

**Colorado School Finance Project**  
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86 District Responses (48% response rate) to Negative Factor Scenario Questions (Colorado has 178 Districts Responses from 02/26/2014 thru 04/09/2014 <a href="#">Link to CSFP School Finance &amp; Educational Reform Timeline</a> )		
District	Scenario 1 - Buydown NF - How would your district spend money if the Legislature invested \$200M back into the Negative Factor?	Scenario 2 - No buy down - Would your district have to make budget cuts? If so, what do you think you would do?
Adams 14	Implementing unfunded mandates and salaries for teachers.	Stop implementing unfunded mandates.
Adams 50	We would quit spending our reserves.	We would look at current program offerings and class size.
Agate	We would use the money for staff for Reading intervention, struggling students in various areas.	We would remain status quo.
Aguilar	We would keep the teachers we have now.	We would likely have to cut yet again.
Akron	Where to start? The amount of money we would receive would not be adequate to address all of our needs. We would look to address staff and salary concerns--We have cut teaching positions, a full time principal position, cook position, ½ of a C.T.E. program, and days (staff development & contact). Our salary schedule has not changed in six years and we have frozen salaries for two of those years. We would also look to replace high mileage vehicles that we have talked about replacing the past two years.	Yes. Continue to cut positions and use up our already reduced reserve.
Archuleta School District 50 Jt.	We would restore teaching positions that were eliminated. We would most likely use some of it to replace 30 year old busses that are no longer safe for students to use. We would also try to begin to replace our "small fleet". As a rural district in a very spread out league, our student athletes travel great distances to compete in various sports. Not all of those teams require large busses and we utilize Suburbans, etc. that have 190,000 miles on them. several of those have given up the ghost in the last few weeks. Additionally, we would upgrade our technology allowing students more access to computers so they are better prepared to take new state assessments. That is just the beginnin of the list but it gives you some idea of the needs we have.	
Aspen	Aspen would spend dollars on the following 1) Recruiting, developing, and retaining highly qualified teachers and support staff. 2) Maintaining small class sizes 3) Upgrading our learning management system and instructional technology 4) Supporting teachers in their updating of curricula in the areas of literacy and numeracy 5) Supporting students with behavioral and instructional challenges (across the learning spectrum) 6) Making capital investments 7) Implementing the READ Act 8) Implementing Educator Effectiveness 9) Providing professional development for teachers and staff.	Aspen would address fewer dollars by reducing: 1) Programs that students and parents have come to expect. 2) Support staff and teachers that we have worked so hare to recruit, develop and retain.
Aurora 28J	If \$200M is invested in the negative factor reduction, we are considering (list subject to change) a mixture of the following items: Fund new teacher positions required due to increase in enrollment; Extend the school day for middle school; Restore assistant principal positions to middle and high schools; Restore school personnel required for playground/lunch supervision; Restore mental health school support personnel; Restore school support positions (clerical).	To be decided.
Bayfield	Due to the compounding of the negative factor, our district (like others) was forced to freeze staff salaries. Should the state restore the negative factor, one of our first priorities is to revisit staff salaries to ensure our employees are being paid a competitive wage for their time, effort, and dedication to the district and our students. Our second priority would be to focus additional investments (human and capital) to support student achievement and to better address the many unfunded state mandates that have been enacted over the past few years. Our third priority would be to address deferred maintenance and capital needs that have not been possible because of limited funds as a result of the negative factor	At this time we do not anticipate further budget cuts as a direct result of the negative factor, but we are continually looking for areas to save the district money and re-distribute funds to those areas of highest priority to impact student achievement.

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Bennett School District 29J	We would be able to retain some needed certified staffing, possibly our transportation programs as well. We have lost almost \$6M to date due to the rescissions and negative factor. We cannot sustain many more of these years. some of this money would also go to the capital reserve to fix some issues that are festering badly and are safety issues. We have tried for two mill levy overrides that have failed miserably trying to correct some of these items.	We would have to make cuts for the 6th year in a row. If our entire negative factor was given back we would probably be OK. We have already cut several teaching and administrative positions, a media specialist, classified hours from every department, have restructured our IT department and are attempting a Mill Levy override for the 3rd time in 4 years. If it fails again we will more than likely have to terminate our bus services. The outlook without these funds are not good for our schools future or the community. We are barely surviving with the funding we are receiving.
