

Executive Limitation
3.F Financial Planning and Budgeting



To: Board of Education

From: Dr. Chris Fiedler, Superintendent of Schools

Re: Expectations of the Board through 3.F Financial Planning and Budgeting

I hereby present my Expectations of the Board through 3.F Financial Planning and Budgeting, Executive Limitation, in accordance with the monitoring schedule as set forth in Board policy. I certify the information in this report is true.

Signed: 

Dr. Chris Fiedler
Superintendent, School District 27J

Date: May 28, 2019

COLORADO SCHOOL DISTRICT 27J
GOVERNING POLICY OF THE BOARD OF EDUCATION

Policy 3.F – FINANCIAL PLANNING & BUDGETING

Date Adopted/Last Revised: January 27, 2009

Management Limitations

Monitoring Date: May 28, 2019

Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from the Board's End priority, risk financial jeopardy, or fail to be derived from a multi-year plan.

I interpret financial planning to mean: annual budget resulting from the budget process.

I interpret deviate materially to mean: amount that causes the budget of any fund to decrease 10% or more except to the allowable extent cited in Executive Limitation 3.D.1.

I interpret Board's End priority to mean: organizational objectives cited in the Board of Education General End statement approved in May, 2010.

I interpret financial jeopardy to mean: non-compliance with Executive Limitation 3.D Financial Conditions and Activities.

I interpret fail to be derived from a multi-year plan to mean: an inclusion of a five (5) year projection of revenue and expenditures of the General Fund.

Data Reported:

Financial Planning:

Projections from Governor Polis's Colorado state budget indicated an increase to statewide base per pupil funding at 2.7% inflation rate. This would equate to an increase in the base per pupil funding of \$182.76. The FY 2019-20 statewide base per pupil funding is \$6,952. Senate Bill 19-246 concerning the financing of public schools includes total program funding of \$7.393 billion after the application of an 7.7% budget stabilization factor. For FY 2019-20, the bill reduces the budget stabilization factor by \$100 million to \$572.4 million. The bill also specifies that for FY 2020-21, the budget stabilization factor cannot exceed the FY 2018-19 level. The combination of District enrollment projections, school finance act and budget stabilization factor information was used to project revenues, staffing needs and school/department funding allocations.

The Executive Budget Committee convened in February 2019 and during weekly meetings developed various budget options for consideration. In addition to the Executive Budget Committee, the Chief Financial Officer presented the most current information on revenue forecasts, additional expense allocations and the planned use of fund balance to District Leadership, the Brighton Education Association, the Colorado Classified School Employees' Association, and the District Accountability Committee between January 2019 and May 2019 (*Global Executive Limitation 3.0, and C.R.S. 22-7-105*). The Proposed Budget was presented to the Board of Education at the April 23, 2019 meeting.

Upon final Board approval, and after the submission and acceptance of the Expectations of the Board, finance staff will load the budget detail into the District's financial system for the new fiscal year. State law allows for districts to modify their Adopted Budget to reflect the certified results of the October pupil count. If the district so elects, a revised financial plan will be adopted no later than January 31, 2020.

The chart below demonstrates the Planning Department's ability to project student enrollment with significant accuracy. The accuracy of this data is critical as it impacts the District's financial planning strategy as it relates to teacher hiring, operational expenditure plans and constructing buildings to accommodate student growth.

Year	Planning Projection	Actual	Actual Over/ (Under) Projection	% Over or Under
2004	9,074	9,057	(17)	-0.19%
2005	10,450	10,477	27	0.26%
2006	11,273	11,196	(77)	-0.69%
2007	12,216	12,224	8	0.07%
2008	13,140	13,123	(17)	-0.13%
2009	13,884	13,912	28	0.20%
2010	14,676	14,502	(174)	-1.20%
2011	15,029	15,092	63	0.42%
2012	16,354	16,163	(191)	-1.18%
2013	16,697	16,698	1	0.01%
2014	17,351	17,103	(248)	-1.45%
2015	17,610	17,042	(568)	-3.33%
2016	17,366	17,115	(251)	-1.47%
2017	17,485	17,883	398	2.23%
2018	17,564	18,025	461	2.56%
Total	220,169	219,612	(557)	-0.25%

Fiscal planning and monitoring occur throughout the year. In order to incrementally monitor compliance, financial reports are generated and emailed to principals, department managers and executive leadership by the 10th business day of each month. In addition to the monthly financial reports, the Chief Financial Officer presented the Expectations of the Board regarding financial condition and activities to the Board of Education in October 2018 and January 2019.

