**Deposit Build America Bond Interest**  
**Group 1**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deposit Interest Payment from Build America Bonds (BABs) into General Fund</td>
<td>$1.195 M</td>
</tr>
</tbody>
</table>

**Accounting Information:**

**Impacts:**

- Full Time Equivalents: 0
- Eliminates a Program Cross Subsidy: No
- Requires Negotiation: No
- Impacts the Classroom: No
- Recurring Savings: Yes

*Updated: 3/23/2012*
### Maintain BOE Reserve Policy

#### Group 1

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Education Reserve Policy - Maintain at 1% versus 2%</td>
<td>$1.845 M</td>
</tr>
</tbody>
</table>

**Accounting Information:** Fund 10; Fund Balance

**Impacts:**
- By policy the Board of Education currently requires the Superintendent to budget for a 2% reserve above the 3% reserve required by the Taxpayer Bill of Rights (TABOR).
- This 2% policy reserve was reduced to 1% for 2011-2012 to provide more funds to offset the difference between revenues and expenditures.
- An increase of this policy reserve back to 2% equates to approximately $4 million for 2012-13.
- Under this budget element the Board would direct the Superintendent to reduce its policy reserve for 2012-13 by $1.845 million or approximately 1%.
- This reduction will leave APS with lower reserves and could raise the risk premium APS must pay on any future debt issuance.

<table>
<thead>
<tr>
<th>Full Time Equivalents:</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eliminates a Program Cross Subsidy:</td>
<td>No</td>
</tr>
<tr>
<td>Requires Negotiation:</td>
<td>No</td>
</tr>
<tr>
<td>Impacts Classroom:</td>
<td>No</td>
</tr>
<tr>
<td>Recurring Savings:</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Updated: 3/23/2012
Charter School At-Risk Funding
Group 1

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recalibrate Charter School At-Risk Funding</td>
<td>$300 K</td>
</tr>
</tbody>
</table>

**Accounting Information:**
The At-Risk funding factor in the school finance formula only applies to students eligible for free lunch not free and reduced. According to Colorado State Statute (C.R.S. 22-30.5.112.1), the district is allowed to reduce the charter schools at-risk funding in proportion to the applicable percentage that the charter school at-risk population is below that of the district average if the district is eligible for at-risk funding (i.e. district average >40%). There is At-Risk funding language in four of our charter school contracts: Global Village, Lotus, New America and Vanguard. We can reallocate this money back to the district's general fund to be applied to the district's higher at-risk populations (i.e., Aurora Central or some other qualified school) or it can be used in the administration of the district. This amount (overpayment to district's charters) aggregates up to approximately $300K per school year.

**Impacts:**
Charter schools could potentially negatively portray the district as “not Charter friendly.”

<table>
<thead>
<tr>
<th>Full Time Equivalents:</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eliminates a Program Cross Subsidy:</td>
<td>Yes</td>
</tr>
<tr>
<td>Requires Negotiation:</td>
<td>No</td>
</tr>
<tr>
<td>Impacts Classroom:</td>
<td>Yes</td>
</tr>
<tr>
<td>Recurring Savings:</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Updated: 3/23/2012
Reduce Capital Reserve Fund
Group 1

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce Amount Set Aside for Capital/Building Maintenance</td>
<td>$1.000 M</td>
</tr>
</tbody>
</table>

**Accounting Information**: Fund 10; Object 5600

**Impacts**:  
- Reduces funds available for facilities maintenance and improvements in FY2012-13.

**Full Time Equivalents**: 0

**Eliminates a Program Cross Subsidy**: No

**Requires Negotiation**: No

**Impacts Classroom**: No

**Recurring Savings**: Yes

Updated: 3/23/2012
# Reduce Non-School, Non-Labor Budgets

## Group 1

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce budgets (non-labor) from support sites</td>
<td>$550 K</td>
</tr>
</tbody>
</table>

## Accounting Information:

### Impacts:
Reduces supplies and equipment for school maintenance, District operations, transportation support and technology support.