Big Sandy	We would spend money on 2 buses (we have not been able to buy a bus for 7 1/2 years). We would buy 50 computers for all of the assessments and for classroom usage. We would put money into our "capital reserve" (as we were required to put approximately \$90K each year in the past, but when they changed the law when the economy went down, we have only put in \$10K a year). We do not have money to put away, earmarked for "high" dollar special education students anymore and would put some away for that. We would give staff a step salary raise and base salary raise as we have not been able to do much in this area the last several years. We would increase our health insurance contribution to employees (the school used to pay the premium for a single person, but we froze it several years ago as we could not afford it...staff members have been hit extremely hard with raises in health insurance premiums with zero additional assistance from the school for the past several years.	We will cut an elementary teacher, will cut a counselor, will reduce another elementary teacher's position, will have our principals teach an additional class, will cut cheer-leading, will continue to postpone purchases of buses, technology, health insurance, salary step and base raises.
Briggsdale	We would first look at physical needs in the district. Roofing on an old gym and Vocational Education building, look at buying a bus, completing OCR needs in the district. Secondly, we would look at re-hiring positions for teaching staff that was cut since 2006.	
Brush	Brush has lost 22 positions over the course of the last four years. We are currently looking at reducing \$1.1M over the next two years or \$550K each year. If the negative factor was to be reduced based on the \$200M we would still be looking at budget cuts of \$190K for the next two years (if the reduction of the negative factor was recurring). Reducing the negative factor without strings attached would allow us to reduce the amount of reductions needed over the next two years	As stated, we are reducing \$1.1M over the next two years. These reductions may include the following: administration (1.0), Dean of Students, counseling positions, secretarial positions, increasing class size, eliminating Art and Music at elementary and middle levels, eliminating woodshop at the middle and high school level, eliminating summer school, eliminating the town bus route, freezing all salary increases, and increasing student fees.
<a href="#">Buffalo (letter)</a>	Letter to Colorado School Finance Project	
Burlington	We would look at covering the increase to health insurance, PERA and energy costs. With money that might be left over we would then look at: staff compensation; implementation of state mandates; classroom materials; district technology; school safety.	We would look at covering the increase to health insurance, PERA and energy costs through our beginning fund balance.
<a href="#">Byers (Letter to House Education Committee)</a>	Letter to House Education Committee	
Calhan	We would reinstate step increases and possibly look at adjustments to salary schedules. We have given only one step increase in the last 5 years. Invest in technology resources for our students.	We would have to make reductions on top of the program and staff cuts that have been made over the past 5 years. We would look at cutting another \$100,000 to \$200,000 on top of the \$700,000 already cut. We are also concerned about growing energy and health insurance costs and how these will affect our bottom dollar.
Centennial	We are a bare bones staff and living with a 20% cut each year in our budget. We have cut all vocational programs, paraprofessionals, and clerical staff. Additional funding would be used on interventionists for classrooms, classroom materials, district technology, school safety, state mandates, restoring vocational programs, etc.	Freezes in spending will continue to grow.
Cheraw	We would look at adding a possible .5 SPED teacher and restoring our Spanish teacher rather than providing it with online courses.	We would look at cutting 1.5 FTE within the buildings possibly.
Clear Creek	We are not impacted by the negative factor. (high property valuation). We pay back through the Categorical Buyout provision.	