Fiscal Jeopardy:

Concerning the issues of fiscal jeopardy, The Board and administration have established and monitor against the following superintendent policies via internal and external (auditor) review:

DB	Annual Budget
DBC	Budget Planning Preparation and Schedules
DBE	Budget Hearing Reviews Dissemination
DBH	Fiscal Emergencies
DBJ	Budget Transfers
DDA	Grant Reimbursement Procedures
DFA	Revenues from Investments
DG	Depository of Funds
DH	Bonded Employees and Officers
DI	Fiscal Accounting Reporting
DIC	Financial Reports and Statements
DID	Inventories
DIE	Audits
DJE	Bidding Requirements
DK	Payment Procedures

In addition to the policies above, the Board of Education employs an external auditor, RubinBrown LLP, that conducts a yearly financial and A-133 audit. The auditors presented their comments and observations of the FY 2018 audit at the December 11, 2018 Board Meeting. Their management letter stated no audit findings.

Board’s End Priority:

The information below provides evidence of the continued strategic investment into schools to support the Board’s Global Ends at all levels of the organization. Developing these traits will be the focus of all school and district performance improvement efforts going forth. All school improvement planning and accountability reporting will be driven by the expectation that all students will increasingly demonstrate these traits. To maximize focus on these traits, state and federal statutory requirements are integrated to the extent possible into this system. The investment of fiscal resources shown below demonstrates the District’s focus on expenditures that directly impact students in support of the Board of Education Global Ends.

FY 2019-2020 Adopted Budget

General Fund

In District Schools	\$75,062,891	43%
Central/Support Services		
Board of Education	1,103,797	
Office of the Superintendent	595,760	
Special Education/Pupil Support	19,436,331	
Academic Support	3,341,186	
Human Resources	1,167,736	
Operations	287,228	
Facility Services	6,891,911	
Fiscal & Internal Services	2,181,422	
Information Technology	5,033,036	
District-wide Services	16,537,743	
Central/Support Services Expenditures	\$56,576,150	32%
Charter Allocation/Service Charges	31,466,064	
Transfers to Other Funds	6,804,342	
Transfer to Transportation	4,911,599	
Total Allocations/Transfers	\$43,182,005	25%
Total	\$174,821,046	

Multi-Year Plan:

The chart below provides additional evidence of the 5-year budget projection impacts. This information is reasonable because it is constructed with the use of the student enrollment data contained on the previous page and because it takes into account foreseeable issues with funding the School Finance Act in upcoming fiscal years. While the plan does present a balanced budget through FY 2023-24, including full funding of the TABOR and Board of Education Emergency reserves (Executive Limitation 3. D.1c), it should be noted that numerous significant variables are used in its preparation. The most significant of these variables are the state funding and budget stabilization factor which fluctuate from year to year and not easily estimated based on historical experience.

Five-Year General Fund Budget Projection

	<u>2019/2020</u> <u>Estimated</u>	<u>2020/2021</u> <u>Estimated</u>	<u>2021/2022</u> <u>Estimated</u>	<u>2022/2023</u> <u>Estimated</u>	<u>2023/2024</u> <u>Estimated</u>
Base Data:					
Planning Dept Enrollment (PK-12)	19,450	20,034	20,635	21,254	21,891
Charter School FTE	3,956	4,075	4,197	4,323	4,453
District FTE without Charter	15,494	15,959	16,438	16,931	17,439
School Finance Act - Per Pupil	\$8,190	\$8,436	\$8,689	\$8,949	\$9,218
Beginning Fund Balance	\$23,802,816	\$22,766,352	\$25,175,519	\$26,154,814	\$26,968,200
Revenue:					
School Finance Act Funding	165,356,633	170,317,332	175,426,852	180,689,658	186,110,347
Less: State Funding Rescissions					
Net School Finance Act Funding	165,356,633	170,317,332	175,426,852	180,689,658	186,110,347
Other Local Revenue	560,151	574,155	588,509	603,221	618,302
Total Revenue	165,916,784	170,891,487	176,015,361	181,292,879	186,728,649
Total Resources	\$189,719,600	\$193,657,839	\$201,190,880	\$207,447,693	\$213,696,849
Expenditures, Allocations and Reserves:					
Employee Salaries	85,840,292	87,450,327	91,113,890	93,980,853	96,815,939
Employee Benefits	28,374,414	28,896,379	30,209,007	31,172,513	32,114,400
Purchased Services	10,256,118	10,563,802	10,880,716	11,207,137	11,543,351
Supplies & Materials	6,964,212	7,173,138	7,388,333	7,609,982	7,838,282
Property	33,462	34,466	35,500	36,565	37,662
Other Expenditures	170,543	175,659	180,929	186,357	191,948
Total Expenditures	131,639,041	134,293,771	139,808,374	144,193,408	148,541,582
Allocation to Charter Schools	31,466,064	32,410,046	33,382,347	34,383,818	35,415,332
Other Allocations & Transfers	11,715,941	12,067,419	12,429,442	12,802,325	13,186,395
TABOR Reserve	4,094,333	4,270,836	4,398,961	4,530,930	4,666,857
Board of Education Reserve	4,241,681	4,390,836	4,567,134	4,709,872	4,851,839
Other Reserves	6,562,540	6,759,416	6,962,199	7,171,065	7,386,197
Total Exp., Alloc. and Reserves	\$189,719,600	\$194,192,324	\$201,548,457	\$207,791,417	\$214,048,202

Conclusion: I report compliance.

