrealized Investment Loss (Gain)	-	-	-	-	-	-
Nonspendable Inventory	(337,042)	(378,257)	(497,066)	(546,047)	-	(546,047)
Assigned for future employee compensation	626,000	626,000	-	-	-	-
Assigned for Energy Lease future payments	-	457,008	-	-	-	-
Assigned for strategic plan	-	-	-	800,000	(591,225)	208,775
Assigned for time sheet system	-	-	-	500,000	(357,500)	142,500
Achieve Team	835,041	600,000	-	-	-	-
Assigned Encumbrance carryover	399,174	159,875	1,800,615	665,532	319,190	984,722
Restricted for multi-year obligations	250,000	250,000	250,000	135,000	-	135,000
Restricted for Amendment - 3% emergency	4,860,321	5,148,026	5,181,340	5,307,087	-	5,307,087
FUND BALANCE	35,417,740	37,374,941	39,068,508	43,900,673	(4,000,477)	39,900,196
REVENUES & TRANSFERS IN (OUT):						
One-time additional transfer from 2000 MLO fund	431,660	427,789	-	-	-	-
E-Rate Funds Match - Used for Technology	198,000	148,411	102,006	54,144	(54,144)	-
DOD subsidy for children with severe disabilities	-	-	28,000	-	-	-
CDE revenue adjustments - Equalization and transportation	-	-	(108,981)	-	-	-
One-time state revenue Career Success Pilot program	-	86,884	157,827	-	-	-
One-time transfer to Capital Reserve Fund to cover Energy Lease	-	(649,200)	(457,008)	-	-	-
One-time transfer to Capital Reserve Fund to cover World Arena Lease	-	(375,000)	-	-	-	-
One-time transfer from 2000 MLO - FDK funds	-	-	-	750,000	1,650,550	2,400,550
One-time transfer from 2017 MLO - inflationary increase	-	-	-	-	1,423,838	1,423,838
One-time transfer to Risk-Related Activities Mgmt Fund	(1,000,000)	-	(620,000)	(3,000,000)	-	(3,000,000)
One-time transfer to Capital Reserve Fund (Mid-Year BMFs)	(250,000)	(1,368,000)	(635,000)	(635,000)	635,000	-
One-time operating transfer to Designated Grants Fund (READ Act)	-	-	(658,015)	(156,928)	156,928	-
TOTAL NON-RECURRING SOURCES	34,797,400	35,645,825	37,512,337	40,912,889	(188,305)	40,724,584
NON-RECURRING USES:						
EXPENDITURES:						
Instructional supply carryover	2,871,784	1,750,774	2,311,240	2,302,636	1,197,364	3,500,000
Salary & benefits increase - One-time all employee groups	-	1,637,979	920,877	-	-	-
Salary & benefits increase - One-time ESP employee group	331,565	54,640	-	-	-	-
Salary & benefits - Non-recurring teacher reserve allocation	2,519,950	1,368,971	-	-	-	-
Non-instructional supply carryover	883,241	1,933,906	1,131,986	954,988	345,012	1,300,000
ESP Step 25 maximum adjustment	-	-	-	37,097	(37,097)	-
Exec/Pro Step 13 maximum adjustment	-	-	-	9,000	(9,000)	-
Non-instructional supply increase of \$10 per pupil for FY21	-	-	-	-	201,377	201,377
Adjust high school athletic accounts for carryover of funds from prior year	28,450	23,540	-	-	-	-
One-time MLO expenditures	-	63,628	-	-	-	-
New HP servers and licensing renewals (funds taken from IT Reserve)	-	124,000	-	-	-	-
Purchase two activity buses	-	-	-	100,000	(100,000)	-
Contracted grant development services	-	-	-	20,000	(20,000)	-
Installation of artificial intelligence cameras for sporting events	-	-	-	13,100	(13,100)	-
Alpine System program renewal	-	-	-	92,317	(92,317)	-
Purchase pickup truck to transport portable lift	-	-	-	30,000	(30,000)	-
Additional AP and IB testing	239,527	-	-	-	-	-
Actual expenditures for Adams Move	13,648	-	-	-	-	-
Replace analog surveillance system	200,000	200,000	200,000	200,000	(200,000)	-
Pre - AP at Coronado and Doherty	-	-	-	250,844	(250,844)	-
E-Rate funds match - used for technology	198,000	-	102,006	54,144	(54,144)	-
Purchase portable building for curriculum storage	-	130,000	-	-	-	-
Purchase security door hardware for schools	-	250,000	-	-	-	-
Support awareness, outreach, and implementation of career plans	-	50,000	-	-	-	-
Two portable buildings at TBD elementary schools	-	300,000	-	-	-	-
One-time Increase in election fees	144,923	58,090	-	100,000	(100,000)	-
One-time funding for continuance of summer enrichment program	595,761	583,958	583,958	-	-	-
Allocate Achieve Team reserve into appropriate programs & accounts	835,041	1,000,000	1,000,000	-	-	-
FY17/18 Mid-Year One-time Budget Modifications	-	2,166,967	-	-	-	-
FY18/19 High school student and teacher laptops	-	-	3,714,900	1,800,000	(1,800,000)	-
FY18/19 English Language Arts core curricular resource	-	-	500,000	-	-	-
FY18/19 6-year Discovery Education social studies tech book licenses	-	-	90,000	-	-	-
FY18/19 Upgrade network infrastructure	-	-	786,000	-	-	-
FY18/19 Purchase two new firewalls	-	-	300,000	-	-	-
Sabin MS gym floor replacement of hazardous rubber	-	-	110,000	-	-	-
Adjust contingency for READ Act carryover	-	-	300,000	-	-	-
Medicaid contingency reserve	-	-	305,983	-	-	-
Post secondary career fair	-	-	40,000	-	-	-
Tesla building security upgrade project carryover	-	-	21,746	-	-	-

GENERAL FUND (Excludes Preschool & Risk Mgmt. Fund) - FY2020-21 PROPOSED BUDGET
FUND BALANCE AND OTHER NON-RECURRING
FINANCING SOURCES AND THEIR USES

DESCRIPTION	FY2016-17 ADJUSTED BUDGET	FY2017-18 ADJUSTED BUDGET	FY2018-19 ADJUSTED BUDGET	FY2019-20 MID-YEAR BUDGET	Change	FY2020-21 PROPOSED BUDGET
EXPENDITURES (continued)						
Rudy ES & Russell MS non-instructional supply (% of cell tower rent)	-	-	47,700	-	-	-
Motor coach's being used for field trips due to shortage of bus drivers	-	-	230,000	-	-	-
Purchase portable air conditioners for eight schools	-	-	-	250,000	(250,000)	-
Purchase district-wide visitor management system	-	-	-	12,000	(12,000)	-
Provide equal access for all students to the benefits of taking IB exams	-	62,700	-	-	-	-
Licensing, training, and consultation to implement a web-based platform	-	148,610	-	-	-	-
Tuition and fees for concurrent enrollment and dual credit	-	-	-	355,000	(355,000)	-
School Management System	-	-	-	2,000,000	-	2,000,000
Facilities Management Software	-	-	-	21,000	(21,000)	-
Improve storm water runoff at Keller	-	-	-	67,622	(67,622)	-
Replace riding tractors for snow removal and lawn care	-	-	-	61,300	(61,300)	-
Replace portable air compressor to conduct winterizing of irrigation	-	-	-	22,620	(22,620)	-
Maintain building heating, ventilation and AC systems	-	-	-	250,000	(250,000)	-
Purchase support (white) fleet vehicles	-	-	-	400,000	(400,000)	-
TOTAL NON-RECURRING EXPENDITURES	8,861,890	11,907,763	12,696,396	9,403,668	(2,402,291)	7,001,377
NON-RECURRING RESERVES AND CONTINGENCIES						
Assigned Encumbrance carryover	399,174	159,875	1,800,615	1,500,000	(515,278)	984,722
Committed BOE contingency	-	-	-	-	-	-
Committed PERA - SB 235	1,200,000	-	-	-	-	-
Committed - TIF Grant Reserve	-	-	-	-	-	-
Assigned IT Fund Balance Carryover	341,560	535,971	-	-	-	-
Assigned for salary & benefits - Non-recurring compensation increases	-	-	-	-	-	-
Assigned Strategic plan	-	-	-	740,000	(531,225)	208,775
Assigned Time sheet system	-	-	-	500,000	(357,500)	142,500
Assigned FY19 Final Energy Lease Payment	-	457,008	-	-	-	-
Unassigned Fund balance	15,968,116	16,272,702	15,457,235	25,674,169	(894,187)	24,779,982
Assigned for Unanticipated Revenue	150,000	150,000	150,000	150,000	-	150,000
Committed - Unallocated Teacher FTE Reserve 10 FTE	626,000	626,000	626,000	-	-	-
Restricted for TABOR Refunds	-	-	-	5,000,000	(4,000,000)	1,000,000
Restricted for multi-year obligations	250,000	250,000	250,000	135,000	-	135,000
Restricted TABOR Reserve	5,133,210	5,148,026	5,181,340	5,307,087	-	5,307,087
NON-RECURRING RESERVES AND CONTINGENCIES	24,068,060	23,599,582	23,465,190	39,006,256	(6,298,190)	32,708,066
Total Non-recurring Fund Balance Uses	32,929,950	35,507,345	36,161,586	48,409,924	(8,700,481)	39,709,443
NET FUND BALANCE SOURCES & USES	\$1,867,450	\$138,480	\$1,350,751	(\$7,497,035)	\$8,512,176	\$1,015,141
A negative number (in parenthesis) is favorable and indicates that non-recurring expenditures are supported by recurring resources. A positive number is unfavorable and indicates that recurring expenditures are supported by non-recurring resources.						

Colorado Springs School District 11
GENERAL FUND (Excludes Preschool & Risk Management Funds)
Detail Schedule of Expenditures, Transfers, and Reserves by Program
FY 2020-21 Proposed Budget

Program Name	Number	Actual		Budget		
		2017-18 Actual	2018-19 Actual	2019-20 Mid-Year	Difference	2020-21 Proposed
INSTRUCTIONAL SERVICES						
General Education	00100-00300	94,945,379	102,684,627	106,481,546	(4,008,917)	102,472,629
Intramural Activities	002IA	82,583	78,307	86,542	-	86,542
Montessori Preschool	00400	181,354	222,541	126,742	46,032	172,774
Post Secondary	00500	652,454	787,895	959,234	(310,000)	649,234
Gifted and Talented	00700	3,099,254	3,387,106	3,618,482	175,359	3,793,841
International Baccalaureate	007IB	112,316	100,439	145,511	-	145,511
General Instructional Media	00800	125,962	113,536	130,490	1,928	132,418
Achieve On-Line	009AC	1,216,805	1,316,332	1,320,894	28,025	1,348,919
Alternative Programs	009AL	2,587,384	2,930,431	2,669,595	198,949	2,868,544
AVID Program	009AV	429,366	422,778	241,022	178,845	419,867
Instructional Staff Stipends	009CA	1,475,439	1,712,450	1,910,635	-	1,910,635
Committed Youth/Detention Center	009CY/DC	30,517	63,182	131,000	-	131,000
Digital School	009DS	390,425	470,045	489,598	4,462	494,060
Early College High School	009EC	1,000,010	971,001	1,145,644	72,120	1,217,764
English Language Learners	009ES	3,871,436	4,411,710	4,444,507	(287,588)	4,156,919
Expelled Students	009EX	173,243	184,262	323,560	(8,673)	314,887
MESA	009ME	15,924	8,602	14,420	(300)	14,120
Student Conferences, Clubs & Activities	009SC	79,728	81,048	68,228	-	68,228
Summer Literacy	009SL	325,507	12,449	195,758	-	195,758
Summer School	009SS	30,989	33,049	20,930	-	20,930
Production Printing Fund	009TP	897,735	1,017,098	978,448	300	978,748
Teachers' Post Employment Benefits	009TR	1,076,632	1,382,422	3,449,114	-	3,449,114
Career & Technical Education	009VE	450,284	605,520	717,990	(45,000)	672,990
Literacy/READ Act	05110	3,584,650	2,811,988	2,745,720	(89,716)	2,656,004
Junior ROTC	08910	793,148	681,789	767,359	(750)	766,609
Challenger Learning Center	13450	83,500	84,950	83,000	-	83,000
Special Education (includes Pre-school)	17000 & 17910	17,049,422	18,433,153	19,576,711	931,765	20,508,476
Work Study	17050	11,152	14,486	27,968	-	27,968
Speech Pathologists	17710	2,505,137	2,393,066	3,150,091	37,695	3,187,786
Production Printing Fund	17990	320,167	366,986	422,041	16,495	438,536
Athletics	18000	1,962,660	1,956,122	2,229,400	(23,100)	2,206,300
TOTAL INSTRUCTIONAL SERVICES		139,560,562	149,739,370	158,672,180	(3,082,069)	155,590,111
STUDENT SUPPORT						
Pupil Services						
Attendance Services	21110	452,744	449,009	443,864	81,272	525,136
Social Work Services	21130	1,675,341	1,739,873	2,284,735	(116,393)	2,168,342
Pupil Auditing Services	21140	180,580	196,641	242,461	5,569	248,030
Archives/Records Management	21150	232,254	260,281	287,512	(17,171)	270,341
Dropout Prevention Services	21180	563,870	606,320	437,833	26,264	464,097
Community Liaisons	21190	425,156	485,615	482,847	17,873	500,720
Counseling Services	21220	5,249,256	6,833,761	7,121,382	616,175	7,737,557
Pupil Scheduling Services	21260	246,578	257,714	260,930	(668)	260,262
Nursing Services	21340	807,020	919,422	1,137,908	(12,768)	1,125,140
Medicaid	21390	1,034,237	990,054	-	-	-
Psychological Services	21400	1,059,177	1,315,144	1,730,424	238,711	1,969,135
Audiology Services	21500	184,440	217,733	222,259	(40,465)	181,794
Occupational & Physical Therapists	21600	640,857	673,696	728,235	(59,691)	668,544
Behavior Intervention Specialists	21700	293,347	291,449	308,169	12,551	320,720
Before and After School Programs	21910	-	-	280,000	-	280,000
Total Pupil Services		13,044,857	15,236,712	15,968,559	751,259	16,719,818

Colorado Springs School District 11
GENERAL FUND (Excludes Preschool & Risk Management Funds)
Detail Schedule of Expenditures, Transfers, and Reserves by Program
FY 2020-21 Proposed Budget

Program Name	Number	Actual		Budget		
		2017-18 Actual	2018-19 Actual	2019-20 Mid-Year	Difference	2020-21 Proposed
Instructional Staff						
Student Achievement Accountability	22110	759,628	781,600	813,604	14,637	828,241
Multi-Tier Systems of Support	22111	522,548	384,161	609,387	-	609,387
Curriculum Alignment	22120	1,046,359	1,420,132	1,521,627	37,006	1,558,633
Instructional Use Requirement	2212Y	201,703	192,931	267,406	(23,027)	244,379
Instructional Staff Training Services	22130	1,026,584	1,081,696	1,127,632	(16,233)	1,111,399
Academic Student Assessment	22140	1,093,567	1,054,156	996,403	(101,343)	895,060
Achieve Team	22190	513,588	590,682	1,302,273	(329,814)	972,459
Supervision of LRS	22210	758,488	755,987	791,107	(14,706)	776,401
Learning Resource Sources	22220	5,104,362	5,440,838	5,273,126	320,450	5,593,576
Educational Television Services	22240	584,488	607,158	618,006	(18,078)	599,928
Supervision of Special Education	22310	1,072,350	1,159,831	1,131,083	(107,374)	1,023,709
Supervision - Career and Technical	22320	296,144	271,399	254,055	122,968	377,023
Supervision - Adult Education	22330	179,622	250,082	250,498	2,566	253,064
Supervision - Athletics	22340	748,449	796,117	790,279	19,671	809,950
Supervision - ESL	22350	180,761	192,291	200,723	1,384	202,107
Supervision - Gifted and Talented	22370	194,734	191,081	193,494	1,728	195,222
Supervision - Special Ed Early Childhd	22380	56,369	72,767	63,734	2,102	65,836
Supervision - Summer Literacy	22400	163,556	189,684	100,527	-	100,527
Supervision - IB Program	22410	321,668	324,334	495,898	(158,229)	337,669
Supervision - Summer School	22420	19,883	16,947	23,019	-	23,019
Total Instructional Staff		14,844,851	15,773,874	16,823,881	(246,292)	16,577,589
TOTAL DIRECT INSTRUCTION and INSTRUCTIONAL SUPPORT		167,450,270	180,749,956	191,464,620	(2,577,102)	188,887,518
GENERAL ADMINISTRATION						
Board Secretary/Clerk	23120	171,144	136,474	165,137	4,333	169,470
Treasurer Services	23130	2,674	3,709	24,320	-	24,320
Election Services	23140	78,617	-	130,700	(100,000)	30,700
Legal Services	23150	138,274	71,608	285,000	-	285,000
Tax Assessment/Collection	23160	150,332	152,389	155,000	-	155,000
Audit Services	23170	68,299	61,432	70,280	20,000	90,280
Staff Relations/Negotiations	23180	106,157	87,255	79,480	12,791	92,271
ESP Staff Relations	23181	129,966	162,625	176,109	2,374	178,483
District Accountability Services	23190	6,844	11,953	8,717	4,000	12,717
Office of the Superintendent	23210	489,987	778,388	661,619	507	662,126
State and Federal Relations	23230	14,248	15,058	14,107	-	14,107
Charter School Administration	23910	149,318	167,815	203,375	56,538	259,913
TOTAL GENERAL ADMINISTRATION		1,505,860	1,648,706	1,973,844	543	1,974,387
SCHOOL ADMINISTRATION						
Office of the Principal	24110	19,386,799	20,185,885	21,159,782	90,433	21,250,215
School Business Management	24130	494,651	522,445	591,934	(85,003)	506,931
Other Support Services	24900	191,162	216,936	313,780	-	313,780
TOTAL SCHOOL ADMINISTRATION		20,072,612	20,925,266	22,065,496	5,430	22,070,926
BUSINESS ADMINISTRATION						
Support Services - Business	25010	292,029	350,115	360,338	(19,591)	340,747
Financial Services	25100	1,133,782	1,172,443	1,232,677	24,908	1,257,585
Purchasing Services	25200	665,904	697,270	721,282	20,332	741,614
Warehousing & Distribution	25300	179,879	213,985	259,796	(7,396)	252,400
Postage and Mail Services	25310	137,775	146,119	139,640	-	139,640
TOTAL BUSINESS ADMINISTRATION		2,409,369	2,579,932	2,713,733	18,253	2,731,986
MAINTENANCE & OPERATIONS						
Maintenance & Operations Supervision	26100	819,786	809,467	894,740	10,539	905,279
Operations (Custodians)	26210	8,661,842	9,004,945	9,419,438	532,768	9,952,206
Building Maintenance	26230	4,318,223	4,989,711	5,418,400	(425,142)	4,993,258
Utilities	26250	4,520,450	5,253,713	5,601,798	40,088	5,641,886
Grounds Maintenance	26300	1,445,195	1,366,852	1,619,156	(121,366)	1,497,790
Non-Student Vehicle Maintenance	26500	446,112	284,103	315,625	3,104	318,729
Security Services	26600	3,166,627	3,409,022	3,577,528	(178,860)	3,398,668
TOTAL MAINTENANCE & OPERATIONS		23,378,235	25,117,813	26,846,685	(138,869)	26,707,816

Colorado Springs School District 11
GENERAL FUND (Excludes Preschool & Risk Management Funds)
Detail Schedule of Expenditures, Transfers, and Reserves by Program
FY 2020-21 Proposed Budget

Program Name	Number	Actual		Budget		
		2017-18 Actual	2018-19 Actual	2019-20 Mid-Year	Difference	2020-21 Proposed
STUDENT TRANSPORTATION SERVICES						
Transportation Supervision	27100	862,217	866,848	1,000,993	5,315	1,006,308
Vehicle Operation Services	27200	3,311,879	3,707,537	4,298,282	(353,381)	3,944,901
Vehicle Services	27400	656,424	768,303	675,622	17,155	692,777
Small Engine Maintenance	27500	130,303	149,822	117,932	7,496	125,428
TOTAL TRANSPORTATION SERVICES		4,960,823	5,492,510	6,092,829	(323,415)	5,769,414
CENTRAL SERVICES						
Support Services - Central	28010	711,189	568,150	668,456	159,970	828,426
Grants Acquisition Office	28130	492,632	502,230	551,892	2,217	554,109
Community Relations Services	28230	713,097	843,516	837,143	24,295	861,438
Human Resources Services	28300	1,611,818	1,696,085	1,760,486	72,571	1,833,057
Recruitment & Placement Services	28320	133,213	129,412	219,369	-	219,369
Non-Instructional Staff Development	28340	380,191	365,860	433,340	-	433,340
Non-Instructional Staff Training	28341	147,521	185,617	221,385	10,209	231,594
EOP, Ombudsman	28380	198,412	206,606	208,016	1,176	209,192
Information Service Systems	28400	1,885,648	1,924,840	3,971,347	28,945	4,000,292
Technology Equipment Maintenance	28420	987,240	1,351,484	1,105,902	23,824	1,129,726
Network Operations Services	28440	2,019,853	3,383,780	1,973,372	49,123	2,022,495
Telecommunications	28450	759,840	2,541,528	1,830,161	(53,448)	1,776,713
Unemployment Insurance	28510	102,157	71,505	162,250	-	162,250
Safety Program	28550	5,970	11,396	17,168	-	17,168
TOTAL CENTRAL SERVICES		10,148,781	13,782,009	13,960,287	318,882	14,279,169
OTHER SERVICES						
Volunteer Services	29100	245,698	256,673	284,474	1,533	286,007
Non-Teacher Post Employment Benefits	29500	745,585	1,140,820	2,754,903	-	2,754,903
TOTAL OTHER SERVICES		991,283	1,397,493	3,039,377	1,533	3,040,910
COMMUNITY SERVICES						
TESLA Childcare	33100	243,598	264,641	252,310	28,109	280,419
GED Testing	33400	6,327	6,102	7,432	-	7,432
Facility Rentals	33500	415,847	402,456	913,978	16,449	930,427
Crossing Guard Services	33910	302,760	309,940	396,170	-	396,170
Adult Basic Education	34100	83,468	204,519	214,133	2,738	216,871
TOTAL COMMUNITY SERVICES		1,052,000	1,187,658	1,784,023	47,296	1,831,319
CONSTRUCTION SERVICES						
Renovations	40000	270,281	215,639	-	-	-
TOTAL CONSTRUCTION SERVICES		270,281	215,639	-	-	-
TOTAL EXPENDITURES		232,239,514	253,096,982	269,940,894	(2,647,449)	267,293,445
FUND BALANCE						
Restricted - TABOR	93210	-	-	5,307,087	-	5,307,087
Restricted Multi-Year Obligations	93220	-	-	135,000	-	135,000
Committed - Tabor Refund Reserve	93200	-	-	5,000,000	(4,000,000)	1,000,000
Assigned - Strategic Plan	90000	-	-	740,000	(531,225)	208,775
Assigned Time Sheet System	90001	-	-	500,000	(357,500)	142,500
Assigned Encumbrance	94000	-	-	1,500,000	(515,278)	984,722
Unassigned - Contingency	91000	-	-	23,039,169	1,740,813	24,779,982
Unassigned - Unanticipated	99000	-	-	150,000	-	150,000
TOTAL FUND BALANCES		-	-	36,371,256	(3,663,190)	32,708,066
TOTAL EXPENDITURES & FUND BALANCE		232,239,514	253,096,982	306,312,150	(6,310,639)	300,001,511

BUDGET ADMINISTRATOR:	Kent Poe	FUND:	Risk Management Fund
DIVISION HEAD:	Glenn Gustafson	DATE:	May 27, 2020

RISK MANAGEMENT FUND

Revenues to support risk management originate from three sources as described below:

1. Allocation of state equalization funding is the primary source of funding for risk management. For FY2020-21, state equalization funding is estimated at \$2,916,000. This funding provides most of the revenue supporting workers' compensation, general liability, professional liability, errors and omissions (E&O), other insurance programs (property, auto liability, bus liability, crime, excess workers' compensation, etc.), administration, and safety.
2. Charges to other funds are recognized as expenditures to support risk management programs. The charges are as follows:

a.	Food Services Fund *	\$113,748
b.	Production Printing Fund	6,877
c.	General Fund:	
	Athletics	29,175
	Transportation	<u>209,311</u>
	Total	<u>\$359,110</u>

Expenditure offset amounts are determined using insurance underwriting principles that account for negotiated insurance costs, historical and actuarially projected claims, risk exposures, safety, and administrative costs.

*The FY2020-21 food services charge was calculated but not applied. However, it is included in the general fund transfer total.

3. Interest earned, estimated to be \$43,803 on reserves and transfers of monies collected in advance, provide a third source of revenue.

Reserves have been established for certain programs within the fund and serve to manage the financial stability for the portions of the various risk programs for which the District is self-funded as follows:

1. Claim reserves fund risk management open claims.
2. Incurred but not reported (IBNR) and margin reserves are industry-accepted reserves used to fund claims not yet reported, along with expected increases in claim development. The following percentages of estimated claims are used to establish IBNR and margin reserves:

a.	Workers' Compensation	17.15 percent
b.	General Liability	41.15 percent
c.	Professional Liability (E&O)	11.00 percent
d.	Other Insurance (includes property)	33.00 percent

No change to FTE from FY2019-20 to FY2020-21.

FULL TIME POSITIONS	FY2017-18 AUTHORIZED	FY2018-19 AUTHORIZED	FY2019-20 MID-YEAR	CHANGE	FY2020-21 PROPOSED
Administrative	0.30	0.30	0.30	0.00	0.30
Professional	4.60	4.40	4.40	0.00	4.40
ESP	1.00	1.00	1.00	0.00	1.00
TOTAL FTE	5.90	5.70	5.70	0.00	5.70

Colorado Springs School District 11
RISK MANAGEMENT FUND
Schedule of Revenues, Expenditures, and Fund Balances
Proposed FY2020-21

	Actual			Budget		
	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year	Change	2020-21 Proposed
Beginning Fund Balance:						
Assigned for Future Claims	\$1,498,574	\$2,364,107	\$2,618,118	\$3,105,515	\$1,072,964	\$4,178,479
Prepaid Insurance	12,500	12,500	12,500	12,500	-	12,500
Adjusted Beginning Fund Balance	\$1,511,074	\$2,376,607	\$2,630,618	\$3,118,015	\$1,072,964	\$4,190,979
Revenues						
Claims and Subrogation Recoveries	1,072,565	628,700	520,038	715,000	(647,644)	67,356
Charter School Buybacks	21,035	21,035	30,105	39,135	(1,920)	37,215
Total Revenues	1,093,600	649,735	550,143	754,135	(649,564)	104,571
Other Financing Sources (Uses)						
Investment Income	17,436	30,641	68,922	55,400	(11,597)	43,803
Transfers In - 2017 MLO	-	3,797	4,633	4,633	-	4,633
Transfers In - General Fund - Food Service	105,573	107,341	126,150	109,063	4,685	113,748
Transfers In - General Fund	2,501,207	2,475,008	2,416,000	2,916,000	-	2,916,000
Total Other Financing Sources (Uses)	2,624,216	2,616,787	2,615,705	3,085,096	(6,912)	3,078,184
Total Resources Available	5,228,890	5,643,129	5,796,466	6,957,246	416,488	7,373,734
Expenditures						
Workers Compensation	1,352,648	1,358,872	1,227,981	1,946,496	101,463	2,047,959
<i>Work Comp Funds Reimbursement</i>	(83,617)	(82,672)	(30,632)	(41,462)	(19,030)	(60,492)
General Liability	612,226	171,863	199,147	565,114	15,448	580,562
<i>Gen'l Liab Funds Reimbursement</i>	(17,107)	(17,107)	(9,493)	(9,290)	(794)	(10,084)
Errors & Omissions	77,701	76,810	74,974	251,224	57,470	308,694
<i>E&O Funds Reimbursement</i>	(5,611)	(5,611)	(4,409)	(4,414)	(376)	(4,790)
Other Insurances	908,065	1,486,988	1,238,266	1,932,667	294,249	2,226,916
<i>Other Funds Reimbursement</i>	(154,347)	(154,347)	(114,669)	(133,543)	(36,454)	(169,997)
Safety	162,325	177,715	97,286	662,224	(24,115)	638,109
Reserves	-	-	-	1,788,230	28,626	1,816,856
Total Expenditures	2,852,283	3,012,511	2,678,451	6,957,246	416,488	7,373,734
Fund Balance End of Year	\$2,376,607	\$2,630,618	\$3,118,015	\$ -	\$ -	\$ -

Fund Appropriation

Total Revenues	\$ 754,135	\$ (649,564)	\$ 104,571
Other Financing Sources (Uses)	3,085,096	(6,912)	3,078,184
Beginning Fund Balance	3,118,015	1,072,964	4,190,979
Total Appropriation	\$6,957,246	\$ 416,488	\$7,373,734

RISK MANAGEMENT FUND
Supplemental Schedule of Revenues, Expenditures, and Fund Balance
PROPOSED BUDGET
FY2020-21

	28520 WORKERS COMP	28530 GENERAL LIABILITY	28540 ERRORS & OMISSIONS	28560 OTHER* INSURANCE	28550 SAFETY	TOTAL
BEGINNING FUND BALANCE ASSIGNED	1,494,471	428,969	228,520	1,546,695	479,824	4,178,479
Prepaid Insurance	12,500					12,500
Assigned for Future Claims	1,506,971	428,969	228,520	1,546,695	479,824	4,190,979
% of total w/o subrogation	35.8%	10.3%	5.5%	37.0%	11.5%	100%

REVENUES						
Subrogation Recovery	45,884	-	-	21,472	-	67,356
Charter School Buybacks	-	-	-	37,215	-	37,215
Earnings on Investments	7,856	2,164	2,583	31,200	-	43,803
Transfers In - 2017 MLO	4,633	-	-	-	-	4,633
Transfer from General Fund to cover FNS	77,643	12,558	5,965	17,582	-	113,748
Transfer from General Fund	1,042,934	299,361	159,475	1,079,379	334,851	2,916,000
Total Revenue	1,178,950	314,083	168,023	1,186,848	334,851	3,182,755

Percent expense allocated	35.8%	10.3%	5.5%	37.0%	11.5%	100.0%
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TOTAL REVENUE and BEGINNING FUND BALANCE	2,685,920	743,052	396,543	2,733,542	814,675	7,373,734
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EXPENDITURES						
Claims Payments	1,400,001	346,386	150,000	1,143,231	-	3,039,618
Claims Administration, Premiums, IBNR:						
Premium Payments	241,972	152,746	65,566	853,395	-	1,313,679
Insurance Recoveries:						
Prior Year Claim Reserves	-	-	-	-	-	-
Administration Total	241,972	152,746	65,566	853,395	-	1,313,679

Fund Administration:						
Salaries	146,875	23,081	16,300	91,047	129,540	406,843
Employee Benefits	45,878	8,044	5,623	33,993	39,869	133,407
Purchased Services	121,188	250	1,000	1,250	62,000	185,688
Legal Expenses	72,000	50,055	70,205	102,000	-	294,260
<i>Contra Account for Offset of Revenue:</i>						
Athletics - Risk Premiums	(17,523)	(3,996)	(1,898)	(5,758)	-	(29,175)
Transportation - Risk Premiums	(41,774)	(5,480)	(2,603)	(159,455)	-	(209,311)
Production Printing - Risk Premiums	(1,194)	(609)	(289)	(4,785)	-	(6,877)
Print/Staff Dev	4,465	-	-	1,000	-	5,465
Supplies & Materials	13,920	-	-	1,000	406,200	421,120
Equipment	-	-	-	-	-	-
Dues/Memberships	1,660	-	-	-	500	2,160
Fund Administration Subtotal	345,494	71,346	88,338	60,293	638,109	1,203,581

Total Expenditures	1,987,467	570,478	303,904	2,056,919	638,109	5,556,878
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Appropriated Reserves:						
Contingency	698,453	172,575	92,639	676,623	176,566	1,816,856

TOTAL APPROPRIATION	2,685,920	743,052	396,543	2,733,542	814,675	7,373,734
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LIABILITIES						
Claim Case Liabilities	(1,195,050)	(245,403)	(135,135)	(857,449)	-	(2,433,037)
Margin/IBNR Liability**	(204,951)	(100,983)	(14,865)	(285,788)	-	(606,587)
TOTAL LIABILITIES	\$ (1,400,001)	\$ (346,386)	\$ (150,000)	\$ (1,143,237)	\$ -	\$ (3,039,624)

*other includes property, vehicle and other

BUDGET ADMINISTRATOR: Kathy Howell

FUND: Preschool Program Fund

DIVISION HEAD: David Engstrom

DATE: May 27, 2020

**COLORADO PRESCHOOL PROGRAM
(FORMERLY COLORADO PRESCHOOL KINDERGARTEN PROGRAM)**

The Colorado Preschool and Kindergarten Program (CPKP) was enacted by the general assembly as part of the Public School Finance Act of 1988 to serve children who lack overall learning readiness due to family risk factors, who are in need of language development or social development, or who are receiving aid as neglected or dependent children. These indicators predict children are more likely to need special services in later years and eventually to drop out of school if intervention is not provided.