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<a href="#">Colorado Springs D-11 (District Letter to State Legislators)</a>	Staff Compensations	No
Cotopaxi	<p>This year we will dip into our fund balance to the tune of \$36,000. If we keep doing that we go broke. We would not have to go into our fund balance with the restored buy-down. Our bus fleet is an average of 15 years old with our newest bus over six years old, all of which have over 200,000 miles on them. We could put money toward a new bus. Over the last five years Cotopaxi has cut the Art program, half time Music teacher, the only librarian, one cook, one custodian, two secretaries, and we went to a para for Title One which was a full-time teacher. that is six and a half positions in a school that has less than 45 total employees. I would love to restore just a couple of these. We have textbooks that are 15 years old and have not bought any for 4 years, we would put money in this line item. We would put money in technology so that we could adequately test our students on the new mandated computer tests. I need 40 sets of headphones right now to administer this years tests at %15.00 a pair, I hope I have enough donations to cover them.</p> <p>We have facility issues that have to be addressed. 25 year old carpet, bad pipes, cracked cement, leaky roofs, and floor tiles that have to be replaced.</p> <p>One of the biggest concerns I have is the cost of propane to heat our buildings. Our school is totally fueled by propane, it cost us \$1.41 a gallon this year as per our contract, right now if I had to get propane without the current contract it would be well over \$3.50 a gallon. I suppose we will fund this line item before all others.</p>	<p>We will continue without an Art program and part-time music. We will cut in other areas like one cook, one Para, part-time custodian, and continue to ask students to bring copy paper to run our copiers. There will not be any raises for our staff. We will not buy textbooks for another year. We will put off buying that bus we so desperately need. We don't need the money with strings attached, it will not help us. We have no ELL students and very few Read Act students. We already fund Full-Day Kindergarten, so it won't help there either. We could talk about cutting Kindergarten to a half day but that would mean I would have to transport them home in the middle of the day which would cost us more. Plus some of my parents would move them to a school that does have full-time Kindergarten and we would really lose.</p> <p>With all this being said, we provide a great education for students and our community because we have learned to do more with less. It is at the breaking point, however!</p>
Custer County	<p>Cover anticipated increases in energy costs and health insurance. Then put money into staff compensation. Salaries have been frozen for 4 years, our base salary is lowest in region. Last spring a teaching candidate turned down our offer and went to work at Bed Bath &amp; Beyond in Pueblo Mall because she could make more money. Our salaries have to be more competitive to attract and retain quality staff. We would try to address steps and base on salary schedule. If anything left, we would put money towards buying a new school bus. We haven't purchased a bus in 6 years, over 3/4 of our fleet has more than 100,000 miles.</p>	<p>We anticipate increases in energy costs and health insurance. Depending upon the increases and our projected enrollment, we may be in a position that we have to cut an elective program to balance our budget.</p>
Deer Trail 26J	<p>We would raise the base salary, update science textbooks as most of our textbooks are 8 – 10 years old, hire a full time teacher who can teach part time special education and either help out in the secondary in language arts or in the elementary as an interventionist, hire a principal, and purchase a new route bus. We have several maintenance issues that need to be addressed on our aging facilities (carpet, water fountains, heating/air conditioning units, ceiling tiles, etc.</p>	<p>Freeze the current steps on the salary scale and no one would receive a raise, look at closing our swimming pool, changing from a full time pre-school to a half time program possibly, we would not replace two heating/air conditioning units next year as planned, and we would have to look at possibly not having a Title I teacher part time, and instead utilize a para professional because we currently use the general fund to pick up the benefits and remaining salary for our Title I teacher that is not supplied by federal dollars.</p> <p>Deer Trail has cut certified staff positions for the past four years (six positions have been eliminated). We cut the principal position four years ago and have one administrator who serves the dual role. Our bus routes were cut from three routes to two, and we haven't purchased a route bus in several years.</p> <p>We have cut coaching stipends, athletic expenditures, and stipends in general for extra duties. We were able to raise our base salary and unfreeze steps last year (they had been frozen for three years), but that is because we made cuts in other parts of the budget to be able to do this.</p>
Del Norte	<p>We will use the money to keep staff positions and to invest in classroom materials (textbooks, technology, training)</p>	<p>We will have to make budget cuts this year. We are planning on cutting up to 6 staff positions. We cut several positions two years ago and we don't know where to cut at this point. We have one retiree and one teacher moving out of state and we plan to absorb those positions. We have already cut to the bare minimum when it comes to custodial, cafeteria and transportation.</p>

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Dolores	Attract and Retain High-Qualified Teachers! We are loosing them to other professions to support their families. We plan to honor their "steps" and possibly a COLI. Technology! We have antiquated tech equipment and need to purchase more laptops for the online State assessments. Maintenance: We are behind on purchasing busses and repairing our buildings. We have cut way back in these areas during the recession and now have a lot of catching up to do.	We would have to cut into the classrooms even more. This will increase class sizes and discourage more teachers from staying in the profession.