Accordingly, the Superintendent will not allow budgeting that:

1. Risks incurring those situations or conditions described as unacceptable in the “Financial Conditions and Activities” Board policy.

I interpret this to mean fiscal planning provides for consistent compliance with Policies 3.D and 3.F, which assures the money is strategically invested toward the achievement of the Board’s End, reserves are maintained with no less than 6% fund balance including allowance for variations in the business cycle resulting in the receipt of property tax collections in the months of February through June, plans are made for expenditures associated with student enrollment growth, and fiscal jeopardy is avoided by observing sound, conservative fiscal management practices. This is reasonable because external mandates from the Colorado Department of Education and applicable state law, established operational limits as defined in Executive Limitation Policy 3.F, and staff experience and knowledge are all used in the budgeting process.

Data Reported:

Financial planning and budgeting under this Policy 3.F for the detailed FY 2019-2020 budget plan is undertaken and executed in a manner such that compliance with Policy 3.D, Financial Condition & Activities, is not violated. This is confirmed with the annual submission of the Expectations of the Board on Policy 3.D, last submitted to the Board of Education on January 22, 2019. During the District’s planning process, the 3% TABOR reserve, the 3% Board reserve, and an unappropriated reserve were secured to be able to handle any shortfalls in revenues due to a state rescission or an October count, which is less than was projected, prior to further expenditure discussions. These same reserves are included in future fiscal year projected budgets.

The following schedule shows General Fund month end cash balances for July 2018 through April 2019. While cash balances do not represent a complete picture of financial condition, they do provide an indication of liquidity since the General Fund is a “current fund” with no long-term assets or liabilities.

Month	General Fund Cash Balance
July 2018	\$22,471,154
August 2018	\$37,205,260
September 2018	\$30,296,040
October 2018	\$29,229,446
November 2018	\$30,671,553
December 2018	\$23,803,097
January 2019	\$16,364,505
February 2019	\$26,994,748
March 2019	\$37,965,326
April 2019	\$31,954,216

Conclusion: I report compliance.

Accordingly, the Superintendent will not allow budgeting that:

2. Omits credible projection of revenues and expenses, separation of capital and operational items, cash flow projections, and disclosure of planning assumptions.

I interpret omit credible projections to mean: not using District planning department enrollment projections which have proven to be reasonable and accurate to plus or minus 3.3% over the last five years.

I interpret revenues to mean: either new or recurring financial resources. Revenue predictions are based on the Colorado Department of Education's and other state agencies' projections, current legislation impacting School Finance Act Revenue, interest rates on forecasts from ColoTrust money market funds, historical trends for specific ownership taxes and various economic news releases. Additionally, the District periodically analyzes future needs to be funded through voter-approved override provisions included in the Colorado School Finance Act. This is reasonable, as these revenue sources have proven reliable.

I interpret expenditures to mean: organizational internal investment cost needs of the District, including adjustment for compensation and inflation, are analyzed and addressed through available funds including enrollment growth, budget realignment and periodic program evaluation. These are reasonable as we have experience in adjusting expenditures with consideration of the following factors: analyzing non-instructional versus instructional expenses, class size adjustments, program effectiveness and efficiency studies.

I interpret separation of capital and operational items to mean: that capital items, including land, buildings, improvements to buildings, and equipment having a unit value of greater than \$5,000 are maintained in funds and accounts separate from operational items. This is reasonable as the District utilizes the Colorado Department of Education standard chart of accounts, which requires all purchases to be categorized.

I interpret disclosure of planning assumptions to mean: the compilation of theories of action used to determine the overall revenue available to the District to address identified expenditure needs and compliance components. This is reasonable as these assumptions encompass all major revenue and expenditure categories. Additionally, these assumptions are reasonable because external mandates such as new legislation have been considered, outside resources such as the Colorado Department of Education have been utilized and input based on staff knowledge has been incorporated.

Data Reported:**Revenues:**

The primary revenue source to the District is provided through the enrollment based Colorado School Finance Act (SFA), with resulting payments from state equalization and property tax. The use and availability of accurate enrollment projections in application of the SFA is discussed in the previous section (Financial Planning) of this monitoring report.

The state funding portion and economic conditions related to the state is also discussed extensively in the following section of this monitoring report. The remaining SFA revenue is provided through property tax, 20.9%, specific ownership tax, 2.8% and other revenue, 2.6%.

Property tax:

Property tax revenue is the second highest source of revenue to the District. The following table shows 15-year historical data demonstrating that tax collections are, on average, 99.9% of amounts levied. Accordingly, it is reasonable to use this data to predict this second highest source of revenue to the District. Due to the prior three years' actual collection rates, the budgets presented to the Board this year do not assume an allowance for uncollected taxes or potential additional property tax abatements processed during the fiscal year.