State mandates, beginning in FY01/02, require specific accounting for the Colorado Preschool Program (CPP). This is a designated purpose fund and may only be used to support preschool children in CPP. The fund is supported by state per pupil operating revenue.

Preschool

For 2020-21, the total number of half time slots allocated is anticipated to be 1014. This is 826 CPP slots and 188 ECARES slots. The extra ECARE slots were received in 2019-20 due to a conversion of full-day kindergarten slots into ECARE slots. For this next school year, 220 of these slots will be allocated to community providers, including Head Start. The reduction is due to the canceling of a contract by a vendor. The district will now operate the program at Wilson Elementary which was formerly operated by Head Start. The CPP fund will receive .5 per pupil revenue of the District as it is a half-day program. Any flat funding or decreases in PPR will also be seen in this fund. The District chose to go to a single offer system for vendors going forward in 2018-19. One vendor rate was established for CPP students served in the buildings and another for CPP children served off-site. The District also provides in-kind contributions of oversight, materials, free rent, professional development, family involvement funds, field trip, and ESP/certified/administrative FTE to our vendors.

Typically, the preschoolers attend school four days a week for two and three-quarter hours. If social distancing measures are in place, the program will follow the plan that the district does. The plan will be a hybrid model to start but believe it can serve the same number of students. For 2020-21, there will be 774 CPP pupils attending in 34 district-operated classrooms. There are 70 pupils attending one of the five preschool programs operated by Head Start and housed in District 11 sites. Nine schools now have two preschools in their buildings. In addition, there are 150 pupils attending a preschool program managed by community vendors and housed in five private preschool sites. Head Start programs are operated by Community Partnership for Child Development. The program is operated as one half-day CPP eligible children and one half day Head Start eligible children. The off-site community vendors include Junior Academy, Small Wonders, Ruth Washburn and Early Connections at Rio and Antlers.

Beginning in 2010-11, the District split teacher costs between the CPP fund and the general fund special education early childhood program and federal grants, with 70 percent of the costs in the CPP fund. This split was based on the total number of slots needed for the year for students in special education. For 2020-21 the District will continue the 70 percent of teacher costs charged to CPP. There will then be 24 teachers funded in CPP for 2020-21. There are two aides in each district preschool class. One aide is charged to the CPP fund and the other aide is charged to the general fund special education early childhood program.

Preschool Supervision

For 2020-21, the preschool program will be managed by one professional employee, 4.0 teachers on special assignment (TOSA) FTE, and 1.81 office staff. The duties of this staff include evaluating the programs for compliance with the Department of Human Services' child care rules, as well as fire and health regulations. In addition, staff monitors classrooms for quality as is mandated in CPP legislation. This monitoring and technical assistance is required by CPP and occurs in all district classrooms, as well as partner site classrooms. The program is also required to release a request for proposal (RFP) every other year to determine if new partner child care sites are interested in participating. The RFP was released again, as per state statute, in 2019-20. No new providers applied. Progress of all students is also monitored and evaluated under preschool supervision through the CDE mandated Teaching Strategies Gold assessment system.

The staff FTE for all CPP programs is shown in the following tables:

Preschool (project 3141):

FULL TIME POSITIONS	FY2017-18 AUTHORIZED	FY2018-19 AUTHORIZED	FY2019-20 MID-YEAR	CHANGE	FY2020-21 PROPOSED
Teacher	17.00	19.00	23.00	1.00	24.00
ESP	19.44	21.87	26.73	.81	27.54
TOTAL FTE	36.44	40.87	49.73	1.81	51.54

Supervision:

FULL TIME POSITIONS	FY2017-18 AUTHORIZED	FY2018-19 AUTHORIZED	FY2019-20 MID-YEAR	CHANGE	FY2019-20 PROPOSED
Professional	1.00	1.00	1.00	0.00	1.00
Teacher (TOSA)	2.50	2.50	4.00	0.00	4.00
ESP	1.81	1.81	1.81	0.00	1.81
TOTAL FTE	5.31	5.31	5.81	0.00	6.81

Total:

FULL TIME POSITIONS	FY2017-18 AUTHORIZED	FY2018-19 AUTHORIZED	FY2019-20 MID-YEAR	CHANGE	FY2019-20 PROPOSED
Professional	1.00	1.00	1.00	0.00	1.00
Teacher	17.00	19.00	23.00	1.00	24.00
Teacher (TOSA)	2.50	3.00	4.00	0.00	4.00
ESP	21.25	23.68	28.54	.81	29.35
TOTAL FTE	41.75	46.68	56.54	1.81	58.35

Colorado Springs School District 11
PRESCHOOL FUND
Schedule of Revenues, Expenditures, and Fund Balance
Proposed FY2020-21

	Actual			Budget		
	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year	Change	2020-21 Proposed
Beginning Fund Balance	\$ 523,610	\$ 540,886	\$ 443,734	\$ 299,937	\$ -	\$ 299,937
Revenues						
CPP Allocation from General Fund	3,104,721	3,109,166	3,416,663	4,061,468	-	4,061,468
Transfer from General Fund	-	-	-	-	-	-
Transfer from 2017 MLO	-	99,761	100,934	100,934	-	100,934
Total Resources Available	3,628,331	3,749,813	3,961,331	4,462,339	-	4,462,339
Instructional Expenditures:						
Preschool Expenditures:						
Teacher Salaries	723,517	794,937	922,942	1,098,748	49,667	1,148,415
Teacher Aides Salaries	293,666	363,425	426,365	546,584	17,543	564,127
Temp Teacher Salaries	5,123	8,717	13,268	18,100	-	18,100
Teacher Benefits	240,157	259,108	288,334	369,492	27,645	397,137
Teacher Aides Benefits	142,334	163,195	215,501	266,863	(8,019)	258,844
Contracted Child Services	919,457	888,870	841,637	703,732	-	703,732
Field Trips	6,516	7,273	6,554	15,000	-	15,000
General Instructional Supplies	153,507	192,006	269,877	183,374	-	183,374
Equipment	12,720	5,243	4,663	-	-	-
Administration Expenditures:						
Teacher Salaries	153,342	168,633	177,156	217,006	2,195	219,201
Non-Teacher Professional Salaries	85,655	91,756	100,411	95,212	-	95,212
ESP Salaries	48,155	50,985	52,440	44,637	-	44,637
Teacher Benefits	50,425	52,346	66,180	92,986	8,457	101,443
Non-Teacher Professional Benefits	26,865	28,443	26,518	25,745	1,222	26,967
ESP Benefits	19,116	16,383	15,581	10,350	5,421	15,771
Copier Maintenance	-	-	-	700	-	700
Other Purchased Services	26,789	22,436	41,630	48,503	-	48,503
Printing	3,086	3,606	6,549	4,300	-	4,300
Travel & Registration	17,409	21,772	26,924	55,111	-	55,111
Mileage	2,623	2,333	2,159	6,500	-	6,500
General Supplies	13,565	21,194	33,207	25,400	-	25,400
Indirect Costs	143,418	143,418	123,498	127,234	-	127,234
Contingency	-	-	-	506,762	(104,131)	402,631
Total Expenditures	3,087,445	3,306,079	3,661,394	4,462,339	-	4,462,339
Fund Balances, End of Year	\$ 540,886	\$ 443,734	\$ 299,937	\$ -	\$ -	\$ -
Total Appropriation				4,462,339	-	4,462,339
Staff FTE:						
Non-Teacher Professionals				1.00	-	1.00
Teacher (TOSA)				4.00	-	4.00
Teachers				23.00	1.00	24.00
Education Support Staff				28.54	0.81	29.35
Total FTE				56.54	1.81	58.35

BUDGET ADMINISTRATOR:	Kent Wehri	FUND: Food Service Fund
DIVISION HEAD:	Glenn Gustafson	DATE: May 27, 2020

FOOD SERVICE FUND

The food service fund provides complete food services for District 11, which includes National School Lunch Program (NSLP), National School Breakfast Program (NSBP), After-School Snack Program, Summer Food Service Program (SFSP), Child and Adult Care Food Program (CACFP) supper service, and catering for school and District 11 functions. The District's food service fund is a revenue-based budget operating on a profit and loss format. The food service fund is a special revenue fund. An internal District 11 leadership team manages the fund and overall program. All products and services are delivered through the use of District 11 resources and produced in kitchens throughout the District.

The 2020-2021 revenue budget projections are based on the following statistics:

- Operating days = 167 elementary, 170 middle school/high school (after three snow days)
- 12,127 lunches per day
- 6,852 breakfasts per day
- \$5,474 a la carte sales per day (including catering, charter and contract sales, and student/adult a la carte)
- Additional revenue sources include the break-even summer food service and after school snack and supper programs

The revenue and expenditure mix for District 11 Food and Nutrition Services consists of the following:

Revenue	Revenue	% of Revenue
Federal Reimbursement	\$ 7,909,043	68%
State Reimbursement	190,056	1.6%
Sales – Students/Adults	1,790,923	15.4%
Federal – Commodities	704,360	6.1%
Sales – Catering/Contract Income	432,289	3.7%
Interest Income	30,000	0.3%
Misc/Other Revenue	27,000	0.2%
General Fund Operating Transfer In	-	0.0%
Mill Levy Override	<u>541,325</u>	<u>4.7%</u>
TOTAL	\$11,624,995	100.0%

Expenses	Expense	% of Revenue
Cost of Food and Supplies	\$ 4,830,302	41.6%
Salaries and Benefits (Management and Hourly)	5,962,857	51.3%
Purchased Services, Equip. Maintenance, Small Equip., Utilities, Other	303,617	2.6%
Indirect Costs	<u>528,218</u>	<u>4.5%</u>
TOTAL	\$11,624,994	100.0%

DEPARTMENT POSITIONS <i>Please see note below.</i>	FY2017-18 AUTHORIZED	FY2018-19 AUTHORIZED	FY2019-20 AUTHORIZED	FY2020-21 PROPOSED	CHANGE
Administrative/Prof (District 11)	5.00	4.15	4.15	3.8	-0.35
ESP (FTE \geq 4 and $<$ 6 hours)	115.29	114.19	114.19	99.56	-14.63
ESP (FTE of \geq 6 hours)	90.88	91.35	91.35	100	8.65
TOTAL FTE	211.17	209.69	209.69	213.53	0.00

Note: Not included in the calculation above are the employees working less than four hours per day. These people are not assigned FTE through the personnel system.

Food Services Headcount Department Positions	FY2017-18 AUTHORIZED	FY2018-19 AUTHORIZED	FY2019-20 AUTHORIZED	FY2020-21 PROPOSED	CHANGE
Administrative/Professional Positions	5.00	5.00	5.00	4.00	-1.00
ESP Positions	318.00	354.00	354.00	354.00	0.00
TOTAL DISTRICT HEADCOUNT	323.00	359.00	359.00	359.0	0.00

Colorado Springs School District 11
FOOD SERVICE FUND
Schedule of Revenues, Expenditures, and Fund Balances
Proposed FY2020-21

	Actual			Budget		
	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year	Change	2020-21 Proposed
Beginning Fund Balance	\$ 2,696,803	\$ 3,083,755	\$ 3,120,239	\$ 3,215,008	\$ 37,685	\$ 3,252,693
Revenues						
Food Sales	1,976,200	2,173,743	1,310,359	2,039,049	184,162	2,223,211
Federal Reimbursement	8,037,835	8,040,298	8,474,308	7,243,021	666,022	7,909,043
State Reimbursement	194,841	196,644	213,903	166,853	23,203	190,056
Commodity Contributions	730,537	838,385	869,303	720,519	(16,159)	704,360
Advertising/Commissions/Rebates	53,919	59,867	44,664	5,000	22,000	27,000
Total Revenues	10,993,332	11,308,937	10,912,537	10,174,442	879,228	11,053,670
Other Financing Sources						
Transfer from General Fund	117,000	288,531	-	-	-	-
Investment Income	10,291	22,803	40,272	30,000	-	30,000
Transfer - 2017 MLO	-	444,346	489,008	489,008	-	489,008
Transfer - 2000 MLO	90,000	90,000	90,000	90,000	-	90,000
Total Other Financing Sources	217,291	845,680	619,280	609,008	-	609,008
Total Resources Available	13,907,426	15,238,372	14,652,056	13,998,458	916,913	14,915,371
Expenditures						
Admin./Prof. Salaries	332,623	279,007	293,853	279,332	-	279,332
Classified Salaries	3,502,605	4,254,328	4,377,952	4,001,352	179,341	4,180,693
Admin./Prof. Benefits	105,161	84,686	88,331	92,558	-	92,558
Other Employee Benefits	1,003,284	1,164,837	1,205,217	1,294,560	115,712	1,410,272
Food Supplies/Materials	4,964,658	5,078,117	4,635,791	4,383,274	493,138	4,876,412
Equipment Maintenance	91,526	112,616	52,097	46,159	7,603	53,762
Purchased Services	175,468	188,670	192,921	93,934	41,882	135,816
Indirect Cost	528,218	850,823	528,218	528,218	-	528,218
Capital Outlay/Depreciation	120,128	105,049	62,668	26,378	41,549	67,927
Total Expenditures	10,823,671	12,118,133	11,437,048	10,745,765	879,225	11,624,990
Fund Balance, End of Year	\$ 3,083,755	\$ 3,120,239	\$ 3,215,008	\$ 3,252,693	\$ 37,688	\$ 3,290,381

Fund Appropriation

Total Revenues	\$ 10,174,442	\$ 879,228	\$ 11,053,670
Other Financing Sources	609,008	-	609,008
Beginning Fund Balance	3,215,008	37,685	3,252,693
Total Appropriation	\$ 13,998,458	\$ 916,913	\$ 14,915,371



FNS Equipment Three Year Plan

Fiscal Year	Equipment Description	Justification	Estimated Cost
20-21	Double deck convection oven	Additional one for Swigert to replace aging stack oven	\$14,520
20-21	Ice machine	Replace aging unit at RJWAC	\$3,960
20-21	8 case milk cooler	Replacement	\$2,870
20-21	True T49 refrigerator	Replace Trailblazer's unreliable unit	\$3,800
20-21	2-well steam unit	Replace aging units that can't be repaired – need two at \$800 each	\$800
20-21	Camcruiser	Additional station for meal service	\$3,100
20-21	Camcruiser	Replace unit that is failing	\$3,100
Total			\$32,950

Fiscal Year	Equipment Description	Justification	Estimated Cost
21-22	Food truck – used	Increase high school participation and provide conversation at Board, PTA meetings	\$35-75, 000
21-22	Double deck convection oven	Replace aging units	\$14,520
21-22	CresCor warmers	Non-Insulated replacement	\$2,300
21-22	8 case milk cooler	Replacement	\$2,870
Total			\$54,690+

Fiscal Year	Equipment Description	Justification	Estimated Cost
22-23	Serving Line	Replace Russell's ¾ well serving line	\$15, 000
22-23	8 case milk cooler	Replacement	\$2,870
22-23	Double deck convection oven	Replace aging units	\$14,520
22-23	Holding cabinet – insulated	Replace aging units	\$4,000
Total			\$36,390

BUDGET ADMINISTRATOR: Patricia Reitwiesner

FUND: Designated Purpose Grants Fund

DIVISION HEAD: Glenn Gustafson

DATE: May 27, 2020

DESIGNATED PURPOSE GRANTS FUND

Designated purpose grants funds (DPGF) are state, federal, corporate and foundation funds received for a specific reason to address a particular student group or need related to student achievement. In most cases, the funds must be supplemental to the efforts of a school district and must not be used to supplant school district funding responsibilities and expenditures. Specific rules, statutes and regulations guide these programs; the money received must stand independent of local budget funds. Board policy regulates the application and receipt of these funds.

The largest part of DPGF revenue is from federal sources that are appropriated annually. This includes funds allocated from the No Child Left Behind Act of 2001, which was re-authorized as the Every Student Succeeds Act, signed into law by President Obama on December 10, 2015, as well as Medicaid Reimbursement Funding.

The District plans to serve 21 Title IA schools next year, with the lowest poverty threshold at 59%. This threshold enables a more effective use of funding in the schools with high free lunch student counts.

Title I federal funding and carryover are projected to increase 13% for FY20-21.

Title VIB (Special Education-IDEA) federal funding and carryover are projected to increase 4% for FY20-21.

Title III (English Language Acquisition) federal funding and carryover are projected to decrease by 3% for FY20-21.

Title IIA (Teacher Quality) federal funding and carryover are projected to increase by 12% for FY20-21.

Medicaid Reimbursement funding and carryover are projected to increase 74%.

Other major federal grants are projected to increase overall, including two, federal competitive grants funded through the US Department of Education's Workforce Investment Opportunity Act. Adult Education and Family Literacy Act (AEFLA) and Integrated English Language and Civics Education (IELCE) are projected to increase 24% and 63% respectively.

Finally, among major federal grants, the "Possible Grants" category is much higher for FY20-21 to include \$19,885,141 that is projected for D11 in federal funding through the Coronavirus Aid, Relief, and Economic Security (CARES) Act's Elementary and Secondary School Emergency Relief (ESSER) Fund and other CARES Act funding.

Other federal funding sources are projected at a 12% decrease due to the completion of several federal grants.

Other state and local funding sources are projected at a 3% decrease due to the partial completion of two large state grants, Building Excellence in Schools Today (BEST) and School Security Disbursement.

The Grants Office aggressively pursues competitive grants from federal and non-federal sources. It is possible that D11 may be awarded more or fewer federal and state grants after publication of district budget information. Any changes will be reflected in later budget modifications.

It should be noted that while the Taxpayer Bill of Rights (TABOR) constitutional amendment excludes federal grants from the revenue and spending limits, state and local grants are not excluded.

Colorado Springs School District 11
DESIGNATED PURPOSE GRANTS FUND
Schedule of Revenues, Expenditures, and Projected Carryover
Proposed FY 2020-21

	Actual			Budget		
	2016-17	2017-18	2018-19	2019-20	2020-21	
	Actual	Actual	Actual	Mid-Year	Change	Proposed
Revenues						
Federal Grants	15,253,286	15,253,140	19,336,226	19,938,703	23,305,731	43,244,434
State Grants	1,480,209	1,730,924	2,927,817	7,073,126	(476,317)	6,596,809
Local Grants	568,214	346,147	813,567	1,070,525	87,480	1,158,005
Total Revenues	17,301,709	17,330,211	23,077,610	28,082,354	22,916,894	50,999,248
Expenditures						
Adult Basic Education	613,885	319,869	366,455	354,725	84,759	439,484
Title 1 Part A Basic	5,786,098	6,887,311	8,681,131	8,770,025	1,175,123	9,945,148
IDEA Part B SPED (84-027)	5,727,069	5,540,415	6,067,591	5,672,813	203,297	5,876,110
Vocational Grants	232,066	227,178	276,711	288,996	-	288,996
IDEA Preschool (SPED) 84.173	127,529	139,730	175,061	165,946	675	166,621
Title III, English Language Acq.	160,141	178,556	192,212	260,998	(6,852)	254,146
Title II, Part A - Train & Recruit	1,334,963	1,060,556	1,259,779	1,438,439	176,577	1,615,016
IEL Civics	-	-	144,356	137,264	86,821	224,085
Medicaid Grant	-	-	-	885,339	657,413	1,542,752
Other Federal Programs	1,271,535	899,525	1,372,930	1,714,158	(207,223)	1,506,935
Other State & Local Grants	2,229,659	2,237,322	3,749,399	7,493,651	(238,837)	7,254,814
Possible Grants	-	-	1,450,000	900,000	20,985,141	21,885,141
Total Expenditures	17,482,945	17,490,462	23,735,625	28,082,354	22,916,894	50,999,248

Total Appropriation

\$ 28,082,354	\$ 22,916,894	\$ 50,999,248
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	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	
	Actual	Actual	Actual	Mid-Year	Change	Proposed
Staff FTE:						
ADMINISTRATORS	2.85	2.85	-	1.00	1.50	2.50
NON-TEACHER PROFESSIONALS	4.05	4.55	3.40	4.90	2.65	7.55
TEACHERS	188.25	148.53	125.64	123.09	17.08	140.17
EDUCATION SUPPORT PROFESSIONALS	42.02	46.83	42.17	42.36	1.82	44.18
FTE Totals	237.17	202.76	171.21	171.35	23.05	194.40

Colorado Springs School District 11
DESIGNATED PURPOSE GRANTS FUND
Supplemental Schedule of Revenues, Expenditures and Projected Carryover
Proposed FY 2020-21

	Adult Basic Education CFDA 84.002	Title 1 Part A Basic CFDA 84.010	IDEA Part B SPED CFDA 84.027	Vocational Grants CFDA Perkins 4048	IDEA Preschool SPED CFDA 84.173	Title III Part A Eng Lang Acq CFDA 84.365
Revenues						
Federal Grants	\$ 439,484	\$ 8,031,573	\$ 5,415,101	\$ 288,996	\$ 152,819	\$ 157,934
Federal Projected Carryover		1,913,575	461,009	-	13,802	96,212
Total Federal Grants	439,484	9,945,148	5,876,110	288,996	166,621	254,146
State Grants	-	-	-	-	-	-
State Projected Carryover	-	-	-	-	-	-
Total State Grants	-	-	-	-	-	-
Local Grants	-	-	-	-	-	-
Local Projected Carryover	-	-	-	-	-	-
Total Local Grants	-	-	-	-	-	-
Total Revenues	439,484	9,945,148	5,876,110	288,996	166,621	254,146
Total Resources Available	439,484	9,945,148	5,876,110	288,996	166,621	254,146
Expenditures						
Salaries	297,370	5,771,882	3,000,000	-	110,000	131,790
Benefits	94,778	1,320,607	957,315	-	50,000	35,438
Purchased Services	20,375	1,215,104	1,618,795	-	-	20,500
Supplies & Materials	26,961	500,000	-	238,996	-	50,414
Capital Outlay	-	400,000	-	19,000	-	-
Other Expenditures	-	111,323	300,000	31,000	6,621	-
Indirect/Overhead Costs	-	626,232	-	-	-	16,004
Total Expenditures	439,484	9,945,148	5,876,110	288,996	166,621	254,146
Projected Carryover, End of Year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FY20-21 Proposed	\$ 439,484	\$ 9,945,148	\$ 5,876,110	\$ 288,996	\$ 166,621	\$ 254,146
FY19-20 Mid-Year	\$ 354,725	\$ 8,770,025	\$ 5,672,813	\$ 288,996	\$ 165,946	\$ 260,998
Difference	\$ 84,759	\$ 1,175,123	\$ 203,297	\$ -	\$ 675	\$ (6,852)
FY 20-21 PROPOSED Staff FTE						
ADMINISTRATORS	-	2.00	-	-	-	-
NON-TEACHER PROF.	-	1.00	1.05	-	0.50	-
TEACHERS	3.44	60.71	55.00	-	0.50	-
EDUCATION SUPPORT PROF.	-	34.35	1.40	-	2.43	-
FTE Totals	3.44	98.06	57.45	-	3.43	-
FY 19-20 MID-YEAR Staff FTE						
ADMINISTRATORS	-	0.50	-	-	-	-
NON-TEACHER PROF.	-	0.85	1.05	-	-	-
TEACHERS	2.51	52.61	50.50	-	1.00	-
EDUCATION SUPPORT PROF.	-	32.98	1.40	-	2.43	-
FTE Totals	2.51	86.94	52.95	-	3.43	-
Staff Difference FTE:						
ADMINISTRATORS	-	1.50	-	-	-	-
NON-TEACHER PROF	-	0.15	-	-	0.50	-
TEACHERS	0.93	8.10	4.50	-	(0.50)	-
EDUCATION SUPPORT PROF	-	1.37	-	-	-	-
FTE Totals	0.93	11.12	4.50	-	-	-

Title II Part A Train & Recruit CFDA 84.367	ADULT ED IEL CIVICS Grant# 84.002	Medicaid Reimb. Grant 9003	Other Federal Grants	Other State and Local Grants	Possible Grants	Totals
\$ 1,217,749 397,267	\$ 224,085	\$ 1,081,317 461,435	\$ 1,048,735 458,200	\$ -	\$ 21,385,141 -	\$ 39,442,934 3,801,500
1,615,016	224,085	1,542,752	1,506,935	-	21,385,141	43,244,434
-	-	-	-	2,596,708	-	2,596,708
-	-	-	-	4,000,101	-	4,000,101
-	-	-	-	6,596,809	-	6,596,809
-	-	-	-	285,753	500,000	785,753
-	-	-	-	372,252	-	372,252
-	-	-	-	658,005	500,000	1,158,005
1,615,016	224,085	1,542,752	1,506,935	7,254,814	21,885,141	50,999,248
1,615,016	224,085	1,542,752	1,506,935	7,254,814	21,885,141	50,999,248
835,000	155,593	650,000	496,974	1,833,172	7,500,000	20,781,781
249,782	40,454	145,275	157,236	532,211	3,160,000	6,743,096
268,538	12,000	300,000	434,895	1,308,310	2,650,000	7,848,517
60,000	6,038	200,000	155,442	1,586,727	2,340,678	5,165,256
-	-	-	10,863	1,494,712	250,000	2,174,575
100,000	10,000	247,477	165,258	495,448	49,725	1,516,852
101,696	-	-	86,267	4,234	49,597	884,030
1,615,016	224,085	1,542,752	1,506,935	7,254,814	16,000,000	45,114,108
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,885,141	\$ 5,885,140

\$ 1,615,016	\$ 224,085	\$ 1,542,752	\$ 1,506,935	\$ 7,254,814	\$ 21,885,141	\$ 50,999,248
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\$ 1,438,439	\$ 137,264	\$ 885,339	1,714,158	\$ 7,493,651	\$ 900,000	\$ 28,082,354
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\$ 176,577	\$ 86,821	\$ 657,413	(207,223)	\$ (238,837)	\$ 20,985,141	\$ 22,916,894
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-	-	-	-	0.50	-	2.50
2.00	-	1.00	-	1.00	1.00	7.55
5.20	0.61	-	3.66	9.05	2.00	140.17
-	1.00	3.00	1.00	-	1.00	44.18
7.20	1.61	4.00	4.66	10.55	4.00	194.40

-	-	-	-	0.50	-	1.00
1.00	-	-	-	1.00	-	3.90
7.20	0.61	-	3.66	3.05	1.95	123.09
-	1.00	4.00	1.00	-	0.55	43.36
8.20	1.61	4.00	4.66	4.55	2.50	171.35

-	-	-	-	-	-	1.50
1.00	-	1.00	-	-	1.00	3.65
(2.00)	-	-	-	6.00	0.05	17.08
-	-	(1.00)	-	-	0.45	0.82
(1.00)	-	-	-	6.00	1.50	23.05

BUDGET ADMINISTRATOR: Laura Hronik

FUND: Pupil Activity Fund

DIVISION HEAD: Glenn Gustafson

DATE: May 27, 2020

PUPIL ACTIVITY SPECIAL REVENUE FUND

The pupil activity special revenue fund is used to record financial transactions related to school sponsored pupil intrascholastic and interscholastic athletics, clubs, and other activities. These activities are supported in whole or in part by revenue from pupils, gate receipts, and other fund-raising activities.

The District previously reported the activity of the pupil activity fund as an agency fund (fund 74). Beginning in FY2019-2020, such activity was determined to be more appropriately reported in a special revenue fund (fund 23). Accordingly, a special revenue fund was established with a restated beginning balance of \$2,152,461, which was equal to the restatement of net current assets and current liabilities previously reported in the agency fund. All remaining assets and liabilities, if any, previously reported in the agency fund were not recognized at the fund level under the modified accrual basis of accounting, and have been reclassified as assets and liabilities of the governmental activities as of July 1, 2019.