### Full Time Equivalents:
0

### Eliminates a Program Cross Subsidy:
No

### Requires Negotiation:
No

### Impacts Classroom:
No

### Recurring Savings:
Yes

Updated: 3/23/2012

PACESetters!
Reduce General Fund Balance
Group 1

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce General Fund Balance in 2012-2013</td>
<td>$4.000 M</td>
</tr>
</tbody>
</table>

**Accounting Information:** Fund 10; Fund Balance

**Impacts:**
- By law (TABOR), Aurora Public Schools (APS) must retain a Fund Balance Reserve of 3% of General Fund Expenditures.
- This equates to TABOR Reserve of approximately $8 million for 2012-13.
- By Board of Education Policy, APS must retain a Fund Balance Reserve of 5% of General Fund revenues.
- This equates to a Policy Reserve of approximately $12 million for 2012-13.
- The Policy Reserve includes the TABOR Reserve. APS anticipates total General Fund reserves for 2012-13 will be approximately $18.7 million.
- General Fund balances in excess of this amount will be available to close the gap between anticipated 2012-13 General Fund revenues and expenditures.
- Currently, APS anticipates that its ending Fund Balance for 2011-12 will be approximately $25 million on a Generally Accepted Accounting Principles (GAAP) Basis.
- This budget gap reduction element envisions applying $6.219 million of the 2011-12 Unreserved Fund Balance to reducing the anticipated 2012-13 budget gap.

**Full Time Equivalents:** 0

**Eliminates a Program Cross Subsidy:** No

**Requires Negotiation:** No

**Impacts Classroom:** No

**Recurring Savings:** No

Updated: 3/23/2012
William Smith Budget Realignment
Group 1

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>William Smith Budget Realignment (reduction of $1000 in per pupil funding)</td>
<td>$280 K</td>
</tr>
</tbody>
</table>

**Accounting Information:**

The intent of this budget reduction item is to initiate the process of realigning William Smith High School’s budget with district schools that are similar in size (small schools) and similar in scope (high schools). Historically, William Smith’s budget has been disproportionately higher than other schools (average difference of +$3300 on a per pupil basis).

This reduction would be the first round of budget cuts imposed on William Smith over the last six consecutive school years, whereas every other high school in the district has had cuts of 11 percent over the last four years. At the same time, the District has endured cuts of $70,000,000 over the past 5 years.

**Full Time Equivalents:** TBD

**Eliminates a Program Cross Subsidy:** Yes

**Requires Negotiation:** No

**Impacts Classroom:** Yes

**Recurring Savings:** Yes

Updated: 3/23/2012 PACESetters!
## PERA Group 2

### Description

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase PERA Cost by Employees (pass through ½ of the PERA increase to employees)</td>
<td>$800 K</td>
</tr>
</tbody>
</table>

### Accounting Information:

- **Impacts**: Reduces employee morale due to decrease in take-home pay.

### Full Time Equivalents:

- 0

### Eliminates a Program Cross Subsidy:

- No

### Requires Negotiation:

- No

### Impacts Classroom:

- No

### Recurring Savings:

- Yes

Updated: 3/23/2012
## Outsourcing Alternatives

### Group 2

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outsourcing Alternatives Estimate - Further research outsourcing alternatives</td>
<td>$200 K</td>
</tr>
</tbody>
</table>

### Accounting Information:

**Impacts:**
- Reduces employee morale due to job eliminations.
- Outsource only evening custodial.
- One district custodian would still be at each site for supervision.
- No job loss – reduction from attrition.

**Full Time Equivalents:** TBD

**Eliminates a Program Cross Subsidy:** No

**Requires Negotiation:** No

**Impacts Classroom:** No

**Recurring Savings:** Yes

Updated: 3/23/2012
### Description

Furlough Day - Savings of $1.000 million per furlough day

| Value | $1.000 M  
Max = 1 Day |

### Accounting Information:

**Impacts:**
- Reduces compensation to employees and reduces staff productivity.
- Savings accrue from non-payment of salary and benefits.
- Employees would continue to receive health benefits without reduction.

<table>
<thead>
<tr>
<th>Full Time Equivalents:</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eliminates a Program Cross Subsidy:</td>
<td>No</td>
</tr>
<tr>
<td>Requires Negotiation:</td>
<td>Yes</td>
</tr>
<tr>
<td>Impacts Classroom:</td>
<td>Yes</td>
</tr>
<tr>
<td>Recurring Savings:</td>
<td>No</td>
</tr>
</tbody>
</table>
## Equitable Staff Reductions
### Group 2

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equitable Staff Reductions - Every 1% reduction saves $2.000 million</td>
<td>$1.800 M</td>
</tr>
</tbody>
</table>

**Accounting Information:**

**Impacts:**
- Staff reductions have the potential to undermine organizational culture and adversely impact employees and employee morale.