Assessed property values in Colorado are impacted by the Gallagher Amendment which limits the portion of residential property value that is subject to tax.

Levy/ Collection Year	Total	% Increase/ Decrease	Total Tax Levy	Total Tax Collection	% of Total Tax Collection to Levy
2002/2003	\$360,129,914	13.43%	\$17,028,205	\$16,729,694	98.25%
2003/2004	\$432,454,650	20.08%	\$19,340,254	\$19,186,676	99.21%
2004/2005	\$498,017,400	15.16%	\$23,915,777	\$24,349,815	101.81%
2005/2006	\$604,947,210	21.47%	\$23,740,351	\$23,848,450	100.46%
2006/2007	\$686,549,400	13.49%	\$31,280,564	\$31,115,675	99.47%
2007/2008	\$767,392,030	11.78%	\$34,735,232	\$34,464,335	99.22%
2008/2009	\$798,034,830	3.99%	\$36,082,688	\$35,717,710	98.99%
2009/2010	\$808,267,730	1.28%	\$36,601,597	\$36,565,269	99.90%
2010/2011	\$781,026,806	-3.37%	\$35,694,935	\$35,530,346	99.54%
2011/2012	\$777,457,975	-0.46%	\$35,474,631	\$35,487,961	100.04%
2012/2013	\$807,657,362	3.88%	\$36,852,598	\$36,888,996	100.10%
2013/2014	\$827,221,900	2.42%	\$37,745,309	\$37,894,838	100.40%
2014/2015	\$839,221,900	1.45%	\$39,980,940	\$40,083,954	100.26%
2015/2016	\$1,017,602,217	21.26%	\$50,227,828	\$50,674,804	100.89%
2016/2017	\$993,233,062	-2.39%	\$48,983,274	\$48,994,155	100.02%
2017/2018	\$1,174,718,227	18.27%	\$57,753,847		0.00%

Property assessment rates have gone from a high of 16.00% in 1988, to 7.15%, newly reduced during the 2019 Legislative Session. The residential assessment rate had been 7.96% since 2003 and was reduced to 7.2% in 2018 and again in 2019 to maintain balance between residential and non-residential property.

The workings of the Gallagher Amendment, along with the TABOR Amendment have worked to keep residential property taxes relatively low in Colorado.

The District is allowed to increase property taxes at the local level to support its general operations through the referendum process. This process, referred to as the “Mill Levy Override” in the SFA, is the only viable option available the District has to provide additional operating resources.

The District currently receives \$750,000, approximately \$41.62 per pupil based on the District’s FY 2018-19 funded pupil count, through this override process. The SFA limits the amount a district is allowed to receive through this process to 25% of its SFA calculated funding amount. For School District 27J in FY 2019-2020, that amount is approximately \$45.3 million, or about \$2,513 per funded pupil.

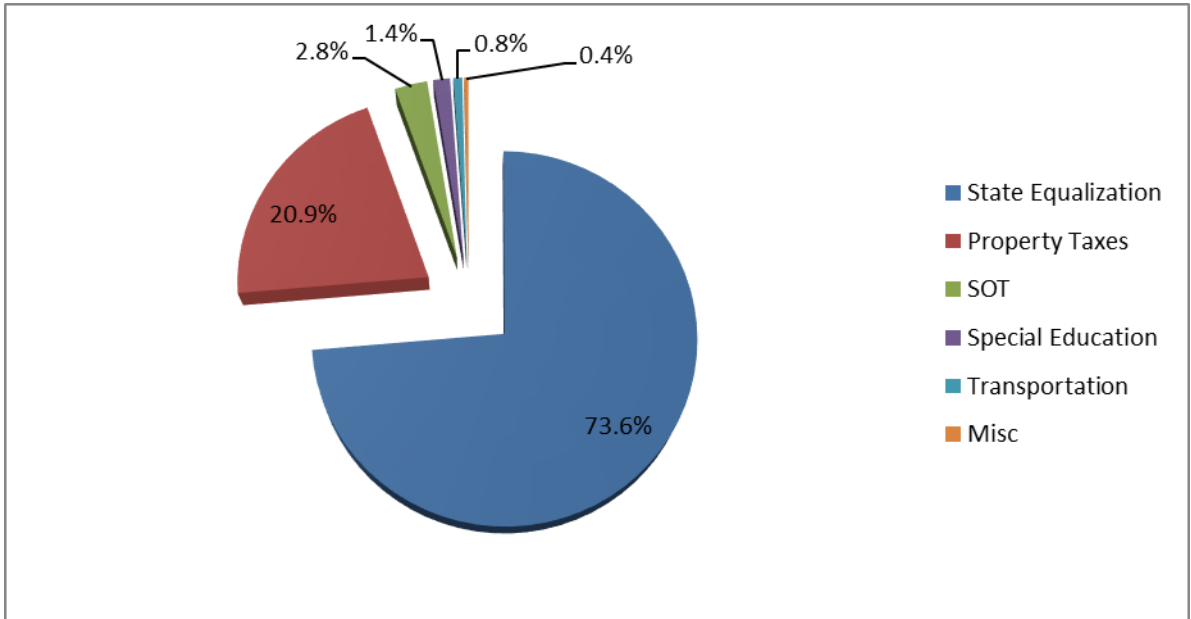
As documented on the Colorado Department of Education website per funded pupil amounts currently received (FY2018-19) by neighboring Adams County districts are:

District	Per Funded Pupil Mill Levy Override
Mapleton	\$671
Adams 12	\$1,638
Commerce City	\$751
Westminster	\$2,065
District 27J	\$42

Specific Ownership Tax (SOT):

The remaining 5.4% of SFA revenue comes from specific ownership tax, 2.8% and other revenue, 2.6%. SOT is the tax assessed on vehicle registrations. This revenue source is expected to provide approximately \$4.7 million for the General Fund. Collections have remained fairly constant so it is reasonable to anticipate regular collection of this revenue source. Other revenue is primarily from state categorical funding such as special education, vocational and transportation.

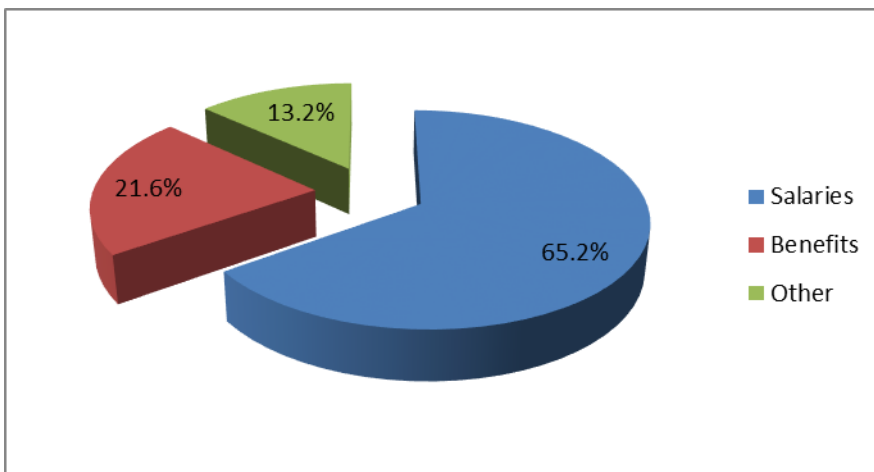
General Fund revenue sources are shown in the following chart.



Expenditures:

Expenditure needs of the District, including adjustments for changes in compensation, benefits and inflation, are analyzed and addressed through available funds including per pupil revenue, budget realignment and periodic program evaluation. These are reasonable as the District has experience in adjusting expenditures with consideration of the following factors: analyzing non-instructional versus instructional expenses, class size adjustments, program effectiveness and impact on students. District expenditures are coded to accurately reflect operations according to use of the required Colorado Department of Education’s Chart of Accounts, including classification of capital items to ensure separation from operational items. This is reasonable as account classification is verified through transmission of District expenditures by account to CDE through the “Automated Data Exchange” process and verified by the District’s independent auditors.

General Fund expenditure categories are shown in the following chart.



Key Budget assumptions for each fund appear below:

Fund	Revenue	Expenditures
General	The beginning fund balance is estimated at \$23,802,816. This is a decrease compared to FY18-19. Per pupil revenues (PPR) increased to \$8,190.	Increase to PPR and enrollment projections resulted in revenue which was allocated for additional staff and a negotiated compensation increase, for an overall increase in expenditures.
Capital Reserve	The beginning fund balance is estimated to be \$1,760,502. A transfer in of \$2,378,933 from the General Fund.	The FY19-20 Adopted Budget details out the specific project associated with the Capital Reserve Funds. Some examples are COP payments, one to web and computer leases.
Risk Management	The District is maintaining a reserve of \$563,321 for our RMR insurance and program purposes. The District transferred in \$1,297,553 of General Funds.	Premiums for worker's compensation, liability and property are paid from this source.
Colorado Preschool Program	The District is required to transfer amount equivalent to the PPR x 210 funded pupils for CPP and PPR x 60 funded pupils for CPP ECARE.	Salaries, benefits and operation costs.
Governmental Grants	State and Federal Grants	Expenditures must be used in conformity with the grant and cannot exceed the amount of the grant. Most grant funding is used for salaries and benefits.
Pupil Activity	The beginning fund balance is estimated to be \$1,548,448. Revenues are collected from students through fees and fund raisers.	Expenditures are to be used for activities and programs that benefit the programs and students directly.
Transportation	Revenue is derived from fees collected from students and reimbursement from CDE. The District transfers \$4,911,599 from the General Fund.	Salaries, benefits and other operating costs associated with running a transportation system for the District.
Growth Impact	The beginning fund balance is estimated to be \$92,493.	Expenditures consist of professional and technical services from individuals not employed by School District 27J.
Other Special Programs	Revenue is derived from charges for programs including; detention center, tuition based preschool, summer school, credit recovery, oil and gas leases and local grants.	Expenditures are for salaries, benefits and program costs.
Bond Redemption	The beginning fund balance is estimated to be \$24,200,000. Revenues are generated from a mill levy that was passed by voters for the sole purpose of repaying bonds.	Interest and principal on payments are based on fixed payments due in December and June of each year. In addition, the fund pays fees for the paying agent.
Building	Resources due to 2015 bond sale proceeds, premiums and interest.	Approved expenditures for acquisition or construction of major capital facilities and other capital assets.
Print Shop	Revenue is derived from charges for printing services to district schools and departments as well as out of district vendors.	Expenditures are for salaries, benefits and program costs.
Nutrition Services	The beginning fund balance is \$2,040,838. Revenues are derived from the sale of breakfast and lunches. In addition, we receive a federal reimbursement as part of the national school lunch program.	Salary, benefits and the cost of food are the major expenditures of the program.