Colorado Springs School District 11
Pupil Activity Special Revenue Fund
Schedule of Revenues, Expenditures, and Fund Balances
Proposed FY2020-21

	Actual			Budget		
	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year	Change	2020-21 Proposed
Beginning Fund Balance	\$ 2,034,344	\$ 2,153,014	\$ 2,152,461	\$ 2,019,410	\$ -	\$ 2,019,410
Revenues	-	-	-	-	-	-
Student Fees	-	-	-	-	-	-
Fund Raisers	-	-	-	-	-	-
Donations	-	-	-	-	-	-
Miscellaneous Revenue	6,856,568	6,219,137	6,335,706	4,170,000	-	4,170,000
Total Revenues	6,856,568	6,219,137	6,335,706	4,170,000	-	4,170,000
Total Resources Available	8,890,912	8,372,151	8,488,167	6,189,410	-	6,189,410
Expenditures:						
Salaries	-	-	-	114,906	-	114,906
Benefits	-	-	-	25,449	-	25,449
Repair and Maintenance	-	-	-	20,727	-	20,727
Other Purchased Services	-	-	-	185,432	-	185,432
Printing	-	-	-	34,372	-	34,372
Travel and Registration	-	-	-	994,893	-	994,893
General Supplies	-	-	-	2,284,383	-	2,284,383
Textbooks/Curriculum	-	-	-	12,696	-	12,696
Electronic Media Material	-	-	-	33,411	-	33,411
Technology Equipment	-	-	-	32,547	-	32,547
Non-Cap Equipment	-	-	-	21,600	-	21,600
Dues and Memberships	-	-	-	5,400	-	5,400
Field Trips	-	-	-	162,892	-	162,892
Contingency	6,737,898	6,219,690	6,468,757	2,260,702	-	2,260,702
Total Expenditures	6,737,898	6,219,690	6,468,757	6,189,410	-	6,189,410
Fund Balance, End of Year	\$ 2,153,014	\$ 2,152,461	\$ 2,019,410	\$ -	\$ -	\$ -
Total Appropriation				\$ 6,189,410	\$ -	\$ 6,189,410

BUDGET ADMINISTRATOR: Laura Hronik

FUND: Other Special Revenue Fund

DIVISION HEAD: Glenn Gustafson

DATE: May 27, 2020

OTHER SPECIAL REVENUE FUND

The other special revenue fund is used to record financial transactions related to non-school activities. For example, donations are received and used to award scholarships and funds are collected for use at specific events.

The District previously reported the activity of the other special revenue fund as an agency fund (fund 73). Beginning in FY2019-2020, such activity was determined to be more appropriately reported in a special revenue fund (fund 26). Accordingly, the newly established special revenue fund reported a restated beginning balance of \$127,677, which was equal to the restatement of net current assets and current liabilities previously reported in the agency fund. All remaining assets and liabilities, if any, previously reported in the agency fund were not recognized at the fund level under the modified accrual basis of accounting, and were reclassified as assets and liabilities of the governmental activities as of July 1, 2019.

Colorado Springs School District 11
OTHER SPECIAL REVENUE FUND
Schedule of Revenues, Expenditures, and Fund Balance
Proposed FY2020-21

	Actual			Budget		
	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year	Change	2020-21 Proposed
Beginning Fund Balance	\$ 70,030	\$ 94,546	\$ 98,573	\$ 128,939	\$ (7,544)	\$ 121,395
Revenues						
Misc. Revenue	36,849	90,772	102,793	50,000	-	50,000
Total Revenues	36,849	90,772	102,793	50,000	-	50,000
Total Resources Available	106,879	185,318	201,366	178,939	(7,544)	171,395
Expenditures						
Breakfast Buddies (2190I)	-	-	-	-	-	-
Summer School Scholarships (2190W)	-	-	-	5,611	-	5,611
Wasson Student Scholarships (2192E)	-	-	-	36,721	-	36,721
Vending Contract - Pepsi (2192K)	-	41,912	51,451	48,488	(8,336)	40,152
Morale & Appreciation (2192L)	3,296	5,355	305	3,525	-	3,525
Partnership Banquet (2192M)	-	-	-	-	-	-
Leadership Retreats (2192Q)	173	5,343	-	4,077	-	4,077
College Scholarships (2192R)	-	13,500	8,000	1,724	250	1,974
Motivational and Other Speakers (2192S)	-	6,153	-	-	-	-
Student Awards and Incentives (2192T)	-	-	1,459	5,980	-	5,980
Staff Awards and Incentives (2192U)	1,424	1,404	1,253	12,113	(883)	11,230
Crystal Apple Award (2192X)	7,440	13,078	9,959	8,126	2,687	10,813
BOE Annual Retreat (2192Y)	-	-	-	212	-	212
Civic Events/Miscellaneous (2192Z)	-	-	-	1,100	-	1,100
Other	-	-	-	51,262	(1,262)	50,000
Total Expenditures	12,333	86,745	72,427	178,939	(7,544)	171,395
Fund Balance, End of Year	\$ 94,546	\$ 98,573	\$ 128,939	\$ -	\$ -	\$ -

Total Appropriation	\$ 178,939	\$ (7,544)	\$ 171,395
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BUDGET ADMINISTRATOR: Citizens' Oversight Committee FUND: Mill Levy Override Fund

DIVISION HEAD: Glenn Gustafson DATE: May 27, 2020

MILL LEVY OVERRIDE FUND

On November 7, 2000, the voters of District 11 approved a Mill Levy Override (MLO) election question that increased taxes in order to fund the following educational initiatives:

1. Reduce class size
2. Attract and retain superior teachers and education support staff (not to include administrators) by offering competitive salaries and benefits
3. Focus on academic core subjects like math, reading, writing and science
4. Purchase classroom instructional supplies and materials
5. Increase teacher training
6. Expand student assessment and interventional support
7. Increase library support
8. Increase school safety and security
9. Improve school day start times
10. Support technology integration in the classroom
11. Establish a citizens' oversight committee to develop an independent comprehensive performance plan.

The mill levy override program phased in over time until it eventually reached the maximum amount of \$26,998,822.

On November 7, 2017, the voters of District 11 approved a supplemental MLO election question that increases taxes in order to fund the following education initiatives:

1. A comprehensive student support model
2. Teacher compensation
3. Educational Support Professional (ESP) staff compensation
4. School security enhancements
5. Class size reduction
6. A technology replacement plan
7. Technology support staff
8. Capital renewal and replacement
9. Charter school funding
10. Bond debt reduction.

This mill levy override starts at \$42 million and is eligible for inflationary adjustments. The Board of Education approved inflationary increases of approximately \$2.5 million from calendar year 2019 to current.

The governance documents for the mill levy override consist of the following items:

- Mill levy election question (voter approved)
- Mill levy spending plan (board of education approved)
- Mill levy phase-in worksheet
- Mill levy spending plan items program implementation plans
- Mill levy spending plan item definitions

The District uses the highest level of accountability for the mill levy overrides. Examples of that accountability include the following:

- Separate accounting fund to track resources
- Individual spending plans/program implementation plans
- Citizens' oversight committee
- Board of Education governance plan
- Independent triennial audit

For the first eleven years, the mill levy override plan was monitored by the Mill Levy Override Oversight Committee for all regulatory requirements. In FY10-11, this committee was merged with the District 11 Board of Education Audit Advisory Committee. Both mill levy overrides merged into a single program in the spring of 2018 with a single citizens' oversight committee. You may obtain specific information regarding the mill levy override by contacting the District's MLO liaison:

Colorado Springs School District 11
Attn: Mr. Glenn E. Gustafson, CPA, Chief Financial Officer
1115 North El Paso Street
Colorado Springs, Colorado 80903

Colorado Springs School District 11
MILL LEVY OVERRIDE FUND
Schedule of Revenues, Expenditures, and Fund Balance
Proposed FY2020-21

	Actual			Budget		
	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year	Changes	2020-21 Proposed
Beginning Fund Balance						
Restricted for Mill Levy Override	\$ 630,729	\$ 641,858	\$ 23,073,193	\$ 4,418,642	\$ (3,238,475)	\$ 1,180,167
2017 MLO Bond Debt Reduction	-	-	-	21,450,000	15,938,475	37,388,475
Beginning Fund Balance	630,729	641,858	23,073,193	25,868,642	12,700,000	38,568,642
Revenues						
2017 MLO - Local Property Taxes	-	40,166,219	43,122,721	44,594,170	800	44,594,970
2000 MLO - Local Property Taxes	26,773,116	27,686,305	26,813,188	26,998,822	-	26,998,822
Abatements & Credits	(88,534)	(129,952)	(85,139)	(145,969)	-	(145,969)
Total Revenues	26,684,582	67,722,572	69,850,770	71,447,023	800	71,447,823
Other Financing Sources (Uses):						
2000 MLO Transfers to:						
General Fund (Recurring)	(26,431,323)	(26,581,342)	(26,352,311)	(24,408,272)	(100,000)	(24,508,272)
General Fund (Non-Recurring)	-	-	-	(750,000)	(1,650,550)	(2,400,550)
Food Service Fund	(90,000)	(90,000)	(90,000)	(90,000)	-	(90,000)
Capital Projects (Non-Recurring)	-	-	-	(1,650,550)	1,650,550	-
2017 MLO Transfers to:						
General Fund (Recurring)	-	(13,817,442)	(19,918,455)	(20,818,455)	(1,475,000)	(22,293,455)
General Fund (Non-Recurring)	-	-	-	-	(1,423,838)	(1,423,838)
Risk Management Fund	-	(3,797)	(4,633)	(4,633)	-	(4,633)
Preschool Fund	-	(99,761)	(100,934)	(100,934)	-	(100,934)
Food Service Fund	-	(444,346)	(489,008)	(489,008)	-	(489,008)
Bond Redemption Fund	-	-	(6,261,525)	-	-	-
Risk-Related Activities Fund	-	(6,586)	(7,448)	(7,448)	-	(7,448)
Print Production Fund	-	(47,646)	(49,522)	(49,522)	-	(49,522)
Capital Projects Capital Reserve Fund	-	(4,030,422)	(13,553,838)	(10,401,132)	(553,868)	(10,955,000)
Capital Projects (Non-Recurring)	-	-	-	-	(991,132)	(991,132)
Total Other Financing Uses	(26,521,323)	(45,121,342)	(66,827,674)	(58,769,954)	(4,543,838)	(63,313,792)
Total Resources Available	793,988	23,243,088	26,096,289	38,545,711	8,156,962	46,702,673
Expenditures:						
Purchased services:						
Performance Review (PIP #23)	85,000	-	52,297	15,000	(15,000)	-
Treasurer Collection Fees	67,130	169,895	175,350	180,000	-	180,000
Total Expenditures	152,130	169,895	227,647	195,000	(15,000)	180,000
Reserves:						
2017 MLO Bond Debt Reduction	-	-	-	38,350,711	7,137,764	45,488,475
MLO Reserve	-	-	-	-	1,034,198	1,034,198
Fund Balance End of Year	\$ 641,858	\$ 23,073,193	\$ 25,868,642	\$ -	\$ -	\$ -
Total Appropriation				\$ 38,545,711	\$ 7,122,764	\$ 46,702,673

Mill Levy Override Spending Plan Disbursement
Proposed Budget FY20-21
2000 MLO - Transfer Summary

Recurring					Non-Recurring			Total		
Item	Item #	Mid-Year	Changes	Proposed	Mid-Year	Changes	Proposed	Mid-Year	Changes	Proposed
General Fund:										
Salary and Benefits	1B									
Teacher salary and benefits	1B	4,505,181		4,505,181	-	1,200,275	1,200,275	4,505,181	1,200,275	5,705,456
ESP salary and benefits	1B	1,534,025	-	1,534,025	-	1,200,275	1,200,275	1,534,025	1,200,275	2,734,300
ESP salary and benefits - Athletics	1B	650	-	650	-	-	-	650	-	650
ESP salary and benefits - Transportation	1B	20,883	-	20,883	-	-	-	20,883	-	20,883
Teacher retirement	1B	459,261	-	459,261	-	-	-	459,261	-	459,261
Increase substitute teacher salary	1B	250,000		250,000				250,000		250,000
Increase starting teacher salaries and provide signing bonuses	1B	400,000		400,000				400,000		400,000
Increase crossing guard salaries	1B	100,000	-	100,000				100,000		100,000
Total		7,270,000	-	7,270,000	-	2,400,550	2,400,550	7,270,000	2,400,550	9,670,550
Class size reduction - all	2B	1,300,630		1,300,630	750,000	(750,000)	-	2,050,630	(750,000)	1,300,630
Middle school implementation	2C	2,621,955		2,621,955	-	-	-	2,621,955	-	2,621,955
Middle school class size	3	-	-	-	-	-	-	-	-	-
Elementary class size	4	-	-	-	-	-	-	-	-	-
Content Area Supplies and Materials	5									
- Instructional Supplies and materials	5a	877,844		877,844	-	-	-	877,844	-	877,844
- Instructional supplies and materials	5b	208,325	-	208,325	-	-	-	208,325	-	208,325
- Curriculum/DMS maintenance	5b	92,377	-	92,377	-	-	-	92,377	-	92,377
- Student computers	5c	475,000	-	475,000	-	-	-	475,000	-	475,000
Total		1,653,546	-	1,653,546	-	-	-	1,653,546	-	1,653,546
Reading assistance - TLCs	6	2,129,770	-	2,129,770	-	-	-	2,129,770	-	2,129,770
Professional Development Academy	7B	372,834		372,834	-	-	-	372,834	-	372,834
Start times/Full-day Kindergarten (FDK)	8	-	-	-	-	-	-	-	-	-
LTEs and LTTs	9B	2,200,000	-	2,200,000	-	-	-	2,200,000	-	2,200,000
Improve school safety and security efforts	9B	220,322		220,322			-	220,322		220,322
Assessment support staffing	9B	110,000		110,000			-	110,000		110,000
High school class size	10	-	-	-	-	-	-	-	-	-
IT programs technology support	11B	3,450,412	149,588	3,600,000	-	-	-	3,450,412	149,588	3,600,000
Software upgrades	11B	75,000		75,000			-	75,000		75,000
Supplement ESL, SPED, and GT	12	933,700	-	933,700	-	-	-	933,700	-	933,700
Technology training	13	-	-	-	-	-	-	-	-	-
Research Based Interventions/FDK	14						-			
- Full-day Kindergarten	14	-	-	-	-	-	-	-	-	-
- Intervention staff development	14	-	-	-	-	-	-	-	-	-
Total		-	-	-	-	-	-	-	-	-
Increase substitute teacher salaries	15	-	-	-	-	-	-	-	-	-
Increase starting teacher salaries and provide signing bonuses	16	-	-	-	-	-	-	-	-	-
Software upgrades	17	-	-	-	-	-	-	-	-	-
Improve school safety and security efforts	18	-	-	-	-	-	-	-	-	-
Increase crossing guards salaries	19	-	-	-	-	-	-	-	-	-
Align assessment tests	20	200,000	-	200,000	-	-	-	200,000	-	200,000
Charter school funding	21A	1,494,554	(207,503)	1,287,051	-	-	-	1,494,554	(207,503)	1,287,051
Charter school funding - growth funds	21B	575,000	(41,536)	533,464	-	-	-	575,000	(41,536)	533,464
Assessment support staffing	22	-	-	-	-	-	-	-	-	-
General Fund Subsidy	24	(199,451)	199,451	-	-	-	-	(199,451)	199,451	-
General Fund Total		24,408,272	100,000	24,508,272	750,000	1,650,550	2,400,550	25,158,272	1,750,550	26,908,822
Other Funds:										
Food Service Fund (21)										
ESP salary and benefits	1B	90,000	-	90,000	-	-	-	90,000	-	90,000
Capital Reserve Fund (43)										
Capital Renewal/Improvements		-	-	-	1,650,550	(1,650,550)	-	1,650,550	(1,650,550)	-
Total Transferred Out to Other Funds		24,498,272	100,000	24,598,272	750,000	-	2,400,550	26,898,822	100,000	26,998,822
Performance review	23	-	-	-	15,000	(15,000)	-	15,000	(15,000)	-
Tax collection Fees		68,100	(68,100)	-	-	-	-	68,100	(68,100)	-
Unallocated Full Day Kindergarten		-	-	-	-	-	-	-	-	-

Mill Levy Override Spending Plan Disbursement
Proposed Budget FY 0-21
2017 MLO - Transfer Summary

Recurring					Non-Recurring			Total		
Item	Item #	Mid-Year	Changes	Proposed	Mid-Year	Changes	Proposed	Mid-Year	Changes	Proposed
General Fund:										
Comprehensive Student Support Model	1	2,500,000	500,000	3,000,000	-	-	-	2,500,000	500,000	3,000,000
Teacher Attraction and Retention	2	7,950,010	-	7,950,010	-	1,423,838	1,423,838	7,950,010	1,423,838	9,373,848
ESP Attraction and Retention	3	4,898,445	-	4,898,445	-	-	-	4,898,445	-	4,898,445
School Security Enhancements	4	150,000	225,000	375,000	-	-	-	150,000	225,000	375,000
Class Size Reduction	5	1,000,000	750,000	1,750,000	-	-	-	1,000,000	750,000	1,750,000
Technology Replacement Cycle	6	1,000,000	-	1,000,000	-	-	-	1,000,000	-	1,000,000
Technology Support Enhancements	7	320,000	-	320,000	-	-	-	320,000	-	320,000
Charter School Funding	9	3,000,000	-	3,000,000	-	-	-	3,000,000	-	3,000,000
General Fund Total		20,818,455	1,475,000	22,293,455	-	1,423,838	1,423,838	20,818,455	2,398,838	23,717,293
Compensation & Benefits Other Funds:										
Risk Management Fund 18:										
ESP Attraction and Retention	3	4,633	-	4,633	-	-	-	4,633	-	4,633
Preschool Fund 19:										
Teacher Attraction and Retention	2	49,990	-	49,990	-	-	-	49,990	-	49,990
ESP Attraction and Retention	3	50,944	-	50,944	-	-	-	50,944	-	50,944
Food Service Fund 21:										
ESP Attraction and Retention	3	489,008	-	489,008	-	-	-	489,008	-	489,008
Designated Grants Fund 22:										
Teacher Attraction and Retention	2	-	-	-	-	-	-	-	-	-
ESP Attraction and Retention	3	-	-	-	-	-	-	-	-	-
Capital Reserve Fund 43:										
ESP Attraction and Retention	3	-	-	-	-	-	-	-	-	-
Benefits Fund 64:										
ESP Attraction and Retention	3	7,448	-	7,448	-	-	-	7,448	-	7,448
Production Printing Fund 68:										
ESP Attraction and Retention	3	49,522	-	49,522	-	-	-	49,522	-	49,522
Compensation & Benefits Total		651,545	-	651,545	-	-	-	651,545	-	651,545
Bond Redemption Debt Service:										
Bond Redemption Debt Service:	10	-	-	-	-	-	-	-	-	-
Capital Reserve Capital Projects:										
Capital Renewal/Improvements	8	10,401,132	553,868	10,955,000	-	991,132	991,132	10,401,132	1,545,000	11,946,132
Total Transferred Out to Other Funds		31,871,132	2,028,868	33,900,000	-	2,414,970	2,414,970	31,871,132	3,943,838	36,314,970
2017 MLO Fund:										
Tax collection Fees		111,900	68,100	180,000	-	-	-	111,900	68,100	180,000
Reserves										
Bond Debt Reduction	10	-	-	-	12,700,000	(4,600,000)	8,100,000	12,700,000	(4,600,000)	8,100,000

BUDGET ADMINISTRATOR: Laura Hronik

FUND: Bond Redemption Fund

DIVISION HEAD

Glenn Gustafson

DATE: May 27, 2020

BOND REDEMPTION FUND

The bond redemption fund was created to account for resources that will be used to service general long-term debt. Generally Accepted Accounting Principles (GAAP) recommend the use of a debt service fund to account for the restricted portion of property tax used to finance principal and interest payments on all general obligation bonds.

Voter approved property taxes plus interest earned on cash balances are the primary revenue for the bond redemption fund. In December, the mill levy is certified by the Board of Education each year at a level sufficient to provide property tax funding for the current fiscal year, the following fiscal year's December 1 debt service payment and a portion of the June 1 debt service payment.

In May 2005, the District issued Qualified Zone Academy Bonds (QZABs) in the amount of \$4,023,111. The bonds are interest free and have a 15-year maturity. In January 2006, \$127,674,973 of additional general obligation bonds was issued. Payments began on December 1, 2006 and will end on December 1, 2030. In September 2010, the District issued \$19,775,000 of general obligation refunding bonds with the proceeds being used to refund a portion of the District's outstanding general obligation improvement bonds, Series 1996 and pay the costs of issuing the bonds. Debt service payments began on December 1, 2010 and ended December 2017. In December 2011, the District issued \$8.4 million of general obligation refunding bonds with the proceeds being used to refund a portion of the District's outstanding general obligation improvement bonds, Series 2006A and pay the costs of issuing the bonds. Debt service payments began on December 1, 2012 and will end December 2022. In December 2012, the District issued \$84.085 million of general obligation refunding bonds with the proceeds being used to refund a portion of the District's outstanding general obligation improvement bonds, Series 2006A and pay the costs of issuing the bonds. Debt service payments began on June 1, 2013 and will end December 2030.

District 11's bonded debt limit is set by Colorado statute at 20 percent of assessed valuation. The District's debt limit is shown in the following table:

<u>Fiscal</u> <u>Year</u>	<u>Tax Collection</u> <u>Year</u>	<u>Assessed</u> <u>Valuation Year</u>	<u>District-Wide</u> <u>Assessed Value</u>	<u>20 Percent</u> <u>Debt Limit</u>	<u>June 30</u> <u>Bonded Debt</u>	<u>Debt</u> <u>Capacity</u>
20/21	2021	2020	3,052,557,747	610,511,549	77,390,000	533,121,549
19/20	2020	2019	2,774,432,980	554,886,596	85,590,000	469,296,596
18/19	2019	2018	2,653,571,140	530,714,228	98,375,000	432,339,228
17/18	2018	2017	2,643,782,060	528,756,412	110,590,000	418,166,412
16/17	2017	2016	2,478,479,550	495,695,910	122,290,000	373,405,910
15/16	2016	2015	2,376,460,376	475,292,075	132,830,000	342,462,075
14/15	2015	2014	2,354,290,437	470,858,087	143,820,000	327,038,087
13/14	2014	2013	2,303,640,340	460,728,068	154,240,000	306,488,068
12/13	2013	2012	2,316,851,070	463,370,214	164,625,000	298,745,214
11/12	2012	2011	2,325,241,920	461,449,770	179,649,973	281,799,797
10/11	2011	2010	2,328,183,980	502,416,029	179,924,973	322,491,056
09/10	2010	2009	2,515,636,400	504,309,144	183,870,000	320,439,144
08/09	2009	2008	2,537,011,350	492,968,276	191,020,000	301,948,276
07/08	2008	2007	2,474,577,770	501,923,382	197,835,000	304,088,382
06/07	2007	2006	2,300,272,140	459,565,494	204,230,000	258,555,521
05-06	2006	2005	2,273,157,360	453,901,150	207,884,973	246,016,177
04-05	2005	2004	2,109,664,257	421,932,851	83,110,000	338,822,851
03-04	2004	2003	2,124,984,927	424,996,985	85,880,000	339,116,985

Colorado Springs School District 11
BOND REDEMPTION FUND
Schedule of Revenues, Expenditures, and Fund Balance
Proposed FY2020-2021

	Actual			Budget		
	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year	Change	2020-21 Proposed
Beginning Fund Balance						
Funds Held in Escrow - QZAB	-	-	-	3,665,043	(3,665,043)	-
Restricted for Debt Service	19,402,714	18,857,822	11,682,193	14,883,973	3,665,043	18,549,016
Total Beginning Fund Balance	19,402,714	18,857,822	11,682,193	18,549,016	-	18,549,016
Revenues						
Local Property Taxes	15,996,155	9,306,643	17,068,880	20,025,455	170,267	20,195,722
Less:						
Abatements & Credits	(50,843)	(73,392)	(56,876)	(75,000)	-	(75,000)
Earnings on Investments	158,915	200,664	238,001	150,000	(100,000)	50,000
Total Revenues	16,104,227	9,433,915	17,250,005	20,100,455	70,267	20,170,722
Other Financing Sources						
Transfer from Mill Levy Fund	-	-	6,261,525	-	-	-
Total Other Financing Sources	-	-	6,261,525	-	-	-
Total Resources Available	35,506,941	28,291,737	35,193,723	38,649,471	70,267	38,719,738
Expenditures						
Debt Service:						
Paying Agent & Trustee Fees	3,050	2,650	1,150	2,650	-	2,650
Bond Principal - 2006B - Refund	425,000	445,000	6,885,000	7,240,000	370,000	7,610,000
Bond Interest - 2006B - Refund	1,590,625	1,570,544	1,380,357	1,009,576	(389,814)	619,763
Bond Principal - 2010 - Refund	5,870,000	6,045,000	-	-	-	-
Bond Interest - 2010 - Refund	331,250	120,900	-	-	-	-
Bond Principal - 2012 - Refund	110,000	115,000	115,000	120,000	410,000	530,000
Bond Interest - 2012 - Refund	230,250	228,000	225,700	222,750	1,136,075	1,358,825
Bond Principal - 2013 - Refund	4,135,000	5,095,000	5,215,000	5,425,000	(5,365,000)	60,000
Bond Interest - 2013 - Refund	3,953,944	2,987,450	2,822,500	2,609,700	(109,100)	2,500,600
Total Expenditures	16,649,119	16,609,544	16,644,707	16,629,676	(3,947,839)	12,681,838
Reserves:						
Escrow Funds - QZAB	-	-	-	4,023,111	(4,023,111)	-
Restricted for Debt Service	-	-	-	17,996,684	8,041,217	26,037,901
Total Reserves	-	-	-	22,019,795	4,018,106	26,037,901
Fund Balance, End of Year						
Restricted for Debt Service	\$ 18,857,822	\$ 11,682,193	\$ 18,549,016	\$ -	\$ -	\$ -

Total Appropriation

\$ 38,649,471	\$ 70,267	\$ 38,719,738
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Colorado Springs School District 11
BOND REDEMPTION FUND
Schedule of Annual Debt Service - 2006B GO Bond
Advance Refunding of Certain Callable Series 1996 GO Bonds
Proposed FY2020-2021

Pmt #	Pmt Date	Interest Payment	Principal Payment	Total	Fiscal Year Payments
29	Dec-20	409,763	7,610,000	8,019,763	
30	Jun-21	210,000		210,000	8,229,763
31	Dec-21	210,000	8,000,000	8,210,000	8,210,000
Totals		829,763	15,610,000	16,439,763	16,439,763

Average Fiscal Year Debt Service

8,219,881

Colorado Springs School District 11
BOND REDEMPTION FUND
Schedule of Annual Debt Service-2012 GO Bond
Advance Refunding of Certain Callable Series 2006A GO Bonds
Proposed FY2020-2021

Pmt #	Pmt Date	Interest Payment	Principal Payment	Total	Fiscal Year Payments
17	Dec-20	1,255,475	530,000	1,785,475	
18	Jun-21	103,350	-	103,350	1,888,825
19	Dec-21	103,350	3,400,000	3,503,350	
20	Jun-22	52,350	-	52,350	3,555,700
21	Dec-22	52,350	3,490,000	3,542,350	3,542,350
Totals		1,566,875	7,420,000	8,986,875	8,986,875
Average Fiscal Year Debt Service					2,995,625

Colorado Springs School District 11
BOND REDEMPTION FUND
Schedule of Annual Debt Service-2013 GO Bond
Advance Refunding of Certain Callable Series 2006A GO Bonds
Proposed FY2020-2021

Pmt #	Pmt Date	Interest Payment	Principal Payment	Total	Fiscal Year Payments
15	Dec-20	1,250,600	60,000	1,310,600	
16	Jun-21	1,250,000	-	1,250,000	2,560,600
17	Dec-21	1,250,000	2,375,000	3,625,000	
18	Jun-22	1,202,500	-	1,202,500	4,827,500
19	Dec-22	1,202,500	2,480,000	3,682,500	
20	Jun-23	1,152,900		1,152,900	4,835,400
21	Dec-23	1,152,900	6,255,000	7,407,900	
22	Jun-24	1,027,800		1,027,800	8,435,700
23	Dec-24	1,027,800	6,510,000	7,537,800	
24	Jun-25	897,600		897,600	8,435,400
25	Dec-25	897,600	6,765,000	7,662,600	
26	Jun-26	762,300		762,300	8,424,900
27	Dec-26	762,300	7,040,000	7,802,300	
28	Jun-27	621,500		621,500	8,423,800
29	Dec-27	621,500	7,320,000	7,941,500	
30	Jun-28	475,100		475,100	8,416,600
31	Dec-28	475,100	7,610,000	8,085,100	
32	Jun-29	322,900		322,900	8,408,000
33	Dec-29	322,900	7,920,000	8,242,900	
34	Jun-30	164,500		164,500	8,407,400
35	Dec-30	164,500	8,225,000	8,389,500	
Totals		17,004,800	62,560,000	79,564,800	71,175,300

Average Fiscal Year Debt Service

7,233,164

BUDGET ADMINISTRATOR:	Terry Seaman	FUND: Capital Reserve Capital Projects Fund
DIVISION HEAD:	Glenn Gustafson	DATE: May 27, 2020

CAPITAL RESERVE CAPITAL PROJECTS FUND

Prior to FY09/10, the Colorado School Finance Act had mandated that the primary funding for the capital reserve fund was from a set allocation of total program funding to the capital reserve fund and/or to the risk related activities fund. Under this mandate, the proper identification of this fund was to identify the fund as a special revenue fund. With the arrival of a new mandate and in accordance with GASB 54 (Governmental Accounting Standards Board Statement No. 54), beginning with FY10/11, this fund is now identified as a capital reserve capital projects fund.

Expenditures of the fund are used for a) acquisition of and improvements to land, b) acquisition of new facilities, c) additions to existing facilities, d) purchase of equipment, e) major repairs and renovations, and f) necessary safety expenditures.