Dolores County	Additional teachers, support staff, rebuild our capital and transportation reserves, fund building maintenance and repair, purchase additional technology, try to get caught up with curriculum and material purchases, hopefully give staff a raise -	We had substantial cuts across the board the last few years and have really tried to not have deficit spending. I will propose no more cuts and we will spend our reserves to maintain our current level of service to our students and community. Obviously this is not a long term solution, but there is nothing else to cut.
Douglas County	<a href="#">Resolution regarding State Education Funding</a>	
Durango	We are currently \$1.6 million in deficit spending. We would likely use such funds to close our funding gap and prevent some cuts. We still would likely need to engage in cuts to close the gap as the district has reached its limit on reserves.	Yes, the district will be reducing spending by \$1.6 million.
Eagle County Schools	Add interventionists positions to schools; address large class sizes in schools (we have some early elementary grades at or over 30); provide raises to employees; provide relief to health care costs for employees; fully restore transportation services; restore specials (art, music, PE), purchase e-textbooks and other curricular materials; address some overdue capital projects like leaky roofs, grounds improvements, parking lot cracking.	Not expected to make cuts, but none of the items in Scenario 1 would be addressed and employees would be provided minimal salary increase.
East Grand	Proposed to BOE: Our share is approximately: \$298K. Add back four -.5 certified FTE (or equivalent): \$88,000 Benefits on above - insurance/medicare/pera: \$29,000 Add back contracted counselor: \$13,468 Add back Paraprofessional 7 days of training: \$18,567 Benefits on above - medicare/pera: \$2,744 Add back CASE Convention: \$2,000 Add back partial Extra Duty / Committee Pay: \$15,000 Add back Summer School 2015: \$17,500 Add back 1 day on certified contracts: \$27,930 Benefits on above - insurance/medicare/pera: \$5,307 Add back 10% classroom and other general supplies: \$53,464 Will not need to increase Student Fee / Technology Fee by \$5.00: \$6,000	Yes, see Scenario 1 column - Proposed to BOE: these will be our budget cuts if no additional money comes from the State.
<a href="#">Elizabeth (BOE Resolution) - Part 1 of 2</a>	First Priority: Reduce the use of spending our limited reserves and fill the funding hole created by unfunded mandates. Second priority: Any remaining dollars would be used to help reverse our falling test scores by adding intervention support in the classroom, maintain class sizes and finally unfreeze salary movements to help reduce our 30% attrition rate with a minimal addition to salary schedules.	Yes, the Elizabeth School District would need to make further budget reductions that will negatively impact our students. Some of the options our district is considering is: increasing class sizes, further consolidation of bus routes, eliminate preschool, eliminate instructional coaches and the elimination of middle school extracurricular activities.
<a href="#">Elizabeth Financial Fact Sheet - Part 2 of 2</a>		
Fowler	We would be able to buy curriculum - something we used to do on rotation. Not being able to do that so we are really behind. Upgrade technology so we are able to do the state mandated CMAS technology tests. Give staff some type of raise as we have not been able to do that for some time. New doors are a necessity in Fowler.	We will have to make budget cuts or deficit spend.
Garfield RE-2	We are currently deficit spending so we would use the money to help with that.	We have a few more years that we can deficit spend and then we will be looking at ways to cut about \$2.4M out of our budget.
Genoa-Hugo	Would allow us some flexibility in offering courses K-12. We have a 1/2 time art teacher who we are loosing. I do not believe we will find another 1/2 time person in Hugo, but if we could match that with another subject area that we have cut over the past 6 years we may be able to find someone. We could also add to our base salary in order to attract and keep more teachers.	we have a healthy fund balance and would not likely have to make any budget cuts, but we would not be looking at adding anything new, nor bumping our salary schedule that is low (\$28K base). We are trying to raise the base and become competitive in order to attract more teachers.

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Gunnison	If there is a buy down, we may be able to use less reserves, or we may be able to provide a cost of living raise.	No buy-down, we will be using fund balance to avoid cuts (our last year of being able to do so) and for the 6th year in a row, not giving a cost of living raise.
<a href="#">Hanover (Impact of Negative Factor spreadsheet)</a>	Hanover would be able to manage the negative draw that has occurred for us with higher costs for health care and also for diesel and propane for our buses and school. With the current trend, that will be significant increase as we are already past this years allotted amount for propane with the spike in prices. If there were any additional funds, I would like to be able to support our students by providing additional intervention opportunities with either teachers or Para-professionals to assist our struggling students. We also need to consider some new curriculum that has been put off for the last four years.	This may mean reducing our bus routes to more centralized pickup spots (we are already pretty streamlined there, but still do 700 miles per day of busing with only 250 students). Possibly not backfilling positions through attrition but we are already single track so we don't have much left that we can cut in personnel.