Child Care Program	Revenue is derived from charges for before and after school programs. In addition, revenue is generated by full day Monday care and summer and holiday break programs.	Expenditures are for salaries, benefits and program costs.
Dental Insurance	The beginning fund balance is estimated at \$626,000. Dental premiums are provided from the District to fund this self-insured program.	Expenditures are for dental claims and administrative costs to run the program.
Trust	The beginning fund balance is estimated at \$21,900.	Scholarships are awarded to high school students.

Conclusion: I report compliance.

Accordingly, the Superintendent will not allow budgeting that:

- Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received.

Accordingly, the Superintendent will not allow budgeting that plans the expenditure in any fiscal year of more funds than are conservatively projected to be received.

I interpret plans the expenditure in any fiscal year to mean: organizational investment strategies that reasonably use historical data points cross correlated with projections during a specified period of time from July 1 through June 30.

I interpret conservatively projected to be received to mean: revenue projections conceived by the incorporation of historical data points and legislative decisions to provide foreseeable fiscal guidance.

Data reported:

The District provides services through the use of sixteen separate and distinct funds. A fund is a separate set of self-balancing accounts including assets, liabilities, fund balance, revenues and expenditures. Each fund is established under Colorado Law or by District practices where segregation of revenues and expenditures is desired for reporting or compliance purposes. The funds used by the District comply with the Colorado Department of Education’s Chart of Accounts and Generally Accepted Accounting Principles (GAAP), as verified annually in the District’s audited Comprehensive Annual Financial Report.

The District funds for FY 2019-20, with beginning fund balance, revenues, expenditures and ending fund balance are shown below (these summary amounts have been extracted from the budget).

Fund	Beginning Balance	Revenues	Expenditures/ Transfer/ Allocations	Ending Fund Balance and Reserves
General Fund	23,802,816	165,916,784	174,829,519	\$ 14,890,081
Capital Reserve Fund	1,760,502	2,378,933	3,727,607	\$ 411,828
Risk Management Insurance Fund	977,756	1,297,553	1,664,560	\$ 610,749
Colorado Preschool Program Fund	-	2,525,492	2,452,075	\$ 73,417
Governmental Designated Grants Fund	1,533,601	8,701,827	10,235,428	\$ -
Pupil Activity Fund	1,548,448	3,028,274	4,576,722	\$ -
Transportation Fund	-	6,747,037	6,747,037	\$ -
Growth Impact Fund	92,493	24,213	116,706	\$ -
Other Special Programs Fund	792,001	892,855	1,684,856	\$ -
Bond Redemption Fund	24,200,000	29,479,989	24,862,241	\$ 28,817,748
Building Fund	70,081,655	1,560,000	71,641,655	\$ -
Nutrition Services Fund	2,040,838	5,760,434	7,801,272	\$ -
Child Care Program Fund	803,566	1,511,238	2,314,804	\$ -
Printshop Fund	-	141,471	141,471	\$ -
Dental Insurance Fund	626,000	830,000	1,456,000	\$ -
Trust Fund	21,900	987	22,887	\$ -
	\$ 128,281,576	\$ 230,797,087	\$ 314,274,840	\$ 44,803,823

All of the funds except the General Fund are established for a specific purpose and report revenues and expenditures only associated with that purpose. Expenditures for these funds are budgeted based on available funds which may vary significantly from year to year such as the Governmental Designated Grants Fund, determined by specific grants awarded to the District, and the Building Fund, where spending is based on the availability of bond funds. Accordingly, budgeting for these funds use processes that identify currently available resources that can be determined with significant accuracy, and not the more detailed process used for the General Fund as described below.