Designated reserves include a) restricted reserve for debt service for the District's existing certificates of participation or COPs, b) restricted capitalized interest held in trust on COPs issued, and c) a designated contingency reserve to handle emergencies.

The District updated and published its five-year investment and fund plan (2016-2020) in early 2016. An updated version is currently in progress. This new plan now includes over \$700 million in projected capital needs during this five-year period, including both capital renewal (facilities, technology, and transportation assets) and capital improvements.

The fund is managed as two subsets of the main fund: the capital reserve portion and the mill levy override portion. Each subset acts separately from the other. The capital reserve portion is primarily funded with resources allocated from the general fund. The mill levy override portion is funded with resources from the mill levy override fund specifically related to the capital projects line item of the 2017 mill levy override.

The District 11 Board of Education has previously committed to the concept of allocating \$600,000 per year to partially fund an annual bus and/or vehicle replacement program. This budget also reflects a decision to allocate \$250,000 per year in partial support of annual replacement of technology equipment. The balance of the available capital reserve capital projects fund is used for the highest priority facilities-related capital needs.

Specific ownership tax as deemed generated from the 1996 general obligation bond as of mid-year FY08 is being included as revenue in the capital reserve capital projects fund. This is being done to prevent the District from using these funds for recurring uses and having a budget shortfall when the specific ownership tax related to the 1996 bond ends in year 2022.

The capital reserve capital projects fund has a total staffing of 12.50 FTE.

FULL TIME POSITIONS	FY2017-18 AUTHORIZED	FY2018-19 AUTHORIZED	FY2019-20 MID-YEAR	CHANGE	FY2020-21 PROPOSED
Administrative	0.00	0.00	1.00	0.00	1.00
Professional	3.00	10.00	8.00	0.00	8.00
ESP	0.50	2.50	3.50	0.00	3.50
TOTAL FTE	3.50	12.50	12.50	0.00	12.50

Colorado Springs School District 11
CAPITAL RESERVE CAPITAL PROJECTS FUND
Schedule of Revenues, Expenditures, and Fund Balance
Proposed FY2020-21

	Actual			Budget		
	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year	Change	2020-21 Proposed
Beginning Fund Balance						
Assigned for Capital Projects	\$7,723,863	\$5,071,251	\$6,242,670	\$4,982,898	\$5,619,580	\$10,602,478
Assigned for MLO Projects	-	-	3,475,111	11,913,011	(403,517)	11,509,494
Committed Emergency Contingency	1,000,000	1,000,000	1,000,000	1,000,000	-	1,000,000
Restricted for Pymnt - 09 & 16 COP	5,708,124	2,898,794	2,910,654	2,953,924	47,069	3,000,993
Total Beginning Fund Balance	14,431,987	8,970,045	13,628,435	20,849,833	5,263,132	26,112,965
Fund Balance Available for Appropriation	14,431,987	8,970,045	13,628,435	20,849,833	5,263,132	26,112,965
Revenues						
Specific Ownership Taxes	1,005,996	1,005,996	1,005,996	1,006,000	-	1,006,000
Earnings on Investments	60,006	117,800	365,131	250,000	(150,000)	100,000
Rental Revenue	122,552	130,677	126,615	146,250	-	146,250
School Land Fees	409,076	227,144	352,236	200,000	-	200,000
Sale of Assets	27,651	244,639	1,310,023	22,000	-	22,000
Charter School Revenue - COP	-	-	-	-	1,266,877	1,266,877
Charter School Revenue - Buyback	209,599	202,554	190,202	200,000	130,874	330,874
Arbitrage Refund	-	1,215,108	-	-	-	-
Miscellaneous Revenue	57,961	11,478	82,717	20,000	-	20,000
Total Revenues	1,892,841	3,155,396	3,432,920	1,844,250	1,247,751	3,092,001
Other Financing Sources (Uses)						
Long Term Debt Proceeds (COPs)	-	-	-	13,340,000	(13,340,000)	-
Transfer from GF - Energy Lease	630,460	649,200	457,008	-	-	-
Transfer from GF - 2016 COPs	289,805	521,811	518,837	520,728	1,711	522,439
Transfer from GF - World Arena	-	375,000	-	-	-	-
Transfer from MLO Fund	-	4,030,422	5,553,838	12,051,682	(1,096,682)	10,955,000
Transfer from MLO - Non-recurring	-	-	8,000,000	-	991,132	991,132
Transfer from General Fund	4,847,453	5,917,300	5,120,000	4,500,000	-	4,500,000
Total Financing Sources	5,767,718	11,493,733	19,649,683	30,412,410	(13,443,839)	16,968,571
Total Resources Available	22,092,546	23,619,174	36,711,038	53,106,493	(6,932,956)	46,173,537
Expenditures						
Capital Outlay Projects:						
Capital Reserve New Projects	3,548,748	3,906,179	5,348,554	1,758,000	2,498,961	4,256,961
Capital Reserve Carryover Projects	4,516,746	814,365	-	3,725,158	5,203,076	8,928,234
MLO New Projects	-	554,889	4,340,580	8,922,972	1,387,799	10,310,771
MLO Carryover Projects	-	-	-	10,205,141	(1,467,426)	8,737,715
Transportation Equipment	613,147	600,000	597,260	600,000	-	600,000
Technology Equipment	297,973	322,002	245,399	250,000	-	250,000
Technology Equipment - MLO	-	-	-	-	958,022	958,022
Furniture Replacement - MLO	-	-	-	-	250,000	250,000
Debt Service:						
Paying Agent Fees	2,753	2,795	2,855	6,000	1,000	7,000
Principal - 2019 COP	-	-	-	-	945,000	945,000
Principal - 2016 COP	240,000	440,000	445,000	455,000	10,000	465,000
Principal - 2009 COP	2,690,000	2,775,000	2,870,000	2,980,000	120,000	3,100,000
Capitalized Leases	630,460	613,999	450,360	-	-	-
Interest Expense	489,981	481,198	370,849	509,655	(68,339)	441,316
Interest on Leases	92,693	35,201	6,648	-	-	-
Capital Reserve Office	-	-	408,342	481,937	6,835	488,772
MLO Office	-	-	775,358	891,412	14,217	905,629
Total Expenditures	13,122,501	10,545,628	15,861,205	30,785,275	9,859,145	40,644,420
Net Resources Over (Under)						
Expenditures	8,970,045	13,073,546	20,849,833	22,321,218	(16,792,101)	5,529,117
Reserves:						
Restricted for Pymnt - 09 & 16 COP	2,898,794	2,910,654	2,953,924	2,953,924	(2,953,924)	-
Assigned for Capital Reserve	5,071,251	6,242,670	4,982,898	14,422,126	(12,186,498)	2,235,628
Assigned for MLO	-	3,475,111	11,913,011	3,945,168	(1,651,679)	2,293,489
Committed Emergency Contingency	1,000,000	1,000,000	1,000,000	1,000,000	-	1,000,000
Total Reserves	8,970,045	13,628,435	20,849,833	22,321,218	(16,792,101)	5,529,117
Fund Balance, End of Year	\$ 8,970,045	\$ 13,628,435	\$ 20,849,833	\$ -	\$ -	\$ -
Total Appropriation				\$ 53,106,493	\$ (6,932,956)	\$ 46,173,537

Colorado Springs School District 11
CAPITAL RESERVE CAPITAL PROJECTS FUND
Detail Schedule
FY2020-21

FY20-21
46,173,537

Facilities		Capital Reserve Funded Building Renovations/Repairs	
Admin - South	Data Center HVAC	1,500,000	
Admin - Central	Board Room Technology	300,000	
Carver ES	Roof Replacement	28,319	
Chipeta ES	HVAC Repairs	550,000	
District-Wide	Energy Savings Projects	21,420	
FOTC Complex	Equipment Storage Building	100,000	
Garry Berry Stadium	Roof Replacement	20,996	
Madison ES	Roof Replacement	80,500	
Palmer HS	Roof Replacement	11,880	
RJWAC	Replace Fire Alarm System	600,000	
RJWAC	Roof Replacement	755,118	
Rudy ES	Roof Replacement	4,994	
Steele ES	Potable Water System Repairs	72,400	
Steele ES	Roof Replacement	8,534	
Tesla HS/MS	Potable Water System Repairs	103,650	
Mountain Song CS	Roof Replacement	99,150	
Total Building Renovations/Repairs			4,256,961
Transportation	Buses, vehicles - annual renewal allowance	600,000	600,000
Technology	Allowance for technology equipment replacement	250,000	250,000
Capital Reserve Carryover Projects			
Grant ES	Security Vestibule	25,595	
Monroe ES	Security Vestibule	22,993	
Stratton ES	Boiler Replacement	22,500	
Scott ES	Kiln Upgrades	30,000	
Russell MS	Domestic Water Upgrades	143,150	
Sabin MS	Auxiliary Gym Rubber Floor Replacement	180,000	
Coronado HS	Fire Alarm Upgrade	25,000	
Doherty HS	Electrical Main Distribution Panel Replacement	28,720	
Mitchell HS	Parking Lot - Phase II	354,641	
Mitchell HS	Health Clinic	335,299	
Palmer HS	Fire Alarm Upgrades - Phase II	25,000	
Palmer HS	Football Lockers Replacement	12,500	
District-Wide	District Master Plan	88,613	
District-Wide	Security	61,757	
District-Wide	Energy Savings Projects	29,918	
District-Wide	Drinking Water Study	150,000	
Roosevelt CS	Additions and renovation	1,836,152.06	
AcademyACL CS	Expansion on Existing Bldg	5,556,396	
Total Carryover Projects			8,928,234
2017 MLO Funded Projects			
Admin - Central	Elevator Modernization	150,000	
Bristol ES	Carpet Replacement	15,000	
Bristol ES	HVAC Repairs	1,000,000	
Carver ES	Gym Floor and Carpet Replacement	48,500	
Chipeta ES	Ductwork Cleaning	43,000	
Columbia ES	Potable Water System Repairs	44,000	
Coronado HS	Ductwork Cleaning	45,000	
District-Wide	ADA Ramps to Portables	50,000	
District-Wide	Asphalt Maintenance	100,000	
District-Wide	Athletics Upgrades	1,000,000	
District-Wide	Cinder Track Repairs	30,000	
District-Wide	Energy Savings Projects	200,000	
District-Wide	Kitchen Upgrades	30,000	
District-Wide	Playground Repairs	285,000	
District-Wide	Reserves for Major Renovation	2,000,000	
Doherty HS	Replace Ceiling in Pool Room	121,500	
Doherty HS	Repair Flooring in Pool Room	34,225	

Colorado Springs School District 11
CAPITAL RESERVE CAPITAL PROJECTS FUND
Detail Schedule
FY2020-21

2017 MLO Funded Projects (Continued)			
Edison ES	Carpet Replacement	10,000	
Edison ES	Potable Water System Repairs	53,150	
EDSS	Remodel for Registration Area	300,000	
Grant ES	Carpet Replacement	14,000	
Grant ES	Potable Water System Repairs	104,100	
Grant ES	Roof Replacement	919,227	
Jackson ES	Gym Floor Replacement	40,500	
Swigert MS	Carpet Replacement	16,250	
Swigert MS	Irrigation System Upgrades	125,000	
Keller ES	Potable Water System Repairs	109,550	
King ES	Replace Exhaust Fans	20,000	
Madison ES	Install Air Conditioning	1,615,535	
Mann MS	Electrical Upgrades	60,000	
Mann MS	HVAC Upgrades	607,600	
Mann MS	Stage Curtains Replacement	10,800	
Martinez ES	Ductwork Cleaning	40,000	
Martinez ES	Roof Replacement	28,784	
Mitchell HS	Elevator Modernization	150,000	
Mitchell HS	Carpet Replacement	128,000	
North MS	Fire Alarm System	283,000	
North MS	Storm Sewer Repairs	25,000	
Palmer HS	Elevator Modernization (Freight)	250,000	
Russell MS	HVAC Repairs	41,000	
Russell MS	Stage Curtains Replacement	13,500	
Sabin MS	Stage Curtains Replacement	20,250	
Taylor ES	Countertops and Cabinets	87,500	
Tesla HS/MS	Potable Water System Repairs	6,000	
Tesla HS/MS	Security Alarm System	10,800	
Twain ES	Carpet Replacement	25,000	
Total 2017 MLO Funded Projects			10,310,771
Technology	MLO allowance for technology equipment replacement	958,022	958,022
Furniture	Allowance for school furniture replacement	250,000	250,000
MLO Carryover Projects			
Audubon ES	Playground & Fall Surfaces	3,774	
Audubon ES	Stage Lighting	29,952	
Bristol ES	Aluminum Electrical Feeders Replacement	6,249	
Bristol ES	HVAC upgrades	100,000	
Buena Vista ES	Playground & Fall Surfaces	61,300	
Carver ES	Playground & Fall Surfaces	63,317	
Carver ES	Fire Alarm System Replacement	35,212	
Carver ES	Fire Sprinkler	5,800	
Carver ES	Exterior Lighting	15,000	
Columbia ES	HVAC System	655,885	
Grant ES	Roof	96,775	
Henry ES	Playground & Fall Surfaces	48,406	
Henry ES	Fire Alarm	56,939	
Howbert ES	Playground & Fall Surfaces	31,822	
Howbert ES	Carpet Replacement	33,446	
Howbert ES	Security Vestibule	56,148	
Jackson ES	HVAC Repairs	1,178,380	
Keller ES	Fire Sprinkler	6,000	
Keller ES	Aluminum Electrical Feeders Replacement	13,293	
King ES	HVAC	196,569	
Martinez ES	Boiler	263,190	
Madison ES	HVAC Upgrade -Adding A/C -Design	200,000	
Madison ES	Electrical Sub-panels	40,000	
Midland ES	Roof - Modular Building	4,848	
Queen Palmer ES	Roof	690	
Penrose ES	Playground fall surfaces	53,352	

Colorado Springs School District 11
CAPITAL RESERVE CAPITAL PROJECTS FUND
Detail Schedule
FY2020-21

MLO Carryover Projects (Continued)		
Rogers ES	Boiler	90,000
Steele ES	Boiler	209,000
Taylor ES	Playground surfaces	18,901
Twain ES	Stage Lighting	30,000
Wilson ES	Roof - Portables	690
McAuliffe ES	Roof	690
Mann MS	Fire Sprinkler Heads & RPZ Replacement	12,000
Mann MS	Exterior Lighting	60,000
North MS	Fire Sprinkler	6,000
North MS	Bleacher replacement	58,491
Russell MS	Fire Sprinkler	6,000
Russell MS	Elevator Modernization	80,920
Sabin MS	Carpet Replacement	117,000
Galileo MS	Fire Sprinkler Heads & RPZ Replacement	72,000
Galileo MS	Elevator Modernization	77,755
Swigert MS	Fire Alarm System Replacement	50,000
Swigert MS	Bleacher replacement	57,774
Coronado HS	Fire Sprinkler Heads & RPZ Replacement	25,000
Coronado HS	Replace Boilers	68,357
Coronado HS	Exterior Sanitary Sewer	81,291
Doherty HS	Fire Sprinkler Heads & RPZ Replacement	48,000
Doherty HS	Roof	544
Doherty HS	Rubber Floor Removal/Replacement	15,000
Doherty HS	Elevator Modernization	77,317
Mitchell HS	Parking Lot - Phase III	417,826
Mitchell HS	Fire Sprinkler Heads & RPZ Replacement	12,000
Mitchell HS	Fire Alarm System Replacement	80,000
Palmer HS	Stage Smoke Hatches	67,000
Palmer HS	Carpet Replacement	80,000
RJWAC	Fire Sprinkler Heads & RPZ Replacement	6,000
RJWAC	Domestic Water Pipe Replacement Phase I	1,360,278
RJWAC	Exterior Storm Sewer	45,642
Admin - Central	Fire Sprinkler	12,000
Admin - South	Data Center Renovation - Design HVAC	300,000
District-Wide	Fire Alarm - Kitchen Hoods	40,000
District-Wide	Replace Furnaces (12 Total)	96,795
District-Wide	Energy Savings Projects	139,999
District-Wide	Door Hardware	633,244
Distribution Center	Fire Sprinkler - Freezer	26,108
Tesla HS	Electrical Sub-panels	129,417
Tesla HS	Minor Renovation for Program Transition	491,439
Garry Berry Stadium	Site Improvements	280,890
Total MLO Carryover Projects		8,737,715

Colorado Springs School District 11
CAPITAL RESERVE CAPITAL PROJECTS FUND
Detail Schedule
FY2020-21

Debt Service		
Paying agent fees	7,000	
COP 2019 principal	945,000	
COP 2019 interest	321,877	
COP 2009 principal	3,100,000	
COP 2009 interest	62,000	
COP 2016 principal	465,000	
COP 2016 interest	57,439	
Total Debt Service		4,958,316
Capital Reserve Office		
Professionals (procurement)	48,694	
Professionals (facilities)	228,351	
ESP salaries	22,873	
Fringe benefits (Procurement)	16,572	
Fringe benefits (Professionals)	82,620	
Fringe benefits (ESP)	8,962	
Mileage Allowance - Professionals	5,250	
Legal services	5,000	
Professional services	58,000	
Other purchase services	3,950	
Printing	1,000	
Mileage reimbursement	500	
Supplies	2,000	
Furniture and small equipment	5,000	
Total Capital Reserve Office		488,772
2017 MLO Capital Reserve Office		
Administrator salaries	100,667	
Professionals salaries	268,705	
Clerical salaries	137,236	
Professionals salaries - Procurement	97,388	
Administrator benefits	37,049	
Professionals benefits	97,273	
Clerical benefits	53,767	
Professionals benefits - Procurement	33,144	
Mileage Allowance - Professionals	8,400	
Legal services	1,000	
Professional / Planning services	30,000	
Copier repairs	2,000	
Other Purchase Services	5,000	
Printing	2,500	
Training / Travel	2,500	
Mileage Reimbursement	1,400	
Supplies	4,000	
Software	5,000	
Technology Equipment	10,000	
Furniture and small equipment	8,600	
Total Capital Reserve Office		905,629
Restricted for payment - 2009 refunding COPs and 2016 COPs	-	
Assigned for future projects - 2017 MLO contingency	2,293,489	
Assigned for future projects - capital reserve contingency	2,235,628	
Committed emergency contingency	1,000,000	
Total Reserves		5,529,117
Total Capital Reserve Budget		\$46,173,537

Colorado Springs School District 11
CAPITAL RESERVE CAPITAL PROJECTS FUND
Schedule of Debt Service
FY2020-21
ANNUAL DEBT SERVICE REQUIREMENT

Year	Certificates of Participation Leases		ES Renovation Certificates of Participation (1)		Total Annual Debt Service Requirement	
	Principal	Interest	Principal	Interest	Principal	Interest
FY 2020-21	3,100,000	62,000	465,000	57,439	3,565,000	119,439
FY 2021-22	-	-	470,000	49,014	470,000	49,014
FY 2022-23	-	-	480,000	40,455	480,000	40,455
FY 2023-24	-	-	490,000	31,715	490,000	31,715
FY 2024-25	-	-	495,000	22,840	495,000	22,840
FY 2025-26	-	-	505,000	13,830	505,000	13,830
FY 2026-27	-	-	515,000	4,640	515,000	4,640
TOTALS	\$ 3,100,000	\$ 62,000	\$ 3,420,000	\$ 219,933	\$ 6,520,000	\$ 281,933

(1) In May 2016, the District issued certificates of participation (COP) notes, to implement a fixed rate funding of series 2016 COPs. The term of the 2016 obligation will be from from December 1, 2016 through December 2026. with a fixed coupon rate of 1.802 percent. Private placement with Commerce Bank.

Note : This budget provides for the appropriation by the Board of Education for the debt obligations of D11 during FY20/21.

BUDGET ADMINISTRATOR: Kent Poe

FUND: Risk Related Activities

DIVISION HEAD: Glenn Gustafson

DATE: May 27, 2020

RISK RELATED ACTIVITY FUND (RRAF)

Revenues to support the activities accounted for in the risk related activities fund (RRAF) (Fund 64) originate from three primary sources and are utilized generally as described below:

- I. Premium contributions from Colorado Springs School District 11 and the employees provide the primary revenue supporting employee benefit expenditures for health, vision, dental, life, the Employee Assistance Program, short-term disability and long term disability.

On July 1, 2004, the District joined the Boards of Education Self-funded Trust (BEST), a self-funded trust for medical plan services, of the Colorado Association of School Boards. Contributions are made to the trust based on actuarial projections. The trust pays the claims and other administrative expenses on behalf of the District. The trust holds the District's claim fluctuation reserve (CFR) and the incurred but not reported (IBNR) reserve as required by the actuary.

- II. The dental-PPO Premier, dental-PPO, and the vision program are all self-funded; the IBNR and CFR are maintained for each in FY2020-21. Life, short-term disability and long-term disability are fully insured programs.
- III. Interest earned on reserves, premiums collected in advance, and transfers of monies collected in advance provide an additional source of revenue to offset overall RRAF costs.

The FY2020-21 budget includes 15.1% premium increase for the medical, 31.9% for the dental PPO + premier plan, 2.8% for the dental PPO plan, 10% decrease for the District paid life, 10% premium increase for long-term disability, and no increase for vision or short-term disability. The reserves for each of the plans are also fully funded for FY2020-21.

Reserves have been established for certain health care programs within the fund and serve to manage the financial stability for the portions of the various health care programs for which the District is self-funded. The reserves are:

- I. **IBNR reserve** is required by proper fund accounting to account for future claims payments that have occurred but have not been processed. The reserves for FY2020-21 are fully funded at the rate set by the actuary. The following percentages of estimated claims are used to set the reserves:

A.	Medical	10.0 percent *
B.	Vision	3.0 percent **
C.	Dental	9.0 percent **

* This is held by the BEST trust and will be used to pay claims if the trust is terminated.

** This is based on IBNR for December 2019. Actual IBNR for FY2020-21 will not be available until after the end of the current plan year.

II. **Claim fluctuation reserve** is required to provide a funded “risk corridor” in the event that the estimates of self-funded future medical claims exceed premiums collected from employees and the District. The reserve is set at 10 percent of projected future claims by the plan’s actuary. The BEST trust holds the CFR for the District. In the event the District leaves the trust, the CFR will be returned. Through the continued shift of retirees to the PERA medical plan, changes in the District’s benefit plan, and ongoing population health management efforts, D11 continues to maintain healthy reserves with the BEST Health Plan.

The following chart indicates the employees in Fund 64. An adjustment was made to the actual professional FTE due to rounding.

POSITIONS	FY2017-18 AUTHORIZED	FY2018-19 AUTHORIZED	FY2019-20 MID-YEAR	CHANGE	FY2020-21 PROPOSED
Administrative	0.70	0.70	0.70	0.00	0.70
Professional	1.60	1.60	1.60	0.00	1.60
ESP	2.00	2.00	2.00	0.00	2.00
Teacher	0.00	0.00	0.00	0.00	0.00
TOTAL FTE	4.30	4.30	4.30	0.00	4.30

Colorado Springs School District 11
RISK RELATED ACTIVITY FUND
Schedule of Revenues, Expenses, and Net Position
Proposed FY2020-21

	Actual			Budget		
	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year	Change	2020-21 Proposed
Operating Revenues						
Employee Contributions	\$ 7,774,393	\$ 7,892,731	\$ 8,187,941	\$ 9,366,106	\$ (407,056)	\$ 8,959,050
Employer Contributions	18,790,464	19,396,866	19,794,450	19,341,021	3,780,067	23,121,088
COBRA Admin Fee	1,209	-	-	-	-	-
Total Operating Revenues	26,566,066	27,289,597	27,982,391	28,707,127	3,373,011	32,080,138
Operating Expenses						
Medical	24,366,935	25,150,110	27,336,057	26,756,057	2,770,442	29,526,499
Dental - PPO	1,637,128	1,848,040	1,858,401	1,959,971	450,330	2,410,301
Dental - EPO	339,954	354,714	411,690	314,609	108,013	422,622
Life Insurance	600,800	602,773	669,129	669,991	(70,960)	599,031
Life Insurance-Supplemental	145,070	159,731	165,295	177,000	4,000	181,000
Long-Term Disability	150,767	145,582	135,094	168,873	(13,079)	155,794
Short-Term Disability	87,705	88,871	100,947	97,756	14,145	111,901
Vision	226,050	227,514	259,463	302,293	(90,405)	211,888
Total Operating Expenses	27,554,409	28,577,335	30,936,076	30,446,550	3,172,486	33,619,036
Operating Profit (Loss)	(988,343)	(1,287,738)	(2,953,685)	(1,739,423)	200,525	(1,538,898)
Non-operating Revenues						
Investment Income	405,895	765,551	425,376	56,000	(41,000)	15,000
Operating transfer in from 2017 MLO Fund	-	6,586	7,448	7,448	-	7,448
Operating transfer from General Fund	1,000,000	-	-	3,000,000	-	3,000,000
Total Non-operating Revenues	1,405,895	772,137	432,824	3,063,448	(41,000)	3,022,448
Net Income (Loss)	417,552	(515,601)	(2,520,861)	1,324,025	159,525	1,483,550
Beginning Net Position*	8,208,794	8,626,346	8,110,745	5,589,884	-	5,589,884
Net Position, End of Year (Appropriated & Reserved)	\$ 8,626,346	\$ 8,110,745	\$ 5,589,884	\$ 6,913,909	159,525	\$ 7,073,434

Fund Appropriation

Operating Revenues	\$ 28,707,127	\$ 3,373,011	\$ 32,080,138
Non-Operating Revenues	3,063,448	(41,000)	3,022,448
Beginning Net Position	5,589,884	-	5,589,884
Total Appropriation	\$ 37,360,459	\$ 3,332,011	\$ 40,692,470

INTERNAL SERVICE FUND - RISK RELATED ACTIVITIES
Supplemental Schedule of Revenues & Expenses
FY2020-21 BUDGET

	28810 HEALTH	28820 DENTAL PPO	28830 BASIC LIFE	28831 LIFE SUPP	28840 LONG-TERM DISABILITY	28841 SHORT-TERM DISABILITY	28850 VISION	28860 DENTAL EPO	EMPLOYEE BENEFITS TOTAL
BEGINNING NET ASSETS									
Retained Earnings	-	483,526	-	-	-	-	121,667	55,081	660,274
Reserve (BEST)	4,929,610	-	-	-	-	-	-	-	4,929,610
Total Beginning Net Assets	4,929,610	483,526	-	-	-	-	121,667	55,081	5,589,884
OPERATING REVENUES									
Premiums:									
Employee - Benefits	7,123,130	970,836	-	181,000	155,794	111,901	171,393	244,996	8,959,050
Employer - Benefits	21,369,395	868,452	599,031	-	-	-	107,210	177,000	23,121,088
Total Operating Revenues	28,492,525	1,839,289	599,031	181,000	155,794	111,901	278,603	421,995	32,080,138
Earnings on Investments	15,000	-	-	-	-	-	-	-	15,000
Transfer In from 2017 MLO	7,448	-	-	-	-	-	-	-	7,448
Transfer In from General Fund	3,000,000	-	-	-	-	-	-	-	3,000,000
Total Non-operating Revenue	3,022,448	-	-	-	-	-	-	-	3,022,448
TOTAL REVENUE and BEGINNING NET ASSETS	36,444,583	2,322,815	599,031	181,000	155,794	111,901	400,270	477,077	40,692,470
OPERATING EXPENSES									
Claims Payments	-	2,322,815	-	-	-	-	201,888	407,622	2,932,325
Claims Admin, Premiums, IBNR:	-	77,000	-	-	-	-	10,000	15,000	102,000
Premium Payments	28,899,905	-	599,031	181,000	155,794	111,901	-	-	29,947,631
Claims Administration Total	28,899,905	2,399,815	599,031	181,000	155,794	111,901	211,888	422,622	32,981,956
<i>Fund Administration:</i>									
Salaries	280,459	8,004	-	-	-	-	-	-	288,463
Employee Benefits	85,390	2,482	-	-	-	-	-	-	87,872
Purchased Services	226,545	-	-	-	-	-	-	-	226,545
Legal Expenses	5,000	-	-	-	-	-	-	-	5,000
Print/Staff Dev/M	24,500	-	-	-	-	-	-	-	24,500
Supplies & Materials	1,700	-	-	-	-	-	-	-	1,700
Equipment	3,000	-	-	-	-	-	-	-	3,000
<i>Administration Subtotal</i>	<i>626,594</i>	<i>10,486</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>637,080</i>
Total Operating Expenses	29,526,499	2,410,301	599,031	181,000	155,794	111,901	211,888	422,622	33,619,036
RESERVES & LIABILITIES									
Claim Fluctuation Reserve & Prepaid Accrual	6,918,084	(87,486)	-	-	-	-	188,382	54,455	7,073,435
Net Assets, End of Year	-	-	-	-	-	-	-	-	-
TOTAL APPROPRIATION	\$ 36,444,583	\$ 2,322,815	\$ 599,031	\$ 181,000	\$ 155,794	\$ 111,901	\$ 400,270	\$ 477,077	\$ 40,692,470

BUDGET ADMINISTRATOR: Joe W. Morin

FUND: Production Printing

DIVISION HEAD: Glenn Gustafson

DATE: May 27, 2020

PRODUCTION PRINTING FUND

The Production Printing Department oversees printing and copying, 208 convenience copiers, the mailroom, and the District's student and staff identification cards at six locations throughout the District. Printing locations are comprised of one full-service main facility, and one satellite copy center located in each of the District's four high schools and one at the Roy J. Wasson Academic Campus. Production Printing is an internal service fund designed to efficiently support the District's student and staff population with best-value products and services focused on student achievement. Nationally recognized as one of the most technologically advanced and well-equipped facilities in the state of Colorado, charges for services rendered are approximately fifty percent less compared with those of the commercial market. In addition to servicing District 11 customers as its core mission, the department also fosters community partnerships with outlying school districts, governmental agencies, and educationally affiliated non-profit organizations in neighboring communities across the state of Colorado, by delivering on-time, cost-effective, high-quality products and services.

All production locations are equipped, supplied, and staffed to maximize the economies of scale, assuring the printing and copying needs of our customers are efficiently met. Job requests may be submitted to any location via telephone, walk-in, pony, email, or website at: www.d11.org/printing, where customers may simply navigate to the location of their choice, fill out a job ticket, attach their file electronically, and submit the order. All printing and copying charges are uploaded daily and readily accessible to our customers via the Oracle financial system. Continued sales growth is attributed directly to outstanding customer-driven products and services and advanced technological investments. Less than five percent of the total annual revenue is derived from non-profit organizations; the remainder comes from servicing internal administrative and educational needs.