**Full Time Equivalents:**
- TBD

**Eliminates a Program Cross Subsidy:**
- No

**Requires Negotiation:**
- No

**Impacts Classroom:**
- Yes

**Recurring Savings:**
- Yes

Updated: 3/23/2012
### Staffing Ratio – .5 student

#### Group 2

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffing Ratio: Increase by .5 student (a half student increase in the school staffing ratio equates to a $2.000 million expenditure reduction)</td>
<td>$2.000 M</td>
</tr>
</tbody>
</table>

#### Accounting Information:

**Impacts:**
- Increases the ratio of students to school staff.
- Operationally, APS would accomplish this reduction by reducing the rate at which turnover is replaced.

**Full Time Equivalents:** TBD

**Eliminates a Program Cross Subsidy:** No

**Requires Negotiation:** No

**Impacts Classroom:** Yes

**Recurring Savings:** Yes

Updated: 3/23/2012 PACESetters!
## Early Retirement Program
### Group 3

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement early retirement program (savings impact still needs further research - TBD)</td>
<td>$1.000 M</td>
</tr>
</tbody>
</table>

### Accounting Information:

**Impacts:**

- **Full Time Equivalents:** TBD
- **Eliminates a Program Cross Subsidy:** No
- **Requires Negotiation:** Yes
- **Impacts Classroom:** Yes
- **Recurring Savings:** Yes
# Reduce Budget For Extracurricular

## Group 3

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce Budget for Sports Coaches/Club Sponsors/Dept. Chairs</td>
<td>$1.837 M</td>
</tr>
</tbody>
</table>

### Accounting Information:

#### Impacts:

Potential unintended impact:
- Disengagement of students due to reduction of extracurricular activities.
- Possible decrease in enrollment due to students going to another district for sports/programs.

### Full Time Equivalents:

0

### Eliminates a Program Cross Subsidy:

No

### Requires Negotiation:

No

### Impacts Classroom:

Yes

### Recurring Savings:

Yes

Updated: 3/23/2012

PACESetters!
### Staffing Ratio – 1 Student

**Group 3**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffing Ratio: Increase by one student (a one student increase in the school staffing ratio equates to a $4.000 million expenditure reduction)</td>
<td><strong>$4.000 M</strong></td>
</tr>
</tbody>
</table>

**Accounting Information:**

**Impacts:**
- Increases the ratio of students to school staff.
- Operationally, APS would accomplish this reduction by reducing the rate at which turnover is replaced.

**Full Time Equivalents:** TBD

**Eliminates a Program Cross Subsidy:** No

**Requires Negotiation:** No

**Impacts Classroom:** Yes

**Recurring Savings:** Yes

Updated: 3/23/2012 15PACESetters!
## Bus Transportation
### Group 4

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charge $1/day for Bus Transportation - Charge students for bussing</td>
<td>$440 K</td>
</tr>
<tr>
<td>(potential revenue increase of $440,000 at $1.00 per day)</td>
<td></td>
</tr>
</tbody>
</table>

### Accounting Information:

#### Impacts:
- This revenue increase element would entail charging students riding Aurora Public School buses a daily ridership fee.
- Based upon preliminary analysis, each penny charged per day would raise $4,400 in General Fund revenues per year.
- This revenue figure is based upon not charging a fee to students participating in the Free and Reduced Lunch Program.
- This revenue element would likely result in reduced ridership and potentially increase truancy.
- The scope of these adverse impacts is indeterminate.
- Potential unintended impact: Increase in truancy.

#### Full Time Equivalents: 0

#### Eliminates a Program Cross Subsidy: No

#### Requires Negotiation: No

#### Impacts Classroom: No

#### Recurring Savings: Yes

Updated: 3/23/2012
# Reduce Salary Schedules

**Group 4**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary Schedules: Reduce all by a fixed 1% (1% general schedule pay reduction)</td>
<td>$1.800 M</td>
</tr>
</tbody>
</table>

**Accounting Information:**

**Impacts:**
- Increased financial stress on all employees.
- Reduced capacity to compete for high potential employees.

**Full Time Equivalents:** 0

**Eliminates a Program Cross Subsidy:** No

**Requires Negotiation:** Yes

**Impacts Classroom:** No

**Recurring Savings:** Yes

Updated: 3/23/2012