General Fund:

The General Fund records all financial activities of the District not required to be accounted for in any of the specific purpose funds. Accordingly, it is the fund that accounts for the general operation of the District. Budgeting for the General Fund relies heavily on historical data, current economic conditions, inflationary trends, state legislation, district professionals and other information. Key elements of revenue and expenditure forecasting follow.

Revenue forecasting:

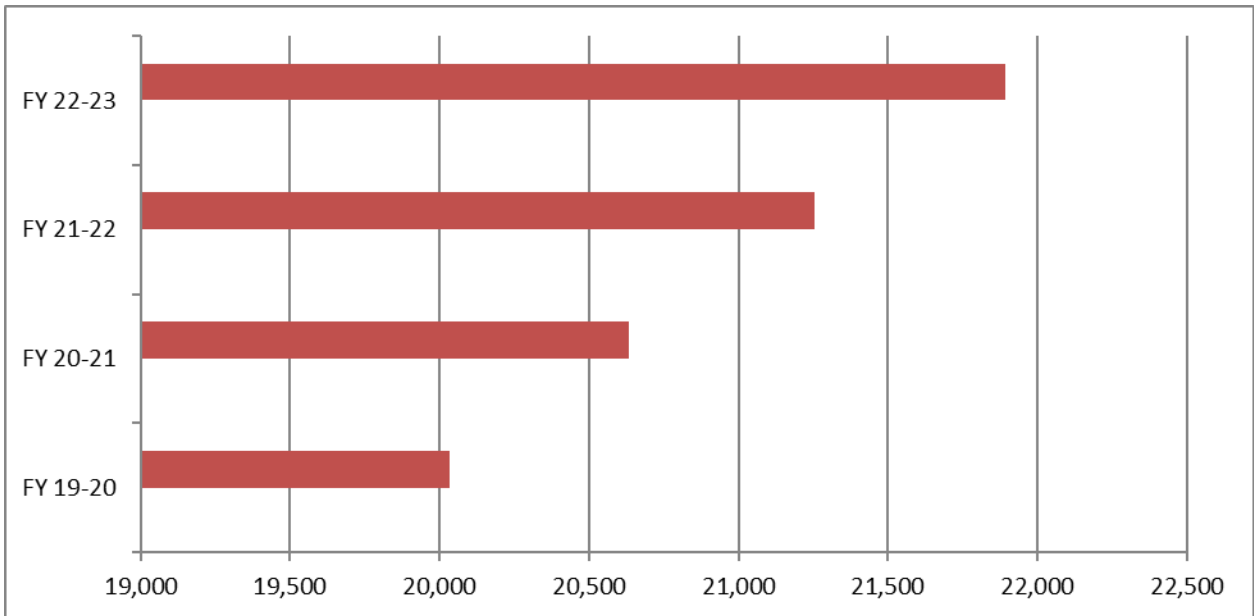
Revenue forecasting for the General Fund is primarily based on two factors:

1. Student enrollment
2. Funding under the Colorado School Finance Act (SFA) as annually modified by the State Legislature

Student enrollment:

Enrollment projections are provided by the District’s planning staff using professional forecasting tools, observation of construction activities and other means. Historical enrollment projections have been, on average, accurate to within - .25% over the last 15 years (see historical enrollment numbers earlier in this report under Financial Planning).

The General Fund budget for FY 2019-20 and projections for fiscal years through FY 2022-23 are based on the following enrollment data:



Colorado SFA Funding:

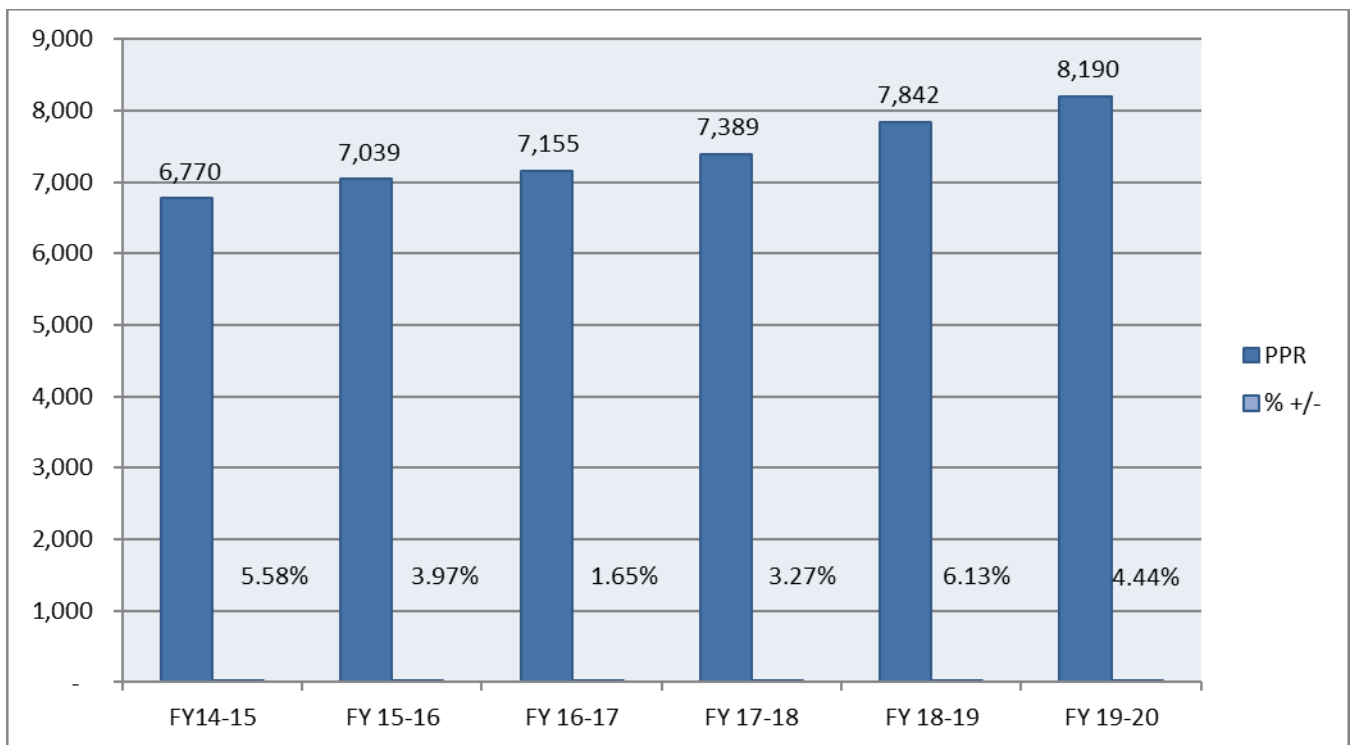
Funding under the SFA is formula based using student enrollment as the primary input. Finance analysts at the Colorado Department of Education (CDE) begin early projections of expected funding to Colorado school districts, using preliminary enrollment, property valuation, state economic conditions and other information. This information is then made available to the Colorado legislature, which begins its session in January. The District monitors the information from CDE and the legislature and upon finalization, enters appropriate numbers in the SFA formula. Amounts are subsequently modified when actual District enrollment is determined in October, usually resulting in adjustments to the District’s budget.

Approximately 97.4% of General Fund revenue is derived from the above described SFA formula process. Revenue sources resulting from the formula process are:

- State Equalization 73.6% or \$122,163,716 for FY 2019-20
- Local Property Tax 20.9% or \$34,746,696 for FY 2019-20
- Local Specific Ownership Tax 2.8% or \$4,683,973 for FY 2019-20

Historical SFA funding increases and decreases:

Inflation and economic conditions in the State are the primary factors that drive SFA funding changes. The following graph shows the percentage changes for the previous five years and the upcoming FY 2019-2020. Percentage changes are expressed as changes in Per Pupil Revenue (PPR).



Other revenue:

- The remaining 2.6% of General Fund revenue is comprised of a combination of State categorical sources (Vocational Education and Special Education) and local sources (fees, rental, tuition, indirect cost recovery, etc.).
- These other revenue sources can be predicted with reasonable accuracy using information from CDE, District staff that administer tuition, fee, rental and other programs, and prior year trends.

Other factors impacting revenues:

The projection of the fiscal health of Colorado is critical to the District’s ability to anticipate future funding. This is strategically important in Colorado due to state mandates to limit the District’s general operating levy to 27 mills (the District’s FY 2018-19 mill levy remains unchanged from the prior year at 26.262 mills). With this limit in place, the state has the responsibility to “back-fill” SFA program revenues. It should be noted that, due to state revenue shortfalls, the SFA formula calculated “back-fill” amount for the District’s FY 2019-20 budget has been reduced by the budget stabilization factor of approximately \$12.4 million. The District maintains some of the previously implemented cost containment efforts as well as a planned use of fund balance in order to accommodate this funding reduction and produce a balanced budget for FY 2019-20.

Conclusion: I report compliance.

Accordingly, the Superintendent will not allow budgeting that:

4. Provides less for Board activities during the year than is set forth in the Cost of Governance policy (*see policy in Governance Process*).

I Interpret Board activities to mean: the collective means that the Board of Education has identified to achieve the prescribed end.

I interpret cost of governance policy to mean: funds allocated per policy 2.J as approved by the Board of Education on April 27, 2010.

Data Reported:

The amount budgeted for Policy Governance totaling \$31,000 is the same as the amount approved during the FY 2018-19 budgeting process. Additionally, \$80,000 has been budgeted for the annual independent fiscal audit as required under Policy 2.J.1.b.

Conclusion: I report compliance.