Revenue generated from sales offsets all expenses including indirect costs and overhead, salaries, benefits, and any consumables used in production. At fiscal year-end, the department's retained earnings fund balance is sufficient to fully fund depreciation, maintain a reasonable contingency reserve level, and support future capital costs and emerging opportunities. An operating margin of approximately 5.2 percent is projected for 2020-2021, keeping the fund in sound financial condition, and a five-year equipment plan is maintained to further equipment and technological upgrades. Approximately 36 percent of the department's budget is utilized for salaries and benefits, the remaining 64 percent is reserved for daily operating capital to purchase consumables such as paper, toners, and supplies used to produce a value-added product. A 4.5 percent return-on-investment is a reflection of the fund's 28-year average net income contribution to retained earnings of \$73,028. A four percent education support professional incentive bonus is established to recognize all department employees for achieving predetermined department financial objectives.

A just-in-time management philosophy, cross training, cutting-edge technology and close scrutiny with regard to waste, efficiency, and increased productivity, have yielded an industry benchmark pricing structure. Yet, while labor costs continue to increase, the fund typically transfers residual equity (net profit or cash) and/or indirect costs (utilities, payroll, etc.) annually to the general fund. A residual equity transfer is designed to transfer excess equity directly from one fund to another without impacting the income statement. Transfers for the past 28 years total over \$2.7 million, supporting our goal to keep the resources as close to the child as possible. Automated invoicing and free daily delivery to each site keeps staff in the buildings resulting in increased focus on students, time savings, elimination of mileage reimbursements, and reduction of risk of accident or injury. In addition to the annual contribution, Production Printing's pricing structure saves the District over \$2 million annually.

Products produced consist of: awards, booklets, brochures, bulletins, business cards, calendars, certificates, classroom materials, color charts and graphs, full color envelopes, flyers, invitations, labels, memo pads, carbonless forms, newsletters, note cards, posters, programs, publications, reports, resumes, stationery, table tents, tickets, transparencies, acrylic and metal signs, vinyl banners, and much more.

Services offered by the department include typesetting and prepress design, full color digital printing, high speed digital full color and black and white copying, sign engraving, folding, stapling, collating, binding, cutting, numbering, wide format printing and contour cutting, direct/bulk mail, and laminating.

FULL TIME POSITIONS	FY 2017-18 AUTHORIZED	FY 2018-19 AUTHORIZED	FY 2019-20 MID-YEAR	CHANGE	FY 2020-21 PROPOSED
Administrative	0.00	0.00	0.00	0.00	0.00
Professional	1.00	1.00	1.00	0.00	1.00
ESP	18.00	18.00	18.00	0.00	18.00
TOTAL FTE	19.00	19.00	19.00	0.00	19.00

Colorado Springs School District 11
PRODUCTION PRINTING FUND
Schedule of Revenues, Expenses, and Retained Earnings
Proposed FY2020-2021

	Actual			Budget		
	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year	Change	2020-21 Proposed
Operating Revenues						
Printing	1,694,919	1,704,004	1,626,630	2,256,712	58,916	2,315,628
Mail	320,046	-	-	89,052	-	89,052
Pony	-	-	-	116,616	-	116,616
Total Operating Revenues	2,014,965	1,704,004	1,626,630	2,462,380	58,916	2,521,296
Operating Expenses:						
Printing						
Professional Salaries	46,627	48,725	55,879	147,981	-	147,981
Professional Benefits	21,265	22,153	24,054	63,632	2,959	66,591
Crafts & Trades Salaries	434,353	370,409	436,363	506,711	1,276	507,987
Temp Pay - Crafts & Trades	3,482	16,419	17,465	6,103	-	6,103
Overtime Pay - Crafts & Trades	-	-	-	5,000	-	5,000
Incentive Pay - Crafts & Trades	-	-	-	18,776	394	19,170
Crafts & Trades Benefits	165,105	161,795	168,524	205,748	24,285	230,033
Purchased Services	598,876	607,419	527,012	815,739	13,989	829,728
Insurance	1,998	2,980	1,990	3,200	1,003	4,203
Supplies & Materials	213,064	195,077	182,475	363,972	10,008	373,980
Non-Capital Equipment	797,712	-	10,960	28,008	-	28,008
Depreciation	66,184	61,381	69,488	61,409	5,002	66,411
Interest Expense	15,357	-	-	-	-	-
Utilities and Internal Costs	12,692	12,692	12,692	41,640	-	41,640
Contingency Reserve	-	-	-	162,981	-	162,981
Other	-	-	-	1,002	-	1,002
Subtotal Printing	2,376,715	1,499,050	1,506,902	2,431,902	58,916	2,490,818
Mailroom						
Crafts & Trades Salaries	45,871	45,872	45,872	-	-	-
Crafts & Trades Benefits	34,652	17,166	17,166	-	-	-
Subtotal Mailroom	80,523	63,038	63,038	-	-	-
Total Operating Expenses	2,457,238	1,562,088	1,569,940	2,431,902	58,916	2,490,818
Net Operating Profit (Loss)	(442,273)	141,916	56,690	30,478	-	30,478
Non-Operating Revenues (Expenses)						
Interest Income	2,605	1,448	2,136	-	-	-
Sale of capital assets	4,500	(2,834)	-	-	-	-
Transfers In from 2017 MLO	-	47,646	49,522	49,522	-	49,522
Transfers from (to) General Fund	400,000	(80,000)	(80,000)	(80,000)	-	(80,000)
Total Non-Operating Revenues (Expenses)	407,105	(33,740)	(28,342)	(30,478)	-	(30,478)
Net Income	(35,168)	108,176	28,348	-	-	-
Beginning Net Position	784,408	749,240	857,416	885,764	-	885,764
Net Position, End of Year	749,240	857,416	885,764	885,764	-	885,764

Fund Appropriation

Total Operating Revenues	2,462,380	58,916	2,521,296
Total Non-Operating Revenues (Expenses)	(30,478)	-	(30,478)
Beginning Net Position	885,764	-	885,764
Invested in capital assets, net of related debt	(758,507)	-	(758,507)
Total Appropriation	2,559,159	58,916	2,618,075

Colorado Springs School District 11

**PRODUCTION PRINTING FUND
Five-Year Capital Needs Projections
FY 2021 to 2025**

FY	Description	Estimated Cost
20-21	1 – Mailroom Tabbing Machine	\$15,000
21-22	1 – Envelope Press	\$30,000
22-23	1 – Postage Meter	\$20,000
23-24	10 – Satellite Copy Center Digital Presses	\$50,000
24-25	10 – Computers/Servers and Related Peripherals	\$20,000

BUDGET ADMINISTRATOR:	Laura Hronik	FUND: Private Purpose Trust Fund
DIVISION HEAD	Glenn Gustafson	DATE: May 27, 2020

PRIVATE PURPOSE TRUST FUND

The private purpose trust fund records revenues from donations that are held in trust for a specific purpose. The specific purpose is not related to school district operations and the principal may be expendable or non-expendable depending on the trust agreement. Revenues recorded in the private purpose trust fund are generally college scholarships for District 11 students.

Colorado Springs School District 11
PRIVATE PURPOSE TRUST FUND
Schedule of Revenues, Expenditures, and Fund Balance
Proposed FY2020-21

	Actual			Budget		
	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Mid-Year	Change	2020-21 Proposed
Beginning Fund Balance	\$ 50,108	\$ 50,401	\$ 70,313	\$ 79,277	\$ (292)	\$ 78,985
Revenues						
Interest	293	662	1,414	1,500	-	1,500
Donations	-	20,000	10,000	10,000	-	10,000
Total Revenues	293	20,662	11,414	11,500	-	11,500
Total Resources Available	50,401	71,063	81,727	90,777	(292)	90,485
Expenditures						
M Ahern (2190B)	-	750	750	974	11	985
Lew Reimer (2190L)	-	-	70	144	1	145
Perkins (2191A)	-	-	-	1,525	20	1,545
M Reed (2191B)	-	-	-	14,554	196	14,750
Holmes Media (2191C)	-	-	148	12,281	169	12,450
S Reitz (2191D)	-	-	-	6,990	95	7,085
Ron Robinson (2191E)	-	-	-	11,251	149	11,400
H Christensen (2191F)	-	-	-	2,433	37	2,470
S Karcher (2191G)	-	-	-	10,149	126	10,275
Dan Furstenau (2191H)	-	-	1,482	18,976	(1,096)	17,880
Other	-	-	-	11,500	-	11,500
Total Expenditures	-	750	2,450	90,777	(292)	90,485
Fund Balance, End of Year	\$ 50,401	\$ 70,313	\$ 79,277	\$ -	\$ -	\$ -

Total Appropriation

\$ 90,777	\$ (292)	\$ 90,485
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SCHOOL

ALLOCATIONS

for

INSTRUCTIONAL

and

NON-INSTRUCTIONAL

USES

Colorado Springs School District 11
PROPOSED FY2020-2021 BUDGET
Instructional Supplies, Materials, Equipment, Repairs and Other

		Instructional Accounts					% of
Prog. #	Program Description	Supplies	Equipment	Repairs	Other	Total	Total
School Sites:							
00100	Elementary	\$ 623,832	\$ 122,803	\$ 101,931	\$ 282,682	\$ 1,131,248	
00200	Middle School	271,715	31,247	72,450	39,450	414,862	
00300	High School	340,327	32,000	30,110	210,077	612,514	
	Wasson Academic Campus	6,000	3,500	1,000	12,500	23,000	
	Bijou School	12,641	3,000	1,500	1,500	18,641	
	Tesla EOS	17,378	3,500	3,000	3,214	27,092	
	Odyssey ECCO	63,665	142,500	500	121,250	327,915	
Total School Sites:		1,335,558	338,550	210,491	670,673	2,555,272	21.9%
Other Programs:							
Central Instructional Support:							
General Fund							
0021A	Intramural	12,480	4,050	-	15,292	31,822	
00400	Preschool	5,000	-	-	5,861	10,861	
00500	Post-Secondary	-	-	-	649,234	649,234	
00700	Gifted and Talented	22,170	-	-	20,410	42,580	
0071B	International Baccalaureate	23,761	-	-	121,750	145,511	
00800	General Instructional Media	81,411	-	-	51,007	132,418	
009AC	ACHIEVE On-Line	147,500	10,000	750	15,500	173,750	
009AV	AVID	6,835	-	-	47,035	53,870	
009DS	Digital School	33,000	1,400	750	500	35,650	
009ES		58,910	-	-	15,011	73,921	
009EX	Expelled Students	11,000	400	-	2,020	13,420	
009SC	Student Conferences	6,250	-	-	53,770	60,020	
009SL	Summer Enrichment	15,000	-	-	65,000	80,000	
009SS	Summer School	1,400	-	-	500	1,900	
009VE	Career and Technical Education	113,874	34,000	5,050	504,015	656,939	
00900	General Instruction	1,486,104	881,722	300	1,224,326	3,592,452	
02000	Art	72,900	20,000	10,000	6,410	109,310	
08000	Physical Curriculum (PE)	2,475	21,000	500	-	23,975	
11000	Math	61,470	-	-	3,500	64,970	
12000	Music	4,500	-	4,000	6,550	15,050	
12400	Vocal Music	22,928	9,000	2,700	220	34,848	
12500	Instrumental Music	57,500	36,200	40,000	2,110	135,810	
13000	Science	70,805	-	-	34,850	105,655	
13450	Challenger Learning Center	-	-	-	83,000	83,000	
15000	Social Science	49,660	-	-	1,810	51,470	
17000	Special Education	134,400	3,000	-	853,243	990,643	
17910	Special Education Preschool	7,180	-	-	92,147	99,327	
17990	Special Education Transition	6,000	-	-	75,500	81,500	
18000	Athletics	273,700	68,151	8,000	208,827	558,678	
2212Y	Science Kit	93,000	-	-	-	93,000	
Total Central Instructional Support:		2,881,213	1,088,923	72,050	4,159,398	8,201,584	70.3%
Preschool Program Fund							
00400	Pre-School	183,374	-	-	718,732	902,106	
Total Preschool Program Fund		183,374	-	-	718,732	902,106	7.7%
Total Other Programs		3,064,587	1,088,923	72,050	4,878,130	9,103,690	78.1%
Total FY20/21 Budget Before Carryover		4,400,145	1,427,473	282,541	5,548,803	11,658,962	100%
Carryover from FY19/20						3,500,000	
Total Amount Available for the Spending Budget						15,158,962	

Colorado Springs School District 11
SCHOOL INSTRUCTIONAL ALLOCATIONS
PROPOSED FY2020-2021 BUDGET

School	Loc #	Projected Count	Instructional Accounts					
			Standard Allocation		Nova Net 050000	Student Travel 058000	Total	
			Amount to Allocate	Amount per Location			Amount by Location	Per Pupil Allocation
Adams Elementary	101	417.0	105.00	43,786	-	-	43,786	105.0
Audubon Elementary	102	303.0	105.00	31,816	-	-	31,816	105.0
Bristol Elementary	104	238.0	105.00	24,991	-	-	24,991	105.0
Buena Vista Montessori	105	182.0	105.00	19,111	-	-	19,111	105.0
Carver Elementary	106	264.0	105.00	27,721	-	-	27,721	105.0
Chipeta Elementary	109	438.0	105.00	45,991	-	-	45,991	105.0
Columbia Elementary	107	277.0	105.00	29,086	-	-	29,086	105.0
Edison Elementary	108	295.0	105.00	30,976	-	-	30,976	105.0
Freedom Elementary	143	368.0	105.00	38,641	-	-	38,641	105.0
Fremont Elementary	110	419.0	105.00	43,996	-	-	43,996	105.0
Grant Elementary	111	467.0	105.00	49,036	-	-	49,036	105.0
Henry Elementary	112	295.0	105.00	30,976	-	-	30,976	105.0
Howbert Elementary	113	257.0	105.00	26,986	-	-	26,986	105.0
Jackson Elementary	116	334.0	105.00	35,071	-	-	35,071	105.0
Keller Elementary	118	380.0	105.00	39,901	-	-	39,901	105.0
King Elementary	119	308.0	105.00	32,341	-	-	32,341	105.0
Madison Elementary	123	294.0	105.00	30,871	-	-	30,871	105.0
Martinez Elementary	122	386.0	105.00	40,531	-	-	40,531	105.0
McAuliffe Elementary	142	502.0	105.00	52,711	-	-	52,711	105.0
Midland Elementary	124	193.0	105.00	20,266	-	-	20,266	105.0
Monroe Elementary	125	410.0	105.00	43,051	-	-	43,051	105.0
Queen Palmer Elem.	126	235.0	105.00	24,676	-	-	24,676	105.0
Penrose Elementary	127	332.0	105.00	34,861	-	-	34,861	105.0
Rogers Elementary	129	317.0	105.00	33,286	-	-	33,286	105.0
Rudy Elementary	131	301.0	105.00	31,606	-	-	31,606	105.0
Scott Elementary	140	582.0	105.00	61,111	-	-	61,111	105.0
Steele Elementary	132	279.0	105.00	29,296	-	-	29,296	105.0
Stratton Elementary	133	294.0	105.00	30,871	-	-	30,871	105.0
Taylor Elementary	134	197.0	105.00	20,686	-	-	20,686	105.0
Trailblazer Elementary	139	274.0	105.00	28,771	-	-	28,771	105.0
Twain Elementary	135	366.0	105.00	38,431	-	-	38,431	105.0
West Elementary	148	197.0	105.00	20,686	-	-	20,686	105.0
Wilson Elementary	138	372.0	105.00	39,061	-	-	39,061	105.0
Total Elementary		10,773.0		1,131,198	-	-	1,131,198.0	

Colorado Springs School District 11
SCHOOL INSTRUCTIONAL ALLOCATIONS
PROPOSED FY2020-2021 BUDGET

			Instructional Accounts					
			Standard Allocation				Total	
School	Loc #	Projected Count	Amount to Allocate	Amount per Location	Nova Net 050000	Student Travel 058000	Amount by Location	Per Pupil Allocation
Galileo Math & Science	250	478.0	112.00	53,537	-	-	53,537	112.0
Swigert Aerospace	251	557.0	112.00	62,385	-	-	62,385	112.0
Holmes Middle	242	604.0	112.00	67,649	-	-	67,649	112.0
Jenkins Middle	249	833.0	112.00	93,297	-	-	93,297	112.0
Mann Middle	244	402.0	112.00	45,025	-	-	45,025	112.0
North Middle	245	645.0	112.00	72,241	-	-	72,241	112.0
Russell Middle	246	596.0	112.00	66,753	-	-	66,753	112.0
Sabin Middle	247	753.0	112.00	84,337	-	-	84,337	112.0
West Middle	248	252.0	112.00	28,225	-	-	28,225	112.0
Total Middle School		5,120.0		573,449	-	-	573,449	
Coronado High	350	1,337.0	121.00	161,778	8,460	5,000	175,238	131.1
Doherty High	351	1,834.0	121.00	221,915	8,460	5,000	235,375	128.3
Mitchell High	352	1,054.0	121.00	127,535	8,460	5,000	140,995	133.8
Palmer High	353	1,523.0	121.00	184,284	8,460	5,000	197,744	129.8
Total High School		5,748.0		695,512	33,840	20,000	749,352	
Bijou	470	190.0	121.00	22,991	-	-	22,991	121.0
Tesla	475	280.0	121.00	33,881	-	-	33,881	121.0
Odyssey Early College	454	305.0	121.00	36,906	-	-	36,906	121.0
Total Alternative Prog.		775.0		93,778	-	-	93,778	
Total All Instructional Accounts				\$2,493,937	\$33,840	\$20,000	\$2,547,777	

Note: The pupil count does not include charter school students.

The initial allocation to schools is 90 percent of the "Total Amount by Location." The remainder will be distributed when the actual pupil counts are known and certified to the Colorado Department of Education in November 2020.

Colorado Springs School District 11
SCHOOL NON-INSTRUCTIONAL ALLOCATIONS
PROPOSED FY2020-2021 BUDGET

				Non-Instructional							
				Office Accounts							
School	Loc #	Projected Count	Amount to Allocate	Office Allocation	Lunchroom Aides 012050	Teacher Extra-Duty 015020	Additional Clerical 015050	Related Benefits 020020/50	Graduation Supplies 061700	Mileage Allocation 058300	Total Office Accounts
Adams Elementary	101	417.0	25.60	10,675	3,625	250	-	866	-	194	15,610
Audubon Elementary	102	303.0	25.60	7,756	3,625	250	-	866	-	194	12,691
Bristol Elementary	104	238.0	25.60	6,092	3,625	250	-	866	-	194	11,027
Buena Vista Montessori	105	182.0	25.60	4,659	3,625	250	-	866	-	194	9,594
Carver Elementary	106	264.0	25.60	6,758	3,625	250	-	866	-	194	11,693
Chipeta Elementary	109	438.0	25.60	11,212	3,625	250	-	866	-	194	16,147
Columbia Elementary	107	277.0	25.60	7,091	3,625	250	-	866	-	194	12,026
Edison Elementary	108	295.0	25.60	7,552	3,625	250	-	866	-	194	12,487
Freedom Elementary	143	368.0	25.60	9,420	3,625	250	-	866	-	194	14,355
Fremont Elementary	110	419.0	25.60	10,726	3,625	250	-	866	-	194	15,661
Grant Elementary	111	467.0	25.60	11,955	3,625	250	-	866	-	194	16,890
Henry Elementary	112	295.0	25.60	7,552	3,625	250	-	866	-	194	12,487
Howbert Elementary	113	257.0	25.60	6,579	3,625	250	-	866	-	194	11,514
Jackson Elementary	116	334.0	25.60	8,550	3,625	250	-	866	-	194	13,485
Keller Elementary	118	380.0	25.60	9,728	3,625	250	-	866	-	194	14,663
King Elementary	119	308.0	25.60	7,884	3,625	250	-	866	-	194	12,819
Madison Elementary	123	294.0	25.60	7,526	3,625	250	-	866	-	194	12,461
Martinez Elementary	122	386.0	25.60	9,881	3,625	250	-	866	-	194	14,816
McAuliffe Elementary	142	502.0	25.60	12,851	3,625	250	-	866	-	194	17,786
Midland Elementary	124	193.0	25.60	4,940	3,625	250	-	866	-	194	9,875
Monroe Elementary	125	410.0	25.60	10,496	3,625	250	-	866	-	194	15,431
Queen Palmer Elem.	126	235.0	25.60	6,016	3,625	250	-	866	-	194	10,951
Penrose Elementary	127	332.0	25.60	8,499	3,625	250	-	866	-	194	13,434
Rogers Elementary	129	317.0	25.60	8,115	3,625	250	-	866	-	194	13,050
Rudy Elementary	131	301.0	25.60	7,705	3,625	250	-	866	-	194	12,640
Scott Elementary	140	582.0	25.60	14,899	3,625	250	-	866	-	194	19,834
Steele Elementary	132	279.0	25.60	7,142	3,625	250	-	866	-	194	12,077
Stratton Elementary	133	294.0	25.60	7,526	3,625	250	-	866	-	194	12,461
Taylor Elementary	134	197.0	25.60	5,043	3,625	250	-	866	-	194	9,978
Trailblazer Elementary	139	274.0	25.60	7,014	3,625	250	-	866	-	194	11,949
Twain Elementary	135	366.0	25.60	9,369	3,625	250	-	866	-	194	14,304
West Elementary	148	197.0	25.60	5,043	3,625	250	-	866	-	194	9,978
Wilson Elementary	138	372.0	25.60	9,523	3,625	250	-	866	-	194	14,458
Total Elementary		10,773.0		275,777	119,625	8,250	-	28,578	-	6,402	438,632

Colorado Springs School District 11
SCHOOL NON-INSTRUCTIONAL ALLOCATIONS
PROPOSED FY2020-2021 BUDGET

				Non-Instructional							
				Office Accounts							
School	Loc #	Projected Count	Amount to Allocate	Office Allocation	Lunchroom Aides 012050	Teacher Extra-Duty 015020	Additional Clerical 015050	Related Benefits 020020/50	Graduation Supplies 061700	Mileage Allocation 058300	Total Office Accounts
Galileo Math and Science	250	478.0	27.40	13,097	-	5,300	2,300	1,699	-	103	22,499
Swigert Aerospace	251	557.0	27.40	15,261	-	5,300	2,300	1,699	-	103	24,663
Holmes Middle	242	604.0	27.40	16,549	-	5,300	2,300	1,699	-	103	25,951
Jenkins Middle	249	833.0	27.40	22,824	-	5,300	2,300	1,699	-	103	32,226
Mann Middle	244	402.0	27.40	11,014	-	5,300	2,300	1,699	-	103	20,416
North Middle	245	645.0	27.40	17,673	-	5,300	2,300	1,699	-	103	27,075
Russell Middle	246	596.0	27.40	16,330	-	5,300	2,300	1,699	-	103	25,732
Sabin Middle	247	753.0	27.40	20,632	-	5,300	2,300	1,699	-	103	30,034
West Middle	248	252.0	27.40	6,904	-	5,300	2,300	1,699	-	103	16,306
Total Middle School		5,120.0		140,284	-	47,700	20,700	15,291	-	927	224,902
Coronado High	350	1,337.0	29.20	39,040	-	14,100	1,345	3,452	2,500	103	60,540
Doherty High	351	1,834.0	29.20	53,552	-	14,100	1,345	3,452	2,500	103	75,052
Mitchell High	352	1,054.0	29.20	30,776	-	14,100	1,345	3,452	2,500	103	52,276
Palmer High	353	1,523.0	29.20	44,471	-	14,100	1,345	3,452	2,500	103	65,971
Total High School		5,748.0		167,839	-	56,400	5,380	13,808	10,000	412	253,839
Bijou School	470	190.0	29.20	5,548	-	5,100	1,345	1,441	500	103	14,037
Odyssey ECCO	454	305.0	29.20	8,906	-	5,100	1,345	1,441	500	103	17,395
Tesla	475	280.0	29.20	8,176	-	5,100	1,345	1,441	500	103	16,665
Total Alternative Programs		775.0		22,630	-	15,300	4,035	4,323	1,500	309	48,097
Total All Non-Instructional Accounts				\$606,530	\$119,625	\$127,650	\$30,115	\$62,000	\$11,500	\$8,050	\$965,470

Note: The pupil count does not include charter school students.

The initial allocation to schools is 90 percent of the "Total Amount by Location." The remainder will be distributed when the actual pupil counts are known and certified to the Colorado Department of Education in November 2020.

Extra duty/additional salary funds additional hours worked to cover school events and/or work outside school year. Employees eligible to be paid are teachers and educational support professionals (ESP).

Mileage allocation funds are used to pay employees who use their own vehicles to do principal approved school business. Employees eligible to be reimbursed mileage are teachers and ESP.

STAFFING INFORMATION

The following outlines the FY 20/21 recommended staffing formulas used to place staff into schools.

Elementary

Classroom Teachers	Pupil to teacher ratio is the average class size to 1.0: All grades – 25:1 ratio
Support Teachers (Art, Music, P.E.)	0 – 199 = 2.0 FTE 200 – 299 = 2.5 FTE 300 + = 3.0 FTE
Counselors	1.0 FTE per school (33 FTE phased in 2018-19 through 2022-23) MLO Total: 6.0 FTE in 18-19. Additional 6.0 FTE in 19-20, and 6.0 FTE in 20-21.
Teacher Learning Coaches (TLC)	.5 FTE per small school (less than 250 students) 1.0 FTE per school over 250 students
Library Tech. Educators (LTE)	1.0 FTE per school.
Principals	1.0 FTE per school
Assistant Principals	450 - 524 students – 0 FTE to .5 FTE* per school 525 - 624 students - .5 FTE to 1.0 FTE* per school 625+ students – 1.0 FTE per school
Support Staff (office/clerical)	0 - 550 students – 16 hours per day per school (2.0 FTE) >550 students – 20 hours per day per school (2.5 FTE)
Support Staff (classroom)	Kindergarten – average <28 students/class – 4-hour aide per day per class Kindergarten – average >28 students/class – additional 2 hours per day aide time Grades 1 and 2 – average >28 students/class – 4-hour aide per day per class Grades 3, 4, 5 – average >30 students/class – 4-hour aide per day per class
Library Tech. Technicians (LTT)	The position of LTT is no longer a school-based position. The new model will provide a centrally-based Support Technician team providing library technology support for all schools.
Custodial Staff	1.0 FTE Building Manager 1.0 – 2.5 FTE Building Technicians
Special Education	Assigned by the Special Education Department (see guidelines on last page)

Middle Schools

Classroom Teachers	Projected student enrollment of the school times the number of hours in a student's day divided by the number of hours teachers teach in a day divided by 30.0. Enrollment x 6.35 / 4.6 / 30
Counselors	2.0 FTE per school plus .5 with an enrollment of 1,000 students or more. Student Personnel Coordinators are counted as part of the counseling ratio. Additional 1.0 FTE per school to be phased in 2018-19 through 2022-23 with a total of 6.0 FTE phased in for 2018-19.
Library Tech Educators (LTE)	1.0 FTE per school
Principals	1.0 FTE per school
Assistant Principals	2.0 FTE per school
Support Staff (office & classroom)	40 – 48 hours per school (5.0 – 6.0 FTE) The position of LTT is no longer a school-based position. The new model will provide a centrally-based Support Technician providing library technology support for all schools.
Campus Supervisors	16 hours per day per school (2.0 FTE) (1.0 FTE for West MS)

Custodial Staff	1.0 FTE Building Manager 1.0 FTE Assistant Building Manager 1.0 – 3.5 FTE Building Technician
Special Education	Assigned by the Special Education Department (see guidelines on last page)
Conversion Factor:	A department head or principal is allowed to convert two ESP positions to one teacher position. Likewise, the department head may convert one teacher position into two ESP positions. Conversions of executive/professional positions are based on salary. This means the salary of the eliminated position must be equal to or greater than the salary of the new position. A form for all conversions must be submitted to be approved by the Human Resources Department. Each conversion is valid through June 30 of the fiscal year the application is made. If the department head or principal wishes to continue the conversion into the next fiscal year, a new application must be submitted and approved.

High Schools

Classroom Teachers	Projected student enrollment of the school times the number of hours in a student's day divided by the number of hours' teachers teach in a day divided by 33.5. Enrollment x 6.2 / 4.6 / 33.5
Counselors	1.0 FTE per school to be phased in 2018-19 through 2022-23 with a total of 3 FTE phased in for 2018-19. Add 1.0 FTE per 375 students.
Library Tech. Educators (LTE)	2.0 FTE per school
Principals	1.0 FTE per school
Assistant Principals	2.0 FTE per school up to 1,600 students and 3.0 FTE per school with over 1,600 students
Athletic Directors	1.0 FTE per school
Dropout Counselors	1.0 FTE per school
Support Staff (office / business / classroom)	1,100 - 1,600 students – 120 hours per day per school (15.0 FTE) 1,601 - 1,800 students – 128 hours per day per school (16.0 FTE) 1,801+ students – 136 hours per day per school (17.0 FTE) + 4 hours/day added business support
Library Tech. Technicians (LTT)	The position of LTT is no longer a school based position. The new model will provide a centrally-based Support Technician team providing library technology support for all schools.
Campus Supervisors	48 hours per day (6.0 FTE) for ≤ 1,800 students
Custodial Staff	1.0 FTE Building Manager 1.0 FTE Assistant Building Manager 1.0 Building Mechanic 6.5 – 9.0 FTE Building Technician
Special Education	Assigned by the Special Education Department (see guidelines on last page)

Alternative Education

Classroom Teachers	Achieve / Digital – 13.5 FTE / 5 FTE Bijou School – 7.5 FTE Career Pathways – 7 FTE Odyssey Early College and Career Options – 11 FTE Roy J. Wasson Academic Campus – program based Tesla Educational Opportunity School – 13.5 FTE
Counselors	1.0 FTE each for Achieve Online, Bijou, Digital, Odyssey, and 2.0 FTE for Tesla.
Library Tech Educators (LTE)	1.0 FTE at Roy J. Wasson Academic Campus
Executive Director	Roy J. Wasson Academic Campus – 1.0 FTE

Principals	Achieve Online / Digital School – 1.0 FTE Bijou School – 1.0 FTE Odyssey Early College and Career Options – 1.0 FTE Tesla Educational Opportunity School – 1.0 FTE
Assistant Principals	Achieve Online / Digital School – 1.0 FTE Tesla Educational Opportunity School – 1.0 FTE
Support Staff	21.7 FTE – Across Alternative Sites Achieve/Digital – 5.0 FTE Adult Ed – 1.0 FTE Bijou – 2.0 FTE Career Pathways – 2.0 FTE Odyssey Early College and Career Options – 3.2 FTE TESLA – 3.0 FTE Voc. Ed – 2.0 FTE RJWAC – 3.5 FTE
Library Tech Technicians (LTT)	The position of LTT is no longer a school-based position. The new model will provide a centrally-based Support Technician team providing library technology support for all schools.
Campus Supervisors	5.0 FTE - 6.0 FTE for Roy J. Wasson Academic Campus (1.0 FTE for Lead Campus Supervisor)
Master Group Leader	6.0 FTE for Roy J. Wasson Academic Campus (1.0 FTE for Family Center Lead)
Custodial Staff	1.0 Building Manager 1.0 Night Building Manager 1.0 Building Mechanic 9.0 FTE Building Technicians
Special Education	Assigned by the Special Education Department (see guidelines on last page)

*A table of weighted factors that assesses the student population determines the number of FTE allocated to the site.