Haxtun	We will be able to replace old, outdated curriculum and textbooks, shore up our aging technology, give teachers and staff raises -- we have not given a full step in the past 6 years, restore classroom budgets that have been cut, buy a bus *used), and proceed with repairs to our building and parking lot.	If we do not get some relief from the negative factor, we will probably have to reduce the number of paraprofessionals, postpone textbook purchases, try to keep up with repairs to the building, grounds and buses. We will also have to go into our reserves to cover items like PERA, salaries and day-to-day operating expenses.
Holly School District	If the negative factor is reduced by \$200M, Holly School District will receive \$85,554. We have figured this number will not even cover the increased energy costs, health insurance, PERA increase and step increase for the employees. We receive very little for READ and 75% of our students are on free and reduced lunches. Increased funding for at-risk students will assist us in serving those struggling readers. We have cut 8 positions since all of this started, and it looks as though we will be cutting deeper. Transparency is already present, and the multiple day count is an additional burden on our understaffed district. We need an additional kindergarten teacher next year and we aren't even funded for the one we have.	We have cut 8 positions since all of this started, and it looks as though we will be cutting deeper. Our curriculum is outdated, the buses outdated, and we cannot continue to operate in this manner.
<a href="#">Holyoke (Letter to CSFP)</a>	Letter to Colorado School Finance Project	
Karval	Scenario 1 would provide approximately \$30K to my district. We have to cut approximately \$230K from the budget (approximately 15% of the current budget) this year alone, any little bit would help. These cuts are on top of the cuts already made in the last 5-6 years. With salaries and benefits about 87% of the budget, the only way to cut \$230K is to cut positions/people. Which of these do we cut without directly impacting students? It is not as if I have two 3rd grade teachers/classrooms that I can combine into one. I cut one music position, I cut the entire program. I already have non-PE licensed staff covering PE classes just so the students can have some semblance of physical activity. The \$30K may allow me to keep a part-time position or two versus cutting them completely.	At least 3, maybe more, positions eliminated with 1-2 others being cut back to part-time( I have 13 full-time teachers and 2 part-time) so am looking at cutting/reducing approximately 30% of my staff. Which ones I do not know, as cutting any of them will have a negative impact on students and student achievement. The Board and I are having these discussions to figure out, not what we should do, but rather what we can do. In the last three years, two science positions, one social studies position, one administrative position, and at least 4 support staff position have already been cut. We feel as though we are already running fairly lean, so any additional cuts are going to be difficult. Some full-time positions may become part-time which then leads to the problem of our geographic location. Two teachers drives less than 5 miles to school, most drive at least 10, and two drive over 30 miles - am I going to be able to cut any of the position to part-time and still have someone willing to drive 20 miles for part-time pay and hours? These are the types of issues we are facing
Kim		Our district would not need to make budget cuts this year, but we probably would next year. We are very small and can use some of our reserve; however, school districts that are even a little larger than ours will have to make significant cuts.
Kit Carson	We need the money to invest in old curriculum that we have put on the back burner during cuts (elementary language arts) and to reduce the deficit in our budget that the past 5 years of cuts has made.	If the money is earmarked as currently proposed our district wouldn't receive funds ELL or READ ACT money. We would definitely look at cuts in 2015-16. We have already talked about cutting physical education and the librarian we have been able to hang onto.
Lamar Schools	Lamar would purchase technology, curriculum buys, look at possibly replacing some of the staff we have cut.	We may be looking at additional cuts and at this point in time I am not sure what we would cut. We have already closed a school and eliminated 40 positions two years ago. Not much left to cut without drastically impacting programs and the ability to educate our kids. We are already stressed to the limit.