Special Education Staffing Allocation Procedures

Allocation guidelines for consistent implementation by the Special Education Department:

In most years, annual staff allocation decisions (increases and decreases in certified staff or paraprofessional support) will be made so that allocation can be developed and delivered to principals by April 1.

Changes in staffing patterns for the following school year (conversions from one category to another) will be routinely made by April 15. This will give principals sufficient time after they are notified of their annual staff allocation to make appropriate changes. Conversions will be considered only by special request through the Executive Director of Student Support Services. When a request from a school to convert paraprofessional time to certified time is approved, it is expected that a school will not be allocated additional aide support in the future. This assumes that the building, in making the request for a conversion, has considered the needs of its students and has decided that students will be better served through the requested the change.

The allocation of special education staff will be determined using the following three factors:

- Special education resource teachers will be allocated based on the average number of service minutes documented in the IEPs of students enrolled at each school.
- Special Education paraprofessional support will be allocated based on the average number of identified special education students enrolled at each school.
- Additional support will be allocated based on a “mobility factor” which is determined using the number of students who move into a school each year. The support allocated through the “mobility factor” can be used to increase certified support or paraprofessional support, as determine by the administrative team at each school.

Additional special education staff may be allocated (beyond the “base staff” allocated through the formula) based on the impact specific students with significant support needs have on the school site’s ability to provide the required specialized instruction of students with disabilities. The attached rubric will be used to determine the level of impact each student with significant needs will have upon the resources of a school site. Additional support will be allocated to a building only after a thorough review of utilization patterns of existing resources is conducted. This review will include a complete analysis of the schedules of all special education staff. Increasing the special education staff allocation will be decided on a case-by-case basis with final approval coming from the Executive Director of Student Support Services.

Each school site will use the special education staff allocated to the site to assure a full continuum of special education services is available to meet the needs of all students in the school attendance area.

Personnel requisition forms for new special education positions should be initiated by the principals, sent to the Special Education Office to be signed by the Executive Director of Student Support Services and the budget manager. The special education business manager will then assign the correct account number. Human Resources will not process any personnel requisition forms without appropriate authorization.

Personnel requisition forms required for filling current positions (those previously approved and listed on the allocation letter) should be initiated by the principals and sent to the Special Education Office to be approved. The special education business manager will then assign the correct account number and forward the personnel requisition form to the appropriate person.

A new personnel requisition form needs to be completed for any personnel change (different person filling a position, change in number of hours allocated to a position, etc.) and approved using the process outlined.

Aide positions should be allocated in increments of .5 hours (i.e. - 3.5 hours, 4.0 hours, and 4.5 hours are acceptable; 2.75 hours or 6.25 hours are not acceptable).

Certified FTE should be allocated in increments of .1 FTE (i.e. - .3 FTE =1 ½ days, .6 FTE = 3 days, .8 FTE =4 days are acceptable; .75 FTE or .25 FTE are not acceptable).

Colorado Springs School District 11

Staffing Formula Summary
Proposed FY 20-21

Description	Elementary	Middle	High	Alternative
Exec/Pros				
Principals	1.0 FTE per school	1.0 FTE per school	1.0 FTE per school	Achieve Online / Digital School – 1.0 FTE Bijou School – 1.0 FTE Odyssey Early College and Career Options – 1.0 FTE Tesla Educational Opportunity School – 1.0 FTE
Assistant Principals	450 - 524 students – 0 FTE to .5 FTE per school 525 - 624 students - .5 FTE to 1.0 FTE per school 625+ students – 1.0 FTE per school	2.0 FTE per school	2.0 FTE per school up to 1,600 students 3.0 FTE per school with over 1,600 students	Achieve Online / Digital School – 1.0 FTE Tesla Educational Opportunity School – 1.0 FTE
Business Managers/AD's			1.0 FTE per school	
Athletic Trainer			1.0 FTE per school	
Teachers				
Classroom Teachers	Pupil to teacher ratio is the average class size to 1.0: All grades – 25:1 ratio	Projected student enrollment of the school times the number of hours in a student's day divided by the number of hours teachers teach in a day divided by 30.0. Enrollment x 6.35 / 4.6 / 30	Projected student enrollment of the school times the number of hours in a student's day divided by the number of hours teachers teach in a day divided by 33.5. Enrollment x 6.2 / 4.6 / 33.5	Achieve / Digital – 13.5 FTE / 5 FTE Bijou School – 7.5 FTE Career Pathways – 7 FTE Odyssey Early College and Career Options – 11 FTE Roy J. Wasson Academic Campus – program based Tesla Educational Opportunity School – 13.5 FTE
ELL Teachers	Refer to ELL Model	Refer to ELL Model	Refer to ELL Model	Refer to ELL Model
GT Teachers	Refer to GT Model	Refer to GT Model	Refer to GT Model	Refer to GT Model
Support Teachers	0 – 199 = 2.0 FTE 200 – 299 = 2.5 FTE 300 + = 3.0 FTE	Included in formula	Included in formula	Included in formula
Band Teachers	0.2 to 0.25 FTE	Included in formula	Included in formula	Included in formula
Orchestra Teachers	0.2 to 0.25 FTE	Included in formula	Included in formula	Included in formula
TOSA Tutoring Center			1.0 FTE per school	
Counselors	1.0 FTE per school (33 FTE to phase in 2018-19 through 2022-23) MLO Total: 6.0 FTE in 18-19. Additional 6.0 FTE in 19-20 for a total of 12.0 FTE.	2.0 FTE per school plus .5 with enrollment of 1,000 students or more. Student Personnel Coordinators are counted as part of the counseling ratio. Additional 1.0 FTE per school to phase in 2018-19 through 2022-23 with a total of 6.0 phased in 2018-19, none for 19-20.	1.0 FTE per school to phase in 2018-19 through 2022-23 with a total of 3 FTE phased in for 2018-19. No counselors phased in for 2019-20. Add 1.0 FTE per 375 students.	1.0 FTE each for Achieve Online, Bijou, Digital, Odyssey 2.0 FTE for Tesla.
Dropout Counselors/Specialist			1.0 FTE per school	1.0 FTE at Roy J. Wasson Academic Campus
Teacher Learning Coaches (TLCs)	.5 FTE per small school (less than 250 students) 1.0 FTE per school over 250 students			
Library Tech Educators (LTEs)	1.0 FTE per school.	1.0 FTE per school	2.0 FTE per school	1.0 FTE at Roy J. Wasson Academic Campus

Colorado Springs School District 11

Staffing Formula Summary
Proposed FY 20-21

Description	Elementary	Middle	High	Alternative
Dean of Students			1.0 FTE per school	1.0 FTE at Roy J. Wasson Academic Campus
Pupil Scheduling Services			1.0 FTE at CHS, MHS and PHS	
JROTC			3.0 FTE at DHS 4.0 FTE at MHS	
ESP				
Office/Clerical Support Staff	0 - 550 students – 16 hours per day per school = 2.0 FTE >550 students – 20 hours per day per school = 2.5 FTE Kindergarten – average <28 students/class – 4 hour aide per day per class Kindergarten – average >28 students/class – additional 2 hours per day aide time Grades 1 and 2 – average >28 students/class – 4 hour aide per day per class Grades 3, 4, 5 – average >30 students/class – 4 hour aide per day per class	40 – 48 hours per school = 5.0 – 6.0 FTE	1,100 - 1,600 students – 120 hours per day per school (15.0 FTE) 1,601 - 1,800 students – 128 hours per day per school (16.0 FTE) 1,801+ students – 136 hours per day per school (17.0 FTE) + 4 hours/day added business support	21.7 FTE – Across Alternative Sites Achieve/Digital 5.0 FTE Adult Ed 1.0 FTE Bijou 2.0 FTE Career Pathways 2.0 FTE Odyssey ECCO 3.2 FTE TESLA 3.0 FTE Voc Ed 2.0 FTE RJWAC 3.5 FTE
Master Group Leader				6.0 FTE for Roy J. Wasson Academic Campus (Plus 1.0 FTE Family Center Lead)
Library Tech Technicians (LTTs)	The LTT position is no longer school based. The new model will provide a centrally-based support technician team providing library technology support for all schools.	The LTT position is no longer school based. The new model will provide a centrally-based support technician team providing library technology support for all schools.	The LTT position is no longer school based. The new model will provide a centrally-based support technician team providing library technology support for all schools.	The LTT position is no longer school based. The new model will provide a centrally-based support technician team providing library technology support for all schools.
Campus Supervisors		16 hours per day per school = 2.0 FTE (1.0 FTE for West Middle School)	5.0 to 6.0 FTE for ≤ 1,800 students	6.0 FTE for Roy J. Wasson Academic Campus (Plus 1.0 FTE for lead campus supervisor)
Community Liaisons	Based on Community Need	Based on Community Need	Based on Community Need	
Study Hall Supervisor		1.0 FTE (JMS, RMS, JSMS, WMS)	1.0 to 3.0 FTE	
Building Manager	1.0 FTE building manager	1.0 FTE building manager 1.0 FTE assistant building manager	1.0 FTE building manager 1.0 FTE assistant building manager	1.0 FTE building manager 1.0 FTE night building manager
Custodial Staff	1.0 to 2.5 FTE building technicians Average cleaning/square foot = 17,850	1.0 to 3.5 FTE building technicians Average cleaning/square foot = 21,154	1.0 FTE building mechanic 6.5 to 9.0 FTE building technicians Average cleaning per square foot = 24,300	1.0 FTE building mechanic 9.0 FTE building technicians
Special Education	Refer to SPED model	Refer to SPED model	Refer to SPED model	Refer to SPED model

Authorized Staffing (All Funds) for the Proposed FY 2020-21 Budget

Program Number	FUND GENERAL FUND	FY19 Adopted and Board Approved Staffing Levels					FY20 Adopted and Board Approved Staffing Levels				
		Teacher	Admin	Prof	ESP	Total	Teacher	Admin	Prof	ESP	Total
00100	Elementary	608.45			59.63	668.08	563.90			53.88	617.78
00200	Middle School	279.00			5.88	284.88	263.10			6.88	269.98
00300	High School	306.70			5.88	312.58	282.00			6.00	288.00
009AV	AVID Program	5.00				5.00	2.00				2.00
	<i>Total All Schools</i>	1,199.15	0.00	0.00	71.39	1,270.54	1,111.00	0.00	0.00	66.76	1,177.76
00400	BV Montessori Tuition Presch	1.10			2.62	3.72	0.60			2.62	3.22
00700	Gifted & Talented	41.00				41.00	41.60				41.60
00900	Differentiated Staffing	16.75			4.88	21.63	30.70				30.70
009AC	Achieve Online School	13.50			1.00	14.50	13.50			1.00	14.50
009AL	Alternative Programs	38.20				38.20	35.00				35.00
009DS	Digital High School	5.00				5.00	5.50				5.50
009EC	Early College High School	11.00				11.00	11.00				11.00
009ES	ESL/Foreign Language Studies	54.35			19.50	73.85	46.00			19.63	65.63
009EX	Expelled Student Program	2.00				2.00	3.00				3.00
05110	Teaching and Learning Coaches	33.70				33.70	32.00				32.00
08910	Junior ROTC	7.00				7.00	7.00				7.00
17000	Special Education	122.33			238.30	360.63	127.20			234.30	361.50
17710	Speech Pathology	30.40			1.77	32.17	32.24			0.88	33.12
17910	Special Education - Early Childhood	7.00			21.06	28.06	10.00			26.73	36.73
17990	Special Education - Transition	3.00			3.00	6.00	3.00			3.00	6.00
	<i>Total General Education</i>	1,585.48	0.00	0.00	363.52	1,949.00	1,509.34	0.00	0.00	354.92	1,864.26
21110	Attendance Services		1.00	1.00	2.00	4.00		1.00	1.00	2.00	4.00
21130	Social Work Services	22.30				22.30	26.60				26.60
21140	Pupil Accounting			1.00	1.00	2.00			1.00	1.00	2.00
21150	Archives & Records			1.00	1.00	2.00			1.00	2.00	3.00
21180	Dropout Prevention Services	7.00				7.00	5.00				5.00
21190	Community Liaisons				13.88	13.88				9.88	9.88
21220	Counseling Services	73.10	1.00	10.00		84.10	86.40	0.00	2.00	1.00	89.40
21260	Pupil Scheduling Services	3.00				3.00	3.00				3.00
21340	Nursing Services	13.60				13.60	16.10				16.10
21390	Medicaid Grant			1.00	3.00	4.00			1.00	3.00	4.00
21400	Psychological Services	17.40				17.40	18.40				18.40
21500	Audiologists	2.00				2.00	2.00				2.00
21600	OT and PT Services	8.00				8.00	8.00				8.00
21700	Behavior Services	4.00				4.00	4.00				4.00
	<i>Total Support Svcs - Students</i>	150.40	2.00	14.00	20.88	187.28	169.50	1.00	6.00	18.88	195.38
22110	Student Achievement & Accountability		4.00		2.00	6.00		4.00		2.00	6.00
22120	Curriculum Alignment	1.00	1.00	5.65	2.20	9.85	1.00	2.00	6.15	2.20	11.35
2212Y	Science Kit Refurbishment				2.00	2.00				3.00	3.00
22130	Inst. Staff Training Services	3.00		1.00	2.00	6.00	3.00		1.00	2.00	6.00
22140	Educational Data Support Svcs		1.00	5.00	3.00	9.00		1.00	4.00	3.00	8.00
22190	Achieve Team	2.00		2.00	0.50	4.50	5.00		2.00		7.00
22210	Sprvsn of Learning Resources	1.00		3.00	5.00	9.00	1.00		3.00	5.00	9.00
22220	School Library Services	48.00			40.50	88.50	48.00			27.90	75.90
22240	Education Television Svcs			5.00	1.00	6.00			5.00	1.00	6.00
22310	Special Education Supervision		1.00	5.95	3.60	10.55		1.00	5.95	3.60	10.55
22320	Career / Tech Ed Supervision			1.00	1.00	2.00			1.00	1.00	2.00
22330	Adult Education Supervision		1.00		3.00	4.00		1.00		3.00	4.00
22340	Athletic Supervision		4.00	4.00	1.00	9.00		4.00	4.00	1.00	9.00
22350	ESL Supervision			1.00	1.00	2.00			1.00	1.00	2.00
22370	Gifted & Talented Supervision			1.00	1.00	2.00			1.00	1.00	2.00
22380	Spec Ed Early Childhood Sprvsn				1.00	1.00				1.00	1.00
22410	International Baccalaureate	3.50				3.50	5.50				5.50
	<i>Total Support Svcs - Inst. Staff</i>	58.50	12.00	34.60	69.80	174.90	63.50	13.00	34.10	57.70	168.30
23120	Board Secretary/Clerk				1.00	1.00				1.00	1.00
23180	Staff Relations	0.25				0.25	0.25				0.25
23181	Staff Relations ESP Council				2.00	2.00				2.00	2.00
23210	Office of the Superintendent		1.00		1.00	2.00		2.00		1.00	3.00
23220	Community Relations Services					0.00					0.00
23240	Special Programs					0.00					0.00
23910	Charter School Administration			1.54		1.54			1.54		1.54
	<i>Total General Administration</i>	0.25	1.00	1.54	4.00	6.79	0.25	2.00	1.54	4.00	7.79
24110	Office of the Principal		87.00		191.56	278.56		83.00		185.56	268.56
24130	Business Mgmt High Schools		2.00		6.00	8.00		2.00		6.50	8.50
	<i>Total School Administration</i>	0.00	89.00	0.00	197.56	286.56	0.00	85.00	0.00	192.06	277.06

FY21 Requested Changes					FY21 Proposed Staffing Levels					PROGRAM
Teacher	Admin	Prof	ESP	Total	Teacher	Admin	Prof	ESP	Total	
6.40			(3.30)	3.10	570.30			50.58	620.88	00100
(13.90)			1.00	(12.90)	249.20			7.88	257.08	00200
(12.70)			(0.99)	(13.69)	269.30			5.01	274.31	00300
2.40				2.40	4.40				4.40	009AV
(17.80)	0.00	0.00	(3.29)	(21.09)	1,093.20	0.00	0.00	63.47	1,156.67	Total All Schools
0.50			0.02	0.52	1.10			2.64	3.74	00400
				0.00	41.60				41.60	00700
(19.20)				(19.20)	11.50				11.50	00900
				0.00	13.50			1.00	14.50	009AC
1.50				1.50	36.50				36.50	009AL
0.00				0.00	5.50				5.50	009DS
1.00				1.00	12.00				12.00	009EC
(4.05)			1.85	(2.20)	41.95			21.48	63.43	009ES
				0.00	3.00				3.00	009EX
(1.50)				(1.50)	30.50				30.50	05110
				0.00	7.00				7.00	08910
0.51			(1.01)	(0.50)	127.71			233.29	361.00	17000
				0.00	32.24			0.88	33.12	17710
			1.62	1.62	10.00			28.35	38.35	17910
				0.00	3.00				6.00	17990
(39.04)	0.00	0.00	(0.81)	(39.85)	1,470.30	0.00	0.00	354.11	1,824.41	Total General Education
	(1.00)			(1.00)		0.00	1.00	2.00	3.00	21110
(2.20)				(2.20)	24.40				24.40	21130
				0.00			1.00	1.00	2.00	21140
				0.00			1.00	2.00	3.00	21150
1.00				1.00	6.00				6.00	21180
				0.00				9.88	9.88	21190
6.30	1.00			7.30	92.70	1.00	2.00	1.00	96.70	21220
				0.00	3.00				3.00	21260
				0.00	16.10				16.10	21340
		(1.00)	(3.00)	(4.00)			0.00	0.00	0.00	21390
2.40				2.40	20.80				20.80	21400
				0.00	2.00				2.00	21500
				0.00	8.00				8.00	21600
				0.00	4.00				4.00	21700
7.50	0.00	(1.00)	(3.00)	3.50	177.00	1.00	5.00	15.88	198.88	Total Support Svcs - Students
				0.00		4.00		2.00	6.00	22110
				0.00	1.00	2.00	6.15	2.20	11.35	22120
				0.00				3.00	3.00	2212Y
				0.00	3.00		1.00	2.00	6.00	22130
				0.00		1.00	4.00	3.00	8.00	22140
(3.00)				(3.00)	2.00		2.00		4.00	22190
				0.00	1.00		3.00	5.00	9.00	22210
3.00			1.10	4.10	51.00			29.00	80.00	22220
				0.00			5.00	1.00	6.00	22240
		(1.00)		(1.00)		1.00	4.95	3.60	9.55	22310
		1.00		1.00			2.00	1.00	3.00	22320
				0.00		1.00		3.00	4.00	22330
				0.00		4.00	4.00	1.00	9.00	22340
				0.00			1.00	1.00	2.00	22350
				0.00			1.00	1.00	2.00	22370
				0.00				1.00	1.00	22380
(2.00)				(2.00)	3.50				3.50	22410
(2.00)	0.00	0.00	1.10	(0.90)	61.50	13.00	34.10	58.80	167.40	Total Support Svcs - Instr. Staff
				0.00				1.00	1.00	23120
1.75				1.75	2.00				2.00	23180
				0.00				2.00	2.00	23181
				0.00		2.00		1.00	3.00	23210
				0.00					0.00	23220
				0.00					0.00	23240
		0.46		0.46			2.00		2.00	23910
1.75	0.00	0.46	0.00	2.21	2.00	2.00	2.00	4.00	10.00	Total General Administration
	1.00	1.00	(0.74)	1.26		84.00	1.00	184.82	269.82	24110
			(1.50)	(1.50)		2.00		5.00	7.00	24130
0.00	1.00	1.00	(2.24)	(0.24)	0.00	86.00	1.00	189.82	276.82	Total School Administration

Authorized Staffing (All Funds) for the Proposed FY 2020-21 Budget

Program Number	FUND GENERAL FUND	FY19 Adopted and Board Approved Staffing Levels					FY20 Adopted and Board Approved Staffing Levels				
		Teacher	Admin	Prof	ESP	Total	Teacher	Admin	Prof	ESP	Total
25010	Business Services		1.00		1.50	2.50		1.00		1.00	2.00
25100	Financial Services		0.00	0.00	0.00	0.00		1.00	5.50	10.00	16.50
25130	Budget		1.00	1.00	0.50	2.50		0.00	0.00	0.00	0.00
25160	Fiscal Services		1.00	4.50	9.00	14.50		0.00	0.00	0.00	0.00
25200	Procurement		1.00	5.00	1.00	7.00		1.00	5.00	1.00	7.00
25300	Warehouse				5.00	5.00				5.00	5.00
	<i>Total Business Services</i>		0.00	4.00	10.50	17.00	0.00	3.00	10.50	17.00	30.50
26100	M & O - Supervision		2.00	1.50	5.50	9.00		2.00	1.50	5.50	9.00
26210	M & O - Operations				214.00	214.00				207.00	207.00
26230	M & O - Maintenance				50.00	50.00				50.00	50.00
26250	M & O - Utilities (RCM)				1.00	1.00				1.00	1.00
26300	Grounds Maintenance				21.00	21.00				21.00	21.00
26400	Technical & Support Services			14.00	4.00	18.00			0.00	0.00	0.00
26500	Non-student Vehicle Maint			0.10	1.00	1.10			0.10	1.00	1.10
26600	Security Services			3.00	58.50	61.50			4.00	59.00	63.00
27100	Transportation Supervision		1.00	1.00	9.00	11.00		1.00	1.00	9.00	11.00
27200	Vehicle Operation Services				100.90	100.90				99.90	99.90
27400	Vehicle Services			0.90	6.00	6.90			0.90	6.00	6.90
27500	Small Engine Maintenance				2.00	2.00				2.00	2.00
	<i>Total Operations and Maintenance</i>		0.00	3.00	20.50	472.90	0.00	3.00	7.50	461.40	471.90
28010	Support Services - Central		2.00	1.00	2.00	5.00		2.00	1.00	2.00	5.00
28130	Grant Administration			2.00	3.00	5.00			2.00	3.00	5.00
28230	Public Communication Svcs		1.00	1.00	3.00	5.00		1.00	1.00	3.00	5.00
28300	Human Resource Services		2.00	5.00	12.00	19.00		2.00	5.00	11.50	18.50
28341	Non-Inst Staff Training				2.00	2.00				3.00	3.00
28380	Equal Op Prog & Ombudsman			1.00	1.00	2.00			1.00	1.00	2.00
28400	Applications and Development		1.00	10.00	1.00	12.00		1.00	10.00	3.00	14.00
28420	Applications Development and Support								14.00	2.00	16.00
28440	Network Operation Services		1.00	7.00		8.00		1.00	7.00		8.00
28450	Telecommunications			1.00	1.00	2.00			1.00	1.00	2.00
	<i>Total Support Svcs - Central</i>		0.00	7.00	28.00	25.00	0.00	7.00	42.00	29.50	78.50
29100	Volunteer Services			2.00	1.50	3.50			2.00	1.50	3.50
	<i>Total Other Support Svcs</i>		0.00	0.00	2.00	1.50	0.00	0.00	2.00	1.50	3.50
33100	Tesla Infant / Toddler				7.50	7.50				6.25	6.25
33500	Facility Rental			2.00	1.00	3.00			2.00	1.00	3.00
34100	Adult Basic Education		1.15			1.15	1.75				1.75
	<i>Total Non-Instructional Svcs</i>		1.15	0.00	2.00	8.50	11.65	1.75	0.00	2.00	11.00
GENERAL FUND TOTAL		1,795.78	118.00	113.14	1,180.66	3,207.58	1,744.34	114.00	105.64	1,144.21	3,108.19
Fund 18	Risk Related Activities Fund	0.00	0.30	4.40	1.00	5.70	0.00	0.30	4.40	1.00	5.70
00400	Colorado Preschool	19.00	0.00	0.00	21.06	40.06	23.00	0.00	0.00	26.73	49.73
22380	Preschool Supervision	3.00	0.00	1.00	1.81	5.81	4.00	0.00	1.00	1.81	6.81
	<i>Total Colorado Preschool Fund</i>	22.00	0.00	1.00	22.87	45.87	27.00	0.00	1.00	28.54	56.54
GENERAL FD WITH RISK & PRESCHOOL		1,817.78	118.30	118.54	1,204.53	3,259.15	1,771.34	114.30	111.04	1,173.75	3,170.43
SPECIAL REVENUE FUNDS											
Fund 21	Food Service Fund	a	1.00	3.15	205.54	209.69		1.00	3.15	205.54	209.69
Fund 22	Desig. Purpose Grants Fund	125.48	2.00	5.40	40.17	173.05	132.16	0.00	2.55	48.38	183.09
SPECIAL REVENUE FUNDS TOTAL		125.48	3.00	8.55	245.71	382.74	132.16	1.00	5.70	253.92	392.78
CAPITAL PROJECTS FUNDS											
Fund 41	Building Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Fund 43	Capital Reserve Fund	0.00	0.00	10.00	2.50	12.50	0.00	1.00	8.00	3.50	12.50
CAPITAL PROJECTS FUNDS TOTAL		0.00	0.00	10.00	2.50	12.50	0.00	1.00	8.00	3.50	12.50
INTERNAL SERVICES FUNDS											
Fund 64	Employee Benefits/Insurance		0.70	1.60	2.00	4.30		0.70	1.60	2.00	4.30
Fund 68	Production Printing Fund			1.00	18.00	19.00			1.00	18.00	19.00
INTERNAL SERVICES FUNDS TOTAL		0.00	0.70	2.60	20.00	23.30	0.00	0.70	2.60	20.00	23.30
ALL FUNDS TOTAL		1,943.26	122.00	139.69	1,472.74	3,677.69	1,903.50	117.00	127.34	1,451.17	3,599.01

a. Classed as Fund 51 prior to FY14/15.

FY21 Requested Changes					FY21 Proposed Staffing Levels					PROGRAM
Teacher	Admin	Prof	ESP	Total	Teacher	Admin	Prof	ESP	Total	
				0.00		1.00		1.00	2.00	25010
					0.00	1.00	5.50	10.00	16.50	25100
				0.00		0.00	0.00	0.00	0.00	25130
				0.00		0.00	0.00	0.00	0.00	25160
				0.00		1.00	5.00	1.00	7.00	25200
				0.00				5.00	5.00	25300
0.00	0.00	0.00	0.00	0.00	0.00	3.00	10.50	17.00	30.50	Total Business Services
				0.00		2.00	1.50	5.50	9.00	26100
			2.50	2.50				209.50	209.50	26210
				0.00				50.00	50.00	26230
				0.00				1.00	1.00	26250
				0.00				21.00	21.00	26300
				0.00			0.00	0.00	0.00	26400
				0.00			0.10	1.00	1.10	26500
				0.00			4.00	59.00	63.00	26600
				0.00		1.00	1.00	9.00	11.00	27100
				0.00				99.90	99.90	27200
				0.00			0.90	6.00	6.90	27400
				0.00				2.00	2.00	27500
0.00	0.00	0.00	2.50	2.50	0.00	3.00	7.50	463.90	474.40	Total Operations and Maintenance
				0.00		2.00	1.00	2.00	5.00	28010
				0.00			2.00	3.00	5.00	28130
				0.00		1.00	1.00	3.00	5.00	28230
			0.50	0.50		2.00	5.00	12.00	19.00	28300
				0.00				3.00	3.00	28341
				0.00			1.00	1.00	2.00	28380
				0.00		1.00	10.00	3.00	14.00	28400
				0.00	0.00	0.00	14.00	2.00	16.00	28420
				0.00		1.00	7.00		8.00	28440
				0.00			1.00	1.00	2.00	28450
0.00	0.00	0.00	0.50	0.50	0.00	7.00	42.00	30.00	79.00	Total Support Svcs - Central
				0.00			2.00	1.50	3.50	29100
0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	1.50	3.50	Total Other Support Svcs
			0.91	0.91				7.16	7.16	33100
				0.00			2.00	1.00	3.00	33500
0.03				0.03	1.78				1.78	34100
0.03	0.00	0.00	0.91	0.94	1.78	0.00	2.00	8.16	11.94	Total Non-Instructional Svcs
(31.76)	1.00	0.46	(1.04)	(31.34)	1,712.58	115.00	106.10	1,143.17	3,076.85	GENERAL FUND TOTAL
				0.00	0.00	0.30	4.40	1.00	5.70	Risk Related Activities Fund
1.00			0.81	1.81	24.00	0.00	0.00	27.54	51.54	00400
				0.00	4.00	0.00	1.00	1.81	6.81	22380
1.00	0.00	0.00	0.81	1.81	28.00	0.00	1.00	29.35	58.35	Total Colorado Preschool Fund
(30.76)	1.00	0.46	(0.23)	(29.53)	1,740.58	115.30	111.50	1,173.52	3,140.90	GENERAL FUND RISK/PRESCHOOL
										SPECIAL REVENUE FUNDS
		(0.35)	7.99	7.64		1.00	2.80	213.53	217.33	Food Service Fund
8.01	2.50	5.00	(4.20)	11.31	140.17	2.50	7.55	44.18	194.40	Design Purpose Grants Fund
8.01	2.50	4.65	3.79	18.95	140.17	3.50	10.35	257.71	411.73	SPECIAL REV FUNDS TOTAL
										CAPITAL PROJECTS FUNDS
					0.00	0.00	0.00	0.00	0.00	Building Fund
				0.00	0.00	1.00	8.00	3.50	12.50	Capital Reserve Fund
0.00	0.00	0.00	0.00	0.00	0.00	1.00	8.00	3.50	12.50	CAPITAL PROJECTS FUNDS TOTAL
										INTERNAL SERVICES FUND
				0.00		0.70	1.60	2.00	4.30	Employee Benefits/Insurance Fund
				0.00			1.00	18.00	19.00	Production Printing Fund
0.00	0.00	0.00	0.00	0.00	0.00	0.70	2.60	20.00	23.30	INTERNAL SVCS FUND TOTAL
(22.75)	3.50	5.11	3.56	(10.58)	1,880.75	120.50	132.45	1,454.73	3,588.43	ALL FUNDS TOTAL

STAFF CHANGES FOR ALL FUNDS FOR FY 2020-2021 PROPOSED BUDGET

	Position	Funding Source	Employee Group	FTE
General Fund (Fund 10)				
<u>Program 00100-00300 Instruction</u>				
	Adjustment per allocation letters - elementary schools	General Fund	Teachers	6.40
	Adjustment per allocation letters - elementary schools	General Fund	ESP	(3.30)
	Adjustment per allocation letters - middle schools	General Fund	Teachers	(13.90)
	Adjustment per allocation letters - middle schools	General Fund	ESP	1.00
	Adjustment per allocation letters - high schools	General Fund	Teachers	(12.70)
	Adjustment per allocation letters - high schools	General Fund	ESP	(0.99)
<u>Program 00400 Montessori Tuition Preschool</u>				
	Adjustment per allocation letters	General Fund	Teachers	0.50
	Adjustment to FY20 Mid-Year	General Fund	ESP	0.02
<u>Program 00900 Other General Education</u>				
	FTE held for strategic placement of teachers reduction & adjustment to FY20 Mid-Year; unassigned	General Fund	Teachers	(19.20)
<u>Program 009AL Alternative Program</u>				
	Adjustment per allocation letters	General Fund	Teachers	1.50
<u>Program 009AV AVID</u>				
	Adjustment per allocation letters	General Fund	Teachers	2.40
<u>Program 009EC Early College High School</u>				
	Adjustment per allocation letters	General Fund	Teachers	1.00
<u>Program 009ES ESL/Foreign Language Studies</u>				
	Adjustment per allocation letters	General Fund	Teachers	(4.05)
	Adjustment per allocation letters	General Fund	ESP	1.85
<u>Program 05110 Teacher Learning Coaches</u>				
	Adjustment per allocation letters	General Fund	Teachers	(1.50)
<u>Program 17000 Special Education Teachers</u>				
	Adjustment to special education allocations	General Fund	Teachers	0.51
	Adjustment to special education allocations	General Fund	ESP	(1.01)
<u>Program 17910 Special Education - Early Childhood</u>				
	Adjustment to special education allocations	General Fund	ESP	1.62
<u>Program 21110 Attendance Services</u>				
	Adjustment to allocations per prior restructure	General Fund	Admin	(1.00)
<u>Program 21130 Social Work Services</u>				
	Adjustment to special education allocations	General Fund	Teachers	(2.20)
<u>Program 21180 Dropout Prevention Services</u>				
	Adjustment per allocation letters	General Fund	Teachers	1.00
<u>Program 21220 Counseling</u>				
	Adjustment to correct salary plan classification	General Fund	Admin	1.00
	Adjustment per allocation letters- non-special education positions MLO	General Fund	Teachers	6.00
	Adjustment to special education allocations	General Fund	Teachers	0.30
<u>Program 21390 Medicaid</u>				
	Transfer FTE to fund 22	General Fund	Prof	(1.00)
	Transfer FTE to fund 22	General Fund	ESP	(3.00)
<u>Program 21400 Psychology Services</u>				
	Adjustment to special education allocations	General Fund	Teachers	1.40
	Adjustment for MLO FTE	General Fund	Teachers	1.00
<u>Program 22190 Achieve Team</u>				
	Adjustment to ACT FTE	General Fund	Teachers	(3.00)
<u>Program 22220 School Library Services</u>				
	Adjustment per allocation letters	General Fund	Teachers	2.00
	Adjustment per FTE BMF	General Fund	Teachers	1.00
	Adjustment per FTE BMF	General Fund	ESP	1.00
	Adjustment to FY20 Mid-Year modification	General Fund	ESP	0.10
<u>Program 22310 Special Education Supervision</u>				
	Adjustment to centralized staff	General Fund	Prof	(1.00)
<u>Program 22320 Career Tech Ed Supervision</u>				
	Adjustment to FY20 Mid-Year modification	General Fund	Prof	1.00
<u>Program 22410 International Baccalaureate</u>				
	Adjustment per allocation letters	General Fund	Teachers	(2.00)
<u>Program 23180 Staff Relation</u>				
	Adjustment to FY20 Mid-Year	General Fund	Teachers	1.75
<u>Program 23910 Charter School Admin</u>				
	Adjustment to correct centralized staffing	General Fund	Prof	0.46

STAFF CHANGES FOR ALL FUNDS FOR FY 2020-2021 PROPOSED BUDGET

	Position	Funding Source	Employee Group	FTE
<u>Program 24110 Building Administration</u>				
	Adjustment per allocation letters	General Fund	Admin	1.00
	Adjustment to FY20 Mid-Year modification	General Fund	Prof	1.00
	Adjustment per allocation letters	General Fund	ESP	(0.74)
<u>Program 24130 School Business Management</u>	Adjustment per allocation letters	General Fund	ESP	(1.50)
<u>Program 26210 M & O Operations</u>	Adjustment per FTE BMF	General Fund	ESP	2.50
<u>Program 28300 Human Resource Services</u>	Adjustment to FY20 Mid-Year	General Fund	ESP	0.50
<u>Program 28341 Non-Instructional Staff Training</u>	Adjustment to correct program	General Fund	ESP	0.00
<u>Program 33100 Tesla Infant/Toddler</u>	Adjustment per allocation letters	General Fund	ESP	0.91
<u>Program 34100 Adult Basic Education</u>	Adjustment to FY20 Mid-Year	General Fund	Teachers	0.03
	Subtotal Net Staffing Changes General Fund			<u>(31.34)</u>
	Teachers			(31.76)
	Admin			1.00
	Prof			0.46
	ESP			(1.04)
Risk Related Activities Fund (Fund 18)				
	Subtotal Net Staffing Changes Risk Related Activities Fund			<u>0.00</u>
Colorado Preschool Fund (Fund 19)	FTE adjustments provided by Early Childhood Office	Colo Presch	Teacher	1.00
	FTE adjustments provided by Early Childhood Office	Colo Presch	ESP	0.81
	Subtotal Net Staffing Changes Colorado Preschool Fund			<u>1.81</u>
Food Services Fund (Fund 21)	FTE adjustments provided by Food Services Office	Food Svcs	Prof	(0.35)
	FTE adjustments provided by Food Services Office	Food Svcs	ESP	7.99
	Subtotal Net Staffing Changes Food Services Fund			<u>7.64</u>
Designated Purpose Grants Fund (Fund 22)	FTE adjustments provided by Grants Office	DPGF	Teachers	8.01
	FTE adjustments provided by Grants Office	DPGF	Admin	2.50
	FTE adjustments provided by Grants Office	DPGF	Prof	5.00
	FTE adjustments provided by Grants Office	DPGF	ESP	(4.20)
	Subtotal Net Staffing Changes Designated Purpose Grants Fund			<u>11.31</u>
Capital Reserve Fund (Fund 43)				
	Subtotal Net Staffing Changes Capital Reserve Fund			<u>0.00</u>
Employee Benefits/Insurance Fund (Fund 64)				
	Subtotal Net Staffing Changes Employee Benefits/Insurance Fund			<u>0.00</u>
Production Printing Fund (Fund 68)				
	Subtotal Net Staffing Changes Production Printing Fund			<u>0.00</u>
	Total Staffing Change			<u><u>(10.58)</u></u>

Teacher Staffing Based on Student Projections
FY 20/21
Elementary 25:1; Middle School at 30; High School at 33.5

<u>Elementary School</u>	Employee <u>FTE</u>	<u>Middle School</u>	
Adams	22.40	Galileo	23.60
Audubon	15.40	Holmes	28.00
Bristol	13.90	Jenkins	40.00
BV Montessori	14.40	Mann	20.60
Carver	14.95	North	31.60
Chipeta	21.40	Russell	31.00
Columbia	15.90	Sabin	34.00
Edison	15.40	Swigert	27.80
Freedom	18.45	West	12.60
Fremont	18.45		
Grant	22.40	June mods	
Henry	15.40		
Howbert	13.90	Total Middle Schools	<u>249.20</u>
Jackson	16.40		
Keller	19.45	<u>High School</u>	
King	15.45	Coronado	63.30
Madison	15.90	Doherty	82.70
Martinez	19.50	Mitchell	55.10
McAuliffe	24.40	Palmer	71.60
Midland	13.00		
Monroe	22.40	June adjustment	
Penrose	16.40		
Queen Palmer	14.90	Subtotal High Schools	<u>272.70</u>
Rogers	19.40		
Rudy	15.40	School Total	1,093.30
Scott	28.50	ROTC staff	7.00
Steele	14.90	Grand Total	<u><u>1,100.30</u></u>
Stratton	13.50		
Taylor	10.90		
Trailblazer	14.40		
Twain	19.40		
West Elem	14.40		
Wilson	20.45	<u>Alternative Schools</u>	
		RJWAC	4.00
June Mods		Achieve On-line	13.50
		Bijou	9.50
Total Elementary Schools	<u>571.40</u>	Career Pathways	6.00
		Digital	5.50
		Odyssey ECCO	13.00
		Tesla	17.50
		Alternative Sch Total	<u>69.00</u>

Teacher Staffing Based on Student Projections
FY 20/21
Elementary 25:1; Middle School at 30; High School at 33.5

<u>Program Breakdown</u>			
00100	463.90		
00200	204.90		
00300-15000	<u>424.40</u>		
	1,093.20		
08910	<u>7.00</u>	00300	28.30
	1,100.20	009AV	3.40
		02000 hs	10.60
high schools	279.70	03000	4.60
elem band/orchestra	14.80	05000	44.30
elem art/pe/music	91.70	06000	21.80
middle sch art/pe/music	<u>44.30</u>	08300 hs	19.60
	430.50	09000	3.00
		10000	4.00
00100	455.50	11000	41.80
00100/00400 elem special	10.40	12000 hs	11.40
02000 elem	30.20	13000	41.80
08300 elem	32.00	15000	<u>38.10</u>
12000 elem	<u>43.30</u>		272.70
	571.40	00100	463.90
		00200	204.90
00200	204.90	00300	28.30
02000 ms	10.00	009AV	4.40
08300 ms	15.30	02000	50.80
12000 ms	<u>19.00</u>	03000	4.60
	249.20	05000	44.30
		06000	21.80
		08300	66.90
		09000	3.00
		10000	4.00
		11000	41.80
		12000	74.60
		13000	41.80
		15000	<u>38.10</u>
			1,093.20
		08910 JROTC	<u>7.00</u>
			1,100.20

Teacher Staffing Allocations
FY20/21 Allocation Letters / Budgeted Staffing

Elementary Schools

Sch ID	School Name	Proj Total K-12	Proj Ct Kdgrtn	Proj Ct 1-12	00100 Kdgrtn	00100 - 15000	Other Special 00100 - 15000	Art 02000	PE 08300	Music 12000	Band / Orch 12000	Total	Notes:
101	Adams	417.00	67.00	350.00	4.00	15.00		1.00	1.00	1.00	0.40	22.40	
102	Audubon	303.00	49.00	254.00	1.00	11.00		1.00	1.00	1.00	0.40	15.40	
104	Bristol	238.00	40.00	198.00	1.00	9.00	1.00	0.50	1.00	1.00	0.40	13.90	Other Specials - Suzuki music teacher
105	B V Montessori	182.00	37.00	145.00	2.50	6.50	3.00	0.90	0.50	0.60	0.40	14.40	2.0 Montessori; Other Specials Interventionist .50, Montessori Coordinator TOSA .50
106	Carver	264.00	51.00	213.00	2.00	10.00		0.50	1.00	1.00	0.45	14.95	
109	Chipeta	438.00	69.00	369.00	3.00	15.00		1.00	1.00	1.00	0.40	21.40	
107	Columbia	277.00	50.00	227.00	1.00	11.00	1.00	1.00	1.00	0.50	0.40	15.90	Other Specials - 1.0 Interventionist
108	Edison	295.00	48.00	247.00	3.00	9.00		1.00	1.00	1.00	0.40	15.40	
143	Freedom	368.00	60.00	308.00	4.00	11.00	0.00	1.00	1.00	1.00	0.45	18.45	
110	Fremont	419.00	65.00	354.00	2.00	13.00		1.00	1.00	1.00	0.45	18.45	
111	Grant	467.00	86.00	381.00	4.00	15.00		1.00	1.00	1.00	0.40	22.40	
112	Henry	295.00	53.00	242.00	2.00	10.00		1.00	1.00	1.00	0.40	15.40	
113	Howbert	257.00	49.00	208.00	2.00	9.00		1.00	1.00	0.50	0.40	13.90	
116	Jackson	334.00	61.00	273.00	1.00	12.00		1.00	1.00	1.00	0.40	16.40	
118	Keller	380.00	70.00	310.00	3.00	13.00		1.00	1.00	1.00	0.45	19.45	
119	King	308.00	58.00	250.00	1.00	11.00		1.00	1.00	1.00	0.45	15.45	
123	Madison	294.00	56.00	238.00	2.00	11.00		1.00	0.50	1.00	0.40	15.90	
122	Martinez	386.00	74.00	312.00	3.00	13.00		1.00	1.00	1.00	0.50	19.50	
142	McAuliffe	502.00	94.00	408.00	4.00	16.00	1.00	1.00	1.00	1.00	0.40	24.40	Other Specials - 1.0 math teacher
124	Midland	193.00	35.00	158.00	1.00	9.00	0.60	0.50	1.00	0.50	0.40	13.00	Spanish + 1.0 classroom) FY20 1.0 IBR moved to support
125	Monroe	410.00	71.00	339.00	2.00	17.00		1.00	1.00	1.00	0.40	22.40	
127	Penrose	332.00	57.00	275.00	3.00	10.00		1.00	1.00	1.00	0.40	16.40	
126	Q Palmer	235.00	46.00	189.00	2.00	10.00		1.00	1.00	0.50	0.40	14.90	
129	Rogers	317.00	57.00	260.00	2.00	13.00	1.00	1.00	1.00	1.00	0.40	19.40	Dean at Rogers
131	Rudy	301.00	60.00	241.00	4.00	8.00		1.00	1.00	1.00	0.40	15.40	
140	Scott	582.00	104.00	478.00	4.00	20.00	1.00	1.00	1.00	1.00	0.50	28.50	Other Specials - 1.0 science teacher
132	Steele	279.00	49.00	230.00	2.00	10.00		0.70	1.00	0.80	0.40	14.90	
133	Stratton	294.00	45.00	249.00	2.00	8.00	0.80	0.60	1.00	0.60	0.50	13.50	Other Specials- TOSA
134	Taylor	197.00	36.00	161.00	3.00	5.00		0.50	1.00	1.00	0.40	10.90	
139	Trailblazer	274.00	46.00	228.00	2.00	9.50		1.00	1.00	0.50	0.40	14.40	
135	Twain	366.00	55.00	311.00	2.00	14.00		1.00	1.00	1.00	0.40	19.40	
148	West K-5	197.00	44.00	153.00	1.00	9.00	1.00	1.00	1.00	1.00	0.40	14.40	Other Specials - 1.0 Eagles Class - Dean
138	Wilson	372.00	60.00	312.00	2.00	15.00		1.00	1.00	1.00	0.45	20.45	
	Subtotal	10,773.00	1,902.00	8,871.00	77.50	378.00	10.40	30.20	32.00	29.50	13.80	571.40	

Teacher Staffing Allocations
FY20/21 Allocation Letters / Budgeted Staffing

Middle Schools					Other Special								
		Proj Total K-12	Proj Ct 1-12	00200 - 15000	00200 - 15000	00200 - 15000							
250	Galileo	478.00	478.00	23.60									23.60
242	Holmes	604.00	604.00	28.00									28.00
249	Jenkins	833.00	833.00	40.00									40.00
244	Mann	402.00	402.00	19.00	1.60								20.60
245	North	646.00	646.00	29.60	2.00								31.60
246	Russell	596.00	596.00	29.00	2.00								31.00
247	Sabin	754.00	754.00	34.00									34.00
251	Swigert	557.00	557.00	27.80									27.80
248	West	252.00	252.00	12.60									12.60
	Subtotal	5,122.00	5,122.00	243.60	5.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	249.20

Other Specials - STEM 1.6
Other Specials - 2.0 foreign language; Dean +1 classroom teacher
Other Specials - 2.0 Performing Arts magnet;

High Schools

		Proj Total K-12	Proj Ct 1-12	Classroom	Deans IBR	Tutor Center IBR	Other Special					JROTC	
				00300-15000	00300-15000	00300-15000	00300-15000	00300-15000	00300-15000	00300-15000	00300-15000	08910	
350	Coronado	1,356.00	1,356.00	58.00	1.00	1.00	3.30						63.30
351	Doherty	1,862.00	1,862.00	75.50	1.00	1.00	5.20					3.00	85.70
352	Mitchell	1,071.00	1,071.00	46.50	1.00	1.00	6.60					4.00	59.10
353	Palmer	1,547.00	1,547.00	63.00	1.00	1.00	6.60						71.60
	Subtotal	5,836.00	5,836.00	243.00	4.00	4.00	21.70	0.00	0.00	0.00	0.00	7.00	279.70

Other Special include 3.8 CORE Impact & 1.4 TOSA
Other Special include 6.6 CORE Impact
Other Specials include 5.1 CORE Impact, .50 Intervention, 1 AVID

Subtotal Elementary, Middle and High

1,100.30

Alternative Schools and Programs

		Proj Total K-12	Proj Ct 1-12	009AC	009AL	Sm Sch IBR Adj	IBR Sci Grad Add'l	009DS	009EC	Deans IBR FY17	AVID		
						009AL	009AL			009EC	009AV		
400	RJ Wasson A C				4.00								4.00
462	Achievek12	252.00	252.00	13.50									13.50
470	Bijou	133.00	133.00		9.00		0.50						9.50
440	Career Pathways				6.00								6.00
461	Digital	125.00	125.00					5.50					5.50
454	Odyssey ECCO	305.00	305.00						11.00	1.00	1.00		13.00
475	Tesla	220.00	220.00		15.50	2.00							17.50
	Subtotal	1,035.00	1,035.00	13.50	34.50	2.00	0.50	5.50	11.00	1.00	1.00	0.00	69.00

D11 Totals

22,766.00 20,864.00 878.10 54.50 6.00 52.40 37.50 40.50 14.80 1.00 7.00 1,169.30



STRATEGIC PLAN



Colorado Springs School District 11 Strategic Plan



Core Values

Our shared beliefs describe who we are as a community.

We believe:

- *In the inherent worth of every individual and the power of equitable practices to unleash potential.*
- *Diversity enriches the human experience and strengthens community.*
- *Healthy relationships provide mutual understanding and enhance life.*
- *Continuous learning nourishes life.*
- *Integrity is fundamental to building trust.*

Mission

Our purpose - or what we want our students to leave us with.

We dare to empower the whole student to profoundly impact our world.

Mission Impacts

How we will know we are moving toward our mission.

- *Each student will innovatively adapt to evolving challenges.*
- *Each student will actively pursue learning that continually challenges them to grow and achieve their personal best.*
- *Each student will develop personal, social, and cultural competencies and apply them intentionally in their lives.*

Vision

What our future will look like.

We are a dynamic, collaborative community of energized educators, engaged students and supportive partners with a passion for continuous learning.

Strategies

The most critical work needed to move toward our mission.

In pursuit of our mission and mission impacts:

1. *We will cultivate a collaborative culture that promotes intentional, mission-driven change.*
2. *We will align our actions to our shared understanding of and commitment to the strategic plan.*
3. *We will guarantee an ecosystem of equitable practices to meet the unique needs of all.*

Strategic Delimiters

Things that have tripped us up in the past - and we commit not to do going forward.

We will not:

- *Allow past practices to create barriers to new and innovative ideas.*
- *Avoid conflict or difficult conversations, nor engage in problem solving through the lens of blame.*
- *Engage in initiatives that are misaligned with our mission.*



Dr. Michael J. Thomas, Superintendent

Glenn E. Gustafson, CPA
Deputy Superintendent, Chief Financial Officer
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District Strategic Plan Alignment Considerations

The core components of the DSP are more aspirational in nature, and the DSP targets three specific audiences: students, the district at large, and parents/community members. The target audiences are categorized as:

- Students – this pertains to all students, and none are exempted based on differentiated programming or student impact needs (e.g., special education and English Learners). This establishes the foundation for D11's focus on student equity.
- Colorado Springs District 11 – this includes all staff employed or contracted by the district. It is important to include ancillary staff like contractors in this definition because of the direct and indirect impact they have on students.
- Parents/Community – this refers to all parents, guardians, and community members within the boundaries of D11.

Within the three target audiences addressed by the strategic plan, we identify sub-categories impacted within each one. For the table, the sub-categories are specifically defined in the context of the DSP include the following:

Students

- Equity – This was defined as ensuring all students are receiving the support needed to be successful.
- Engagement – Does the program contribute to a student's abilities to progress in their learning?
- Outcomes – Does the program impact a student's learning and educational outcomes? Learning outcomes are the objectives and standards schools and teachers want students to master; and educational outcomes are the educational, societal and life effects achieved because students are educated (e.g., "Each student will develop personal, social, and cultural competencies and apply them intentionally in their lives.")

Colorado Springs District 11

- Equity – Does the program support and equip D11 staff to provide equitable learning environments for all students?
- Engagement – Does the program support D11 staff with the tools they need to provide students with better access to learning; and do they have the tools needed to support and motivate their delivery of high-quality instruction?
- Outcomes – Does the program impact the ability for D11 staff to provide a learning environment and instruction conducive to improving learning and educational outcomes; and does the program impact staff's quality of life in terms of being more successful and able to do their work?
- Foundational – Does the program impact and support the district's ability to provide better learning environments for staff and students; and does it support or improve its ability to support and operate as a school system overall?

Parents/Community

- Equity – Does the program support families, neighborhoods, and the community with appropriate access to the support needed for successful collaboration with the District's Core Values?
- Engagement – Does the program support families, neighborhoods, and the community with opportunities to successfully partner with D11 and students to encourage a "passion for continuous learning?" (DSP – Vision)

Colorado Springs School District 11

**Strategic Plan Development
by Program**

COLORADO SPRINGS DISTRICT 11											
PROGRAM			STUDENT			COLORADO SPRINGS DISTRICT 11				PARENTS/COMMUNITY	
Number	Manager	Name	Equity	Engagement	Outcomes	Equity	Engagement	Outcomes	Foundational	Equity	Engagement
INSTRUCTIONAL SERVICES											
00100-00300	Dr. Thomas + D. Ewen	General Education	X	X	X	X	X	X			
0021A	Christopher Noll	Intramural Activities	X	X	X	X	X	X	X	X	X
00400	Sharon Gately	Montessori Preschool		X	X			X	X		X
00500	Duane Roberson	Post Secondary		X	X			X	X		
00700	Kristin Balsick	Gifted and Talented		X	X		X	X	X		X
0071B	John Keane	International Baccalaureate		X	X		X	X			
00800	Melissa Smead	General Instructional Media	X	X	X	X	X	X	X	X	X
00900	Various (Engstrom, Dr. Thomas)	Other General Ed. Programs				X	X	X	X		
009AC	John Bailey	Achieve On-Line	X	X	X	X	X	X	X	X	X
009AL	Dan Hoff	Alternative Programs	X	X	X	X	X	X	X	X	X
009AV	David Engstrom	AVID Program	X	X	X	X	X	X	X	X	X
009CA	Danniella Ewen	Instructional Staff Stipends		X	X	X	X	X	X		
009CY/DC	Gregory Ecks	Committed Youth/Detention Center	X	X	X						
009DS	John Bailey	Digital School	X	X	X	X	X	X	X	X	X
009EC	Sean Norman	Early College High School	X	X	X	X	X	X	X	X	X
009ES	Talonna Hybki	English as a Second Language	X	X	X	X	X		X	X	X
009EX	Gregory Ecks	Expelled Students	X	X	X	X	X	X	X	X	X
009ME	David Sawtelle	MESA	X	X	X					X	X
009SC	David Engstrom	Student Conf., Clubs & Activities		X	X		X	X			X
009SL	Darian Founds	Summer Literacy		X	X						
009SS	Jason Miller	Summer School	X	X	X	X	X	X		X	X
009TP	John Keane	Extended Learning Opportunities	X	X	X	X	X	X	X	X	
009TR	Laura Hronik	Teachers Post Employment Bene.				X			X		
009VE	Duane Roberson	Career & Tech. Training	X	X	X		X	X	X		X
05110	David Engstrom	Literacy/ READ Act	X	X	X	X	X	X	X	X	X
08910	John Keane	Junior ROTC		X	X		X	X	X	X	
13450	Darian Founds	Challenger Learning Center	X	X	X						
17000&17910	Judy Gudvangen	Special Ed. (incl. pre-school)	X	X	X				X	X	X
17050	Judy Gudvangen	Work Study	X	X					X		
17710	Judy Gudvangen	Speech Pathologist	X	X	X				X		
17990	Judy Gudvangen	Special Education- Transition	X	X	X				X	X	X
18000	Christopher Noll	Athletics		X	X	X	X	X	X	X	X
STUDENT SUPPORT: Pupil Services											
21110	Gregory Ecks	Attendance Services	X	X	X	X	X	X	X	X	X
21130	Judy Gudvangen	Social Work Services	X	X	X				X	X	X
21140	David Khalqi	Pupil Auditing Services	X	X	X	X		X	X	X	X
21150	Katherine Ritchie	Archives/Records Management	X							X	X
21180	John Keane	Dropout Prevention Services		X	X		X	X		X	
21190	Phoebe Bailey	Community Liasons	X	X			X	X		X	X
21220	Cory Notestine	Counseling Services	X	X	X	X	X	X	X		X
21260	John Keane	Pupil Scheduling Services	X			X	X	X	X		
21340	Judy Gudvangen	Nursing Services	X	X	X				X	X	X
21390	Judy Gudvangen	Medicaid		X	X	X	X	X	X	X	X
21400	Judy Gudvangen	Psychological Services	X	X	X				X	X	X
21500	Judy Gudvangen	Audiology Services	X	X	X				X		
21600	Judy Gudvangen	Occupational & Physical Therapists		X	X				X		
21700	Judy Gudvangen	Behavior Intervention Specialists		X	X	X	X	X	X		
21910	Wilson-Frye/Boskie	Before & After Sch. Programs		X	X	X	X	X		X	X
STUDENT SUPPORT: Instructional Staff											
22110	John Keane	Student Achievement Accountability	X	X	X	X	X	X	X	X	X
22111	David Engstrom	Multi-Tier System of Support	X	X	X	X	X	X	X	X	X
22120	David Engstrom	Curriculum Alignment	X	X	X	X	X	X	X		
2212Y	Darian Founds	Instructional Use Requirement	X	X	X	X	X	X	X		
22130	Linda Sanders	Instructional Staff Training Services	X	X	X	X	X	X	X		X
22140	David Khalqi	Academic Student Assessments	X	X	X	X	X	X	X	X	X
22190	Jeremy Koselak	Achieve Team	X	X	X	X	X	X	X	X	X
22210	Melissa Smead	Supervision of LRS	X	X	X	X	X	X	X	X	X
22220	Melissa Smead	Learning Resource Sources	X	X	X	X	X	X	X	X	X
22240	Devra Ashby	Educational Television Services	X	X	X		X	X		X	X
22310	Judy Gudvangen	Supervision of Special Education	X	X	X				X	X	X
22320	Duane Roberson	Supervision-Career and Technical				X	X	X	X		X
22330	Melissa Burkhardt-Shields	Supervision-Adult Education			X	X	X	X	X	X	X
22340	Christopher Noll	Supervision-Athletics				X	X	X	X	X	X
22350	Talonna Hybki	Supervision-ESL	X		X					X	X
22370	Kristin Balsick	Supervision- Gifted and Talented					X		X		X
22380	Judy Gudvangen	Supervision- Early Childhood/SPED	X	X	X	X	X	X	X	X	X
22400	Darian Founds	Supervision-Summer literacy					X	X			
22410	John Keane	Supervision- IB Program		X	X		X	X		X	X
22420	John Keane	Supervision-Summer School		X	X		X	X		X	
GENERAL ADMINISTRATION											
23120	Dr. Michael Thomas	Board Secretary/ Clerk				X		X	X	X	X
23130	Laura Hronik	Treasurer Services				X			X	X	
23140	Dr. Michael Thomas	Election Services				X			X	X	
23150	Glenn Gustafson	Legal Services				X	X	X	X	X	
23160	Laura Hronik	Tax Assessment/ Collection				X			X	X	
23170	Laura Hronik	Audit Services				X			X	X	
23180	Phoebe Bailey	Staff Relations/ Negotiations				X	X	X	X		
23181	Phoebe Bailey	ESP Staff Relations				X	X	X	X		
23190	Phoebe Bailey	District Accountability Services							X	X	X

Colorado Springs School District 11

Strategic Plan Development

by Program

PROGRAM			STUDENT			COLORADO SPRINGS DISTRICT 11				PARENTS/COMMUNITY	
Number	Manager	Name	Equity	Engagement	Outcomes	Equity	Engagement	Outcomes	Foundational	Equity	Engagement
23210	Dr. Michael Thomas	Office of the Superintendent				X	X	X	X	X	X
23230	Glenn Gustafson	State and Federal Relations				X			X		
23910	Glenn Gustafson	Charter School Administration		X		X	X	X	X	X	X
SCHOOL ADMINISTRATION											
24110	David Engstrom	Office of the Principal	X	X	X	X	X	X	X	X	X
24130	John Keane	School Business Management		X			X		X	X	X
24900	John Keane	Other Support Services	X	X	X	X	X	X	X	X	X
BUSINESS ADMINISTRATION											
25010	Glenn Gustafson	Support Services- Business				X			X		X
25100	Laura Hronik	Financial Services				X			X		
25200	Kris Odum	Purchasing Services				X	X	X	X		
25300	Terry Seaman	Warehouse & Distribution							X		
25310	Joe Morin	Postage & Mail Services						X	X		
MAINTENANCE & OPERATIONS											
26100	Terry Seaman	Maintenance & Operations Superv.							X		
26210	Terry Seaman	Operations (custodians)			X			X	X		
26230	Terry Seaman	Building Maintenance			X			X	X		
26250	Terry Seaman	Utilities			X			X	X		
26300	Terry Seaman	Grounds Maintenance			X			X	X		
26500	John Hill	Non-Student Vehicle Maintenance							X		
26600	Jim Hastings	Security Services	X	X	X	X	X	X	X	X	X
STUDENT TRANSPORTATION SERVICES											
27100	Nick Soto	Transportation Supervision							X		
27200	Nick Soto	Vehicle Operation Services		X	X		X		X		
27400	John Hill	Vehicle Services							X		
27500	John Hill	Small Engine Maintenance							X		
CENTRAL SERVICES											
28010	Phoebe Bailey	Support Services- Central		X		X	X	X	X	X	
28130	Patricia Reitwiesner	Grants Acquisition Office							X		
28230	Devra Ashby	Community Relations Services		X	X	X	X	X	X	X	X
28300	Danniella Ewen	Human Resources Services				X	X	X	X		
28320	Danniella Ewen	Recruitment & Placement Services				X	X	X	X		
28340	Danniella Ewen	Non-Instructional Staff Development				X	X	X	X		
28341	Linda Sanders	Non-Instructional Staff Training	X	X	X	X	X	X	X		X
28380	Alvin Brown Jr.	EOP, Ombudsman	X	X	X	X	X	X	X	X	
28400	John McCarron	Information Service Systems	X	X	X	X	X	X	X	X	X
28420	John McCarron	Technology Equipmt. Maintenance	X	X	X	X	X	X	X		
28440	John McCarron	Network Operations Services	X	X	X	X	X	X	X	X	X
28450	John McCarron	Telecommunications	X	X	X	X	X	X	X	X	X
28510	Karey Urbanski	Unemployment Insurance					X		X		
28550	Kent Poe	Safety Program				X	X		X		
OTHER SERVICES											
29100	Lou Ann Dekleva	Volunteer Services	X	X	X			X	X	X	X
29500	Laura Hronik	Non-Teacher Post Empl. Benefits				X			X		
COMMUNITY SERVICES											
33100	Kathy Howell	TESLA Childcare	X	X	X	X	X	X	X	X	X
33400	Melissa Burkhardt-Shields	GED Testing	X	X	X	X	X	X	X	X	X
33500	Desiree Smith	Facility Rentals						X		X	X
33910	Kent Poe	Crossing Guard Services							X		
34100	Melissa Burkhardt-Shields	Adult Basic Education	X	X	X	X	X	X	X	X	X
OTHER FUNDS											
18	Kent Poe	Risk Mgmt Fund				X			X		
19	Kathy Howell	PreSchool Fund	X	X	X	X	X	X	X	X	X
21	Kent Wehri	Food Services Fund	X	X	X			X	X		
22	Patricia Reitwiesner	Desig. Purpose Grants Fund	X	X	X	X	X	X	X	X	X
23	Laura Hronik	Student Activities Fund							X		
26	Laura Hronik	Other Special Revenue Fund							X		
27	Glenn Gustafson	Mill Levy Override Fund	X	X	X	X	X	X	X	X	X
31	Laura Hronik	Bond Redemption Fund							X		
43	Josh Chism	Capital Projects Fund	X	X	X	X	X	X	X	X	X
64	Kent Poe	Risk Related Activities Fund				X			X		
68	Joe Morin	Production Printing Fund				X	X	X	X		



OTHER INFORMATION



Colorado Springs School District 11
FY20/21 Proposed Budget Modification Requests Summary

No.	Division	Program	Location	\$ Amount	R/N*	FTE		Owner
ALL-1	Achievement Learning Leadership (ALL)	24110	K-12 Executive Directors	250,000.00	N	-	A request to restore non-instructional budgets to pre-recession levels occurred in 2018-2019 school year. What that FY2018-2019 request did not include is support to K12 schools with the elimination of school fees. These fees were once augmented by families and are currently absorbed by school budgets. There is a need to continue rigorous and engaging instruction.	Engstrom
ALL-2	Achievement Learning Leadership (ALL)	00800 009AL 22220 26210 26250	Instruction/ Curriculum/ Student Services	284,168.00	R	4.5	Funding for required costs to re-open Longfellow building as the new Tesla campus.	Engstrom
BS-1	Business Services	23170 28130 25200	Financial Services/ Grants/ Procurement	39,900.00	R	-	1. The District is required to undergo an annual audit conducted by an independent accounting firm. The District conducted an RFP for this service in FY19, which resulted in bids, and a 10-year contract, that exceeds the existing budget. 2. To fund contracted grant-development/writing services 3. Renew annual software from Bonfire. This software application allows for external vendors submission in response to solicitations; internal team evaluations and calculations; reporting that will save time and track real-time data; automate the entire solicitation and evaluation process for RFQs and RFPs.	Gustafson
PSS-1	Personnel Support Services	23190	Personnel Support Services	4,000.00	R	-	A decision to pay all ESP that are on Board Appointed Committees was approved. This means that there are two additional ESP employees who attend DAC Budget Subcommittee meetings. This funding will support that decision since additional OT salaries will need to be paid.	Bailey

Total	General Fund	578,068.00	FTE	4.5
*R/N:				
R- Recurring		328,068.00		
R- Recurring for Additional FTE		284,168.00	4.5	
N- Non-Recurring		250,000.00		
Total		578,068.00		4.5

Summary of Transactions Between Funds

Proposed Budget

FY2020-2021

1) Revenue Transfers:

From		To	
2000 Mill Levy Override Fund (1)	<i>Per Implementation Plan</i>	General Fund	
27-651-00-00000-521000-0000	23,233,822	10-000-00-00000-522700-0000	23,233,822
Mill Levy Override Fund (1)	<i>Per Implementation Plan</i>	General Fund - IT programs	
27-651-00-00000-521000-0000	3,675,000	10-000-00-00000-522700-0000	3,675,000
2000 Mill Levy Override Fund (1)	<i>Per Implementation Plan</i>	General Fund - IT programs	
27-651-00-00000-522100-0000	90,000	21-766-00-00000-522700-0000	90,000
General Fund	<i>Annual Allocation</i>	Capital Reserve Capital Projects	
10-000-00-00000-524300-0000	4,500,000	43-000-00-00000-521000-0000	4,500,000
General Fund	<i>2016 COP Payment</i>	Capital Reserve Capital Projects	
10-000-00-00000-524300-0000	522,439	43-000-00-00000-521000-0000	522,439
General Fund	<i>Annual Allocation</i>	Risk Management Fund	
10-000-00-00000-521800-0000	2,916,000	18-000-00-28520-521000-0000	1,071,202
		18-000-00-28530-521000-0000	314,022
		18-000-00-28540-521000-0000	140,676
		18-000-00-28550-521000-0000	373,934
		18-000-00-28560-521000-0000	1,016,166
General Fund	<i>Food Service Insurance</i>	Risk Management Fund	
10-000-00-00000-521800-0000	113,748	18-000-00-28520-521000-0000	77,643
		18-000-00-28530-521000-0000	12,558
		18-000-00-28540-521000-0000	5,965
		18-000-00-28560-521000-0000	17,582
General Fund	<i>Subsidize Health Plan</i>	Risk Related Activities Fund	
10-000-00-00000-526400-0000	3,000,000	64-000-00-00000-521000-0000	3,000,000
Production Printing	<i>Reimburse for FY17 copier purchase</i>		
68-000-00-00000-521000-0000	80,000	10-000-00-00000-526800-0000	80,000
Total Revenue Transfers	38,131,009		38,131,009

(1) This transfer amount must be supported by actual expenditure documentation.

2) User-Charges:

Debit		Credit	
General Fund		General Fund	
10-654-00-00900-085300-0000	527,825	10-678-00-26400-085300-0000	419,282
10-654-00-00900-085300-0001	208,325	10-672-00-26400-085300-0000	43,052
	736,150	10-678-00-26400-085300-0000	141,629
		10-672-00-26400-085300-0000	18,884
		10-678-00-26400-085300-0000	47,210
		10-678-00-26400-085300-0000	66,093
General Fund			736,150
10-622-00-18000-052000-0000	11,652		
10-622-00-18000-021620-0000	17,523		
10-748-00-27100-052000-0000	167,537	Risk Management Fund	
10-748-00-27100-021660-0000	41,774	18-664-00-28520-052900-0000	60,492
Production Printing		18-664-00-28530-052900-0000	10,084
68-768-00-25400-021660-0000	1,194	18-664-00-28540-052900-0000	4,790
68-768-00-25400-052000-0000	5,683	18-664-00-28560-052900-0000	169,997
	245,363		245,363
Production Printing		General Fund	
68-768-00-25000-050000-0000	24,380	10-762-00-26250-062100-0001	3,478
68-768-00-26210-050000-0000	3,113	10-762-00-26250-062200-0001	8,756
68-768-00-26250-041100-0000	135	10-658-00-25160-086000-0000	24,380
68-768-00-26250-041200-0000	323	10-762-00-26250-041100-0001	135
68-768-00-26250-062100-0000	3,478	10-762-00-26210-086000-0000	3,113
68-768-00-26250-062200-0000	8,756	10-762-00-26250-041200-0001	323
68-768-00-28000-085300-0000	727	10-672-00-28400-085300-0000	727
	40,912		40,912
Total User-Charges	1,022,425		1,022,425

Summary of Transactions Between Funds

Proposed Budget

FY2020-2021

3) State Equalization Allocations:	
From	To
Mandated Allocations:	
General Fund	Preschool Fund
10-000-00-00000-581900-3141	19-000-00-00000-581000-0000
4,061,468	4,061,468
Total Mandated Allocations	4,061,468

4) Indirect Charges:	
Debit	Credit
General Fund:	General Fund:
	Budget & Planning
	Facility Rentals 520
	Grants & Funds Acquisitions 4,220
	10-658-00-25100-086900-0000 4,740
Facility Rental	
Budgeting 520	
Business Services 1,043	
Fiscal Services 1,512	
Procurement 7,243	
10-660-00-33500-086900-0000 10,318	
Summer High School	
Human Resources 438	
Fiscal Services 3,237	
10-400-00-22420-086900-0000 3,675	
Grants & Funds Acquisitions	
Budgeting 4,220	
Business Services 2,109	
Procurement 17,961	
Fiscal Services 61,875	
Human Resources 40,803	
10-645-00-28130-086900-0000 126,968	
Montessori Preschool	
10-105-00-00400-086900-0000 5,861	
Preschool Fund	
19-630-00-22380-086800-3141 127,234	
Food Service Fund	
21-766-00-26250-086900-0000 528,218	
Total Indirect Charges 802,274	802,274

5) 2017 MLO Allocations:	
From	To
Mandated Allocations:	
2017 Mill Levy Override Fund	General Fund
27-651-00-00000-521000-2017	10-000-00-00000-522700-2017
23,717,293	23,717,293
2017 Mill Levy Override Fund	Risk Management Fund
27-651-00-00000-521800-2017	18-000-00-00000-522700-2017
4,633	4,633
2017 Mill Levy Override Fund	Preschool Fund
27-651-00-00000-521900-2017	19-000-00-00000-522700-2017
100,934	100,934
2017 Mill Levy Override Fund	Food Service Fund
27-651-00-00000-522100-2017	21-766-00-00000-522700-2017
489,008	489,008
2017 Mill Levy Override Fund	Benefits Fund
27-651-00-00000-526400-2017	64-000-00-00000-522700-2017
7,448	7,448
2017 Mill Levy Override Fund	Print Production Fund
27-651-00-00000-526800-2017	68-000-00-00000-522700-2017
49,522	49,522
2017 Mill Levy Override Fund	Capital Reserve Fund
27-651-00-00000-524300-2017	43-000-00-00000-522700-2017
11,946,132	11,946,132
Total Mandated Allocations 36,314,970	36,314,970

RENTAL FEE SCHEDULE FOR SCHOOL DISTRICT 11 FACILITIES

PLEASE NOTE: The total cost of renting a facility includes hourly rental charge PLUS costs of operation. There will be a \$100 non-refundable deposit/cancellation fee due at the time of reservation for large or long term rentals, which will be applied to the last month of rent.

FACILITY CHARGES:

Classrooms	\$17.00 hourly
Gymnasiums at elementary schools	\$22.00 hourly
Exceptions: Chipeta, Freedom, Lt. Col. Thomas H. Martinez, Christa McAuliffe, Queen Palmer, Vera Scott and Trailblazer	\$30.00 hourly
Gymnasiums at middle schools or high school auxiliary gyms	\$30.00 hourly
Gymnasiums at high schools	\$40.00 hourly
Outside areas (such as fields, court yards, etc.)	\$35.00 hourly
Tennis courts	\$18.00-\$25.00 hourly per court ⁴
Parking lots	\$22.00 hourly
Swimming pools	\$75.00 hourly ¹
Lobbies, hallways, and tables, concessions	\$30.00 per event ²

GARRY BERRY STADIUM

Stadium rental for games (includes lights)	\$110.00 hourly
Practice time	\$82.00 hourly
Track use	\$55.00 hourly
Stadium manager (must be a District 11 employee)	\$35.00 hourly (2-hour minimum)
Scorekeeper (must be a District 11 employee)	\$55.00 per game
Press box announcer	\$55.00 per game
Lower turf field (\$10/hour extra for lights)	\$65.00 hourly

LARGE SPECIALIZED MEETING SPACE

Cafeterias, media centers, band rooms, choir rooms at middle schools and high schools	\$44.00 hourly
Lecture halls and dance studio	\$65.00 hourly

The above facilities are not available at non-profit rates.

AUDITORIUMS/CAFETORIUMS

Francisco Vasquez de Coronado auditorium	seats 760	\$180.00 hourly ³
Thomas B. Doherty auditorium	seats 493	\$132.00 hourly ³
Galileo School of Math and Science auditorium	seats 350	\$72.00 hourly
Francis L. Jenkins Middle School cafetorium	seats 300	\$65.00 hourly
Horace Mann auditorium	seats 300	\$72.00 hourly
General William Mitchell auditorium	seats 835	\$180.00 hourly ³
General William J. Palmer auditorium	seats 1447	\$240.00 hourly ³
Queen Palmer auditorium	seats 375	\$72.00 hourly
Jack Swigert Aerospace Academy auditorium	seats 439	\$72.00 hourly
Nikola Tesla auditorium	seats 240	\$72.00 hourly
Roy J. Wasson auditorium	seats 1166	\$240.00 hourly ³
West auditorium	seats 240	\$72.00 hourly
Set up/rehearsal/strike time		\$50.00 hourly
Non-refundable processing fee for high school auditoriums		\$35.00 onetime fee

Non-profit rates are available for auditoriums with a valid and current 501(c)(3) determination letter from the Internal Revenue Service.

COST OF OPERATION

The operational cost of each facility will be determined individually depending on the characteristics of the facility, the use, the number of District 11 employees hired to work, and other criteria as needed for the event.

Event Staff (must be District 11 employees)	
Auditorium manager	\$50.00 hourly (2 hour minimum)
Custodian	\$40.00 hourly (2 hour minimum)
Lifeguard (additional lifeguard required for every 25 swimmers)	\$25.00 (2 hour minimum)
Security	\$40.00 hourly (2 hour minimum)
Site facilitator	\$40.00 hourly (2 hour minimum)
Stage technician	\$25.00 hourly (2 hour minimum)

Equipment Usage Fees	
Audio only equipment usage fee	\$30.00/day
Grand piano, if available	\$75.00 plus tuning fee, if needed
Internet/WiFi	\$15.00 per day
Specialized technical equipment usage fee	\$25.00/day
Technical lighting and audio equipment usage fee	\$40.00/day
Trash pick up	Charged per dumpster at current rate
Athletic equipment usage fees	\$5.00-\$25.00/day

Other	
Late fee	\$75.00/event
Change fee for each adjustment after contract is written	\$5.00

BILLING

- Payments are required ten (10) working days in advance of use.
- Please pay by check, money order, or cashier's check made payable to District 11. No cash please.
- No space can be utilized until a contract is signed, a current certificate of liability insurance is on file, and fees are paid in full.

ADVERTISING

All advertising for activities, which take place in or on the licensed property, shall include the following statement:

"These activities will take place on property that (name of Grantee) has licensed from Colorado Springs School District 11 pursuant to D-11 Board of Education Policy KF. Our group has paid a full rental fee for the facility and, therefore, our rental of the facility is not supported by tax dollars. Our use of a district facility represents neither agreement nor disagreement with our group's goals, purposes, or statement by the Board, administration, or the District."

District 11 does not provide or distribute advertising for lessees.

REFERENCES:

- ¹ Renters must provide a water safety instructor (WSI) and a certified life guard for the first 25 swimmers and an additional certified life guard for each additional 25 swimmers.
- ² Table space may be leased to, among others, political candidates or advocates for purposes of political campaigning. In this regard, all political candidates, regardless of their party affiliation or political beliefs, will be given an opportunity to lease table space at certain specified School District 11 events (e.g. back-to-school nights or school open houses). Lessees will have access to their leased table space only, and mobility is limited to the area immediately adjacent to the leased table. The assigned table location is at the discretion of the school administrator.
- ³ Includes two (2) dressing rooms. Tap dancing is permitted if lessee provides protective flooring.
- ⁴ Matches - \$25 per court per match/Lessons - \$18 per hour per court

List of Commonly Used Acronyms at School District 11

ABE	Adult Basic Education
ACE	Alternative Cooperative Education
ACO	Administrative Contracting Officer
ACT	American College Testing
ACT	Academic System, Culture of Performance and Talent Development
AD	Athletic Director
ADA	Americans with Disabilities Act
ADD/ADHD	Attention Deficit Disorder / Attention Deficit Hyperactivity Disorder
ADE	Automated Data Exchange
ADM	Administration
ADS	Application Development and Support (formerly Information Systems or IS)
AEC	Alternate Education Campus
AED	Amortization Equalization Disbursement
AEFLA	Adult Education Family Literacy Act
AFE	Adult and Family Education
ALJ	Administrative Law Judge
ALL	Achievement, Learning and Leadership (formerly ICSS)
ALP	Advanced Learning Plan
AMAO	Annual Measurable Achievement Outcomes
AP	Assistant Principal
APF	Annual Performance Framework
APR	Annual Performance Review
APPLE	Academic Performance Plan for the Learning Environment
ARC	Annual Required Contribution (for pension reporting)
ASBO	Association of School Business Officials
ASCA	American School Counselors Association
ASCENT	Accelerating Students through Concurrent Enrollment
ASE	Adult Secondary Education
AV	Audio Visual
AVID	Advancement Via Individual Determination
AVP	Area Vocational Program
AYP	Adequate Yearly Progress
BAB	Breakfast After the Bell
BEST	Boards of Education Self-funded Trust
BIC	Breakfast in the Classroom or Benefits Insurance Committee
BIP	Behavior Intervention Plan
BMF	Budget Modification Form – replaces the IBR (see archive list)
BOCES	Board of Cooperative Education Service
BOE	Board of Education
BRI	Basic Reading Inventory
BYOD	Bring Your Own Device
CAFR	Comprehensive Annual Financial Report
CASB	Colorado Association of School Boards
CASE	Colorado Association of School Executives
CCR	Communications and Community Relations
CD	Compact Disc or Certificate of Deposit
CDE	Colorado Department of Education
CEA	Colorado Education Association
CESP	Certified Educational Support Professional
CFO	Chief Financial Officer
CFR	Claim Fluctuation Reserve
CIO	Chief Information Officer
CMAS	Colorado Measures of Academic Success (science and social studies) (replaces TCAP)
COP	Certificate(s) of Participation
COBRA	Consolidated Omnibus Budget Reconciliation Act

COTR	Contracting Officer's Technical Representative
CP	Collection Point
CPI	Crisis Prevention Intervention or Consumer Price Index
CPR	Cardio Pulmonary Resuscitation
CPP	Colorado Preschool Program
CRF	Capital Reserve Fund
CSASE	Colorado Springs Association of School Executives
CSEA	Colorado Springs Education Association
CSSD	Colorado Springs School District
CTA	C
CY	Calendar Year
D-11 or D11	District 11 or some other school district as D-followed by their district number (D-20)
DA	Decision Analysis
DAC	District Accountability Committee (formerly DAAC, see archive list)
DAP	Diversity Action Plan
DARS	District Acquisition Regulation System
DASAE	Diploma of Advanced Study in Adult Education
DBS	Division of Business Services
DECA	Distributive Educational Clubs of America
DHH	Deaf and Hard of Hearing
DOK	Depth of Knowledge
DIBELS	Dynamic Indicators of Basic Early Literacy Skills
DPGF	Designated Purpose Grant Fund
DSL	Diagnostic Services and Learning Center (housed at Tesla)
EA	Education Assistant (special education teaching assistant)
EAC	Energy Advisory Committee
EAGLES	Exceptional Academic Gifted Learning Experience Site
E & O	Errors and Omissions (insurance)
ECOT	Emergency Crisis Operations Team
EDSS	Educational Data Support Services
EEO	Equal Employment Opportunities
EFL	Educational Functional Level
EFT	Electronic Funds Transfer
ELAT	English Literature Admissions Test or Early Literacy Assessment Tool
ELC	Early Learning Center
ELL	English Language Learner
ELPA	English Language Proficiency Act
ELSIP	Excess of Loss Self Insurance Pool
EMO	Education Management Organization (for charter schools)
EOP	Equal Opportunity Program
EPO	Exclusive Provider Organization
ERO	Electronic Registrar Online system
ELL	English Language Learners
ESP	Education Support Professional, sometimes Education Service Provider
ESSA	Every Student Succeeds Act (replaces NCLB)
ESY	Extended School Year
FBLA	Future Business Leaders of America
FDK	Full-Day Kindergarten
FERPA	Family Education Rights and Privacy Act (privacy protection)
FMLA	Family Medical Leave Act
FNS	Food and Nutrition Services
FOTC	Facilities Operations and Transportation Center
FPC	Funded Pupil Count
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles

GASB	Governmental Accounting Standards Board
GB	Gigabyte
GED	General Educational Development
GFOA	Government Finance Officers Association
GK12	Galileo K12 (assessment)
GRT	Gifted Resource Teacher
GT	Gifted and Talented
HB	House Bill, usually followed by abbreviated calendar year and a 4 digit identifying number
HR	Human Resources
IB	International Baccalaureate
IBNR	Incurred But Not Reported Claims
ICAP	Individual Career and Academic Plan
IDEA	Individuals with Disabilities Education Act
IEC	Irving Education Center
IEL	Integrated English Literacy
IEP	Individualized Education Plan
IGA	Internal Governmental Agreement
ILP	Individual Literacy Plan
IMS	Instructional Management System
INR	Intent Not to Rehire
IP	Internet Protocol
IPT	IDEA Oral Language Proficiency Test
IT	Information and Technology
JBC	Joint Budget Committee
JROTC	Junior Reserve Officer Training Corps
LAN	Local Area Network
LEP	Limited English Proficient (or Proficiency)
LRE	Least Restrictive Environment
LRS	Learning Resource Services
LTD	Long Term Disability
LTE	Library Technology Educator
LTT	Library Technology Technician
MAP	Measurement of Academic Progress
MESA	Math, Engineering and Science Achievement
MGP	Median Growth Percentile
MIS	Major Improvement Strategy
MLO	Mill Levy Override (sometimes MiLO)
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MTSS	Multi-Tier Support System (formerly Response to Interventions or RtI)
MYP	Middle Years Program (pertains to IB)
NEA	National Education Association
NGLC	Next Generation Learning Challenges
OBE	Outcome Based Evaluation or Overcome by Events
OPEB	Other Post-Employment Benefits
OSPB	Office of State Planning and Budget
OU	Optimization of Utilization
PACT	Parent And Child Together
PARCC	Partnership for Assessment of Readiness for College and Careers (English, language arts, math) (replaces TCAP)
PBDA	Preliminary Budget Development Assumptions
PBIS	Positive Behavior Intervention Support
PBS	Positive Behavior Support
PC	Personal Computer
PERA	Public Employee Retirement Association
PHLOTE	Primary or Home Language Other Than English

PIP	Program Implementation Plan
PLC	Professional Learning Community
PLTW	Project Lead the Way
PLP	Personal Learning Plan
PMO	Project Management Office
PO	Purchase Order
POPP	Post Offer/Pre-Placement Physical
POS	Preliminary Offering Statement
PPASBO	Pikes Peak Association of School Business Officials
PPO	Preferred Provider Organization
PPR	Per Pupil Revenue
PRC	Professional Resource Center
PSEO	Post-Secondary Enrollment Options
PSS	Personnel Support Services
PYIB	Primary Years International Baccalaureate program
Q	Aequitas Solutions (parent/teacher/student connection system) (Formerly Zangle)
QRI II	Qualitative Reading Inventory (first through fifth graders)
QZAB	Qualified Zone Academy Bond
RCM	Resource Conservation Management (Manager)
READ Act	Colorado Reading to Ensure Academic Development (replaces CBLA)
RFI	Request For Information
RFP	Request For Proposal
RFQ	Request For Quote
RJWAC	Roy J. Wasson Academic Campus
RRAF	Risk-Related Activity Fund
ROI	Rate of Increase or Return on Investment
SA	Situation Analysis
SAC	School Accountability Committee (formerly BAAC, see Archive List)
SAGE	Sustainable Agricultural Green Education
SAIL	Student-centered Academic Interdisciplinary Lab (or Learning)
SAT	Scholastic Aptitude Test, then the Scholastic Assessment Test, then the SAT Reasoning Test, and now simply the SAT.
SB	Senate Bill-usually followed by abbreviated calendar year and a 2 or 3 digit identifying no.
SBE	Standards Based Education
SBR	Standards Based Reporting
SES	Supplemental Educational Services
SIED	Significant Identified Emotional Disorder
SIOP	Sheltered Instruction Observation Protocol
SIPPS	Systematic Instruction in Phonological Awareness, Phonics, and Sight Words (K-3)
SIS	Student Information System
SLD	Specific Learning Disability
SLIC	Significantly Limited Identifiable/Communicable
SLO	Student Learning Outcome
SMART	Specific, Measureable, Attainable, Realistic, Time-bound
SOT	Specific Ownership Taxes
SPED	Special Education
SPF	School Performance Framework
SRD	Sufficient Reading Deficiency
SRO	School Resource Officer
SSA	School and Student Activity
STAMP	STAndards-based Measures in Proficiency (world languages assessment)
STEAM	Science, Technology, Engineering, Arts, and Math
STEM	Science, Technology, Engineering, and Math
SWOT	Strengths, Weaknesses, Opportunities, Threats
SY	School Year
TA	Teaching Assistant

TABOR	T axpayers B ill O f R ights
TAC	Transportation Advisory Committee
TAP	System for T eacher and Student A dvancement P rogram
TCT	Teachers Coaching Teachers Program
TELL	Teaching, Empowering, Leading and Learning survey
TLC	Teacher Learning Coach (formerly Literacy Resource Teacher or LRT)
TIF	Teacher Incentive Fund
TOSA	Teacher On Special Assignment
TPA	Third Party Administrator
TSA	Tax Sheltered Annuity
TSI	TAP Summer Institute (see TAP above)
UDIP	Unified District Improvement Plan
USIP	Unified School Improvement Plan
WAN	Wide Area Network
WICOR	Writing, Inquiry, Collaboration, Organization and Read to Learn
YPAE	Young People's Art Exhibition
ZBB	Zero Based Budget

Archive List of Previously Used Acronyms in School District 11

AERO	Assessment, Enrollment and Research Office (formerly DPRE) ("E" used to be Evaluation)
ARCA	Assessment, Research and Curriculum Alignment (replaced TISS, see below)
ASE	Adult Secondary Education
BAAC	Building Accountability Advisory Committee (replaced by SAC, see current list)
BIA	Business Incentive Agreement
ARRA	American Recovery and Reinvestment Act
CBLA	Colorado Basic Literacy Act (replaced by READ Act)
CBOC	Citizens Bond Oversight Committee
CIT	Coordinator of Information Technology (replaced by LTE, see current list)
CPKP	Colorado Preschool Kindergarten Program
CQI	Continuous Quality Improvement
CSAP	Colorado Student Assessment Program (replaced by TCAP)
DAAC	District Advisory and Accountability Committee (replaced by DAC, see current list)
DALT	District Achievement Level Tests
DARTS	Department of Assessment, Research and Technology Services (formerly Tech Services)
DIP	District Improvement Plan (replaced by UDIP, see current list)
DPRE	Department of Planning, Research and Evaluation
EASy	Educational Achievement System
GOF	General Operating Fund
HESP	Home Education Support Program
HRI	House Bill introducing "Leave No Child Behind"
HRO	Holmes, Robert & Owen (District's principal attorney) merged with Bryan L. Cave, LLP
IBR	Incremental Budget Request-replaces Part II Budget Request form, replaced by BMF
ICSS	Instruction, Curriculum, and Student Services (now ALL)
IS	Information Services – changed to ADS (see current list)
ITBS	Iowa Tests of Basic Skills
LRSUS	Long Range School Utilization Study
LMT	Library Media Technician (replaced by LTT, see current list)
LRT	Literacy Resource Teacher (replaced by TLC, see current list)
LST	Literacy/Standards Teacher
NCLB	No Child Left Behind Act (replaced by ESSA, see current list)
OSCR	Office of School and Community Relations (replaced by CCR, see current list)
PPOR	Per Pupil Operating Revenue
PRO	Police Resource Officer (in Middle Schools) (See SRO)
RtI	Response to Interventions (replaced by MTSS)

SAR	School Accountability Report
SCAUSC	School Configuration And Use Study Committee
SEMS	Substitute Employee Management System
SIP	School Improvement Plan (replaced by USIP, see current list)
SIRSI	This is not an acronym but the actual name of the library system program
TAN	Tax Anticipation Note
TCAP	Transitional Colorado Assessment Program (formerly CSAP) (replaced by PARCC and CMAS)
TISS	Technology Integration Support Services
WCIL	West Center for Intergenerational Learning