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Las Animas	For Las Animas School District answering these questions is not as simple as you might think. In the last five years we have lost nearly 40% of our total revenue, and we have been forced to cut one third of our work force. So the easy answer is that we would rehire our staff, however, our enrollment has been steadily dropping. We cannot justify rehiring everyone, and it is questionable if we would restore any of our lost programs. Another consideration for us is that we have been forced to dip into our reserve funds to the tune of \$285K this year. This is going to be a reoccurring amount if we are going to maintain the staff and programs that we have now. Will our share of the \$200M buy back of the negative factor cover the cost of our current expenses, probably not. Will we still have to make cuts? If we get the projected increases in our utility rates and hope to cover any kind of salary increases, yes we will.	Another consideration for us is that we have been forced to dip into our reserve funds to the tune of \$285K this year. This is going to be a reoccurring amount if we are going to maintain the staff and programs that we have now.
Lewis-Palmer	We would add back K-3 teachers and reduce class size	We took cuts along the way, so we will not need to cut.
Littleton	We would add more mental health support, technology to support Colorado Academic Standards and new assessments, reduce class sizes, compensation including benefit cost increases, and professional development to support the implementation of the new reforms.	
Lone Star	Implement READ, Educator Effectiveness, Professional Development. Maintain staff positions and ratios Look at some kind of staff pay increase Restore a balanced budget and not using reserve each year Restore Technology updates and support and be able to administer CMAS, PARRC, GOLD and DIBELS with our cancelling classes in Computer lab and library. Restore Curriculum Development and update textbooks and resources for Science and Social Studies. Improve maintenance, buses and transportation and safety. We have very old buses that travel many miles a day. We are in desperate need of a new boiler system. We need a fire notification system in the shop. We have written and received a BEST grant for the last two years, but can no longer match the amounts due to our need to spend reserves.	Cut another teaching position. Combine grade level classes Cut class offerings in HS, especially in GT No raise in base pay (again) Continue to spend reserves to meet the increasing costs of unfunded mandates, fuel propane, electricity, insurance, PERA. Our reserves will be depleted in 3 years. Cut bench marking, testing with NWEA. Cut some individualized intervention programs in Middle School and High School Cut High School Athletics Drop out of NE BOCES CTT (Collaborative Teaching Time)  We have made cuts and really run a bare bones program. We have already cut music and art to half time to K-12, cut a technology position, a library position, and a Middle School Teacher. All of our staff members wear many "hats". We have also cut our Science competitions and trips: for example ROBOTICS. Cutting the arts and athletics makes our school less attractive to the 70% of out of district students we currently have attending. When students don't come to Lone Star we lose funding. Negative factor is a vicious cycle that is hurting students.
McClave	The McClave School District is still operating with a 9% teaching staff reduction since 2008. While enrollment has remained steady, our test scores have declined and we are struggling in manpower to reach state mandates in curriculum (higher ed, foreign language expansion for admission), testing, reporting (TS GOLD, DIBELS, DATA PIPELINE, TEACHER EVALUATION, etc.). If we were allotted, un-earmarked, negative factor buy down funds, we would apply them to the items mentioned.	
<a href="#">Meeker (BOE Resolution)</a>	We are still looking at having to make cuts even with the \$200M restored Negative Factor.	We would need to continue to dip into our ending fund balance, get creative on cost saving mechanisms, reduce building and department budgets.
Moffat Consolidated School District #2	We have already cut to the bare minimum. We have had to combine classrooms and not fill many positions. We have even cut programs. We have not given any raises for years so have not kept up with inflation or insurance increases. This is not good for staff moral. If the negative factor is reduced we may be able to give small salary increases and keep our programs. Small schools are cutting programs and are also losing students to bigger districts because of more educational options.	If the negative factor is not reduced we may have to cut even more. We have already cut to the bare minimum. We have had to combine classrooms and not fill many positions. We have even cut programs. We have not given any raises for years so have not kept up with inflation or insurance increases. This is not good for staff moral.

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Monte Vista	We have spent all our reserves and are looking at needing to cut approximately \$500K this coming year. Over the previous four years we have lost a total of more than \$4M due to the negative factor. We anticipate an ending fund balance next year of less than \$500M if there is no relief from the legislature during the 2014-15 year and beyond. If both the Governor's budget and the \$200M are in place, we may be forced still to reduce staff or we may be close to "not drowning again" (depending upon what allocation formula is in place). There are a variety of measures that have been "contemplated" ranging from reducing number of teacher professional development days, salary freezes, cutting paid medical benefits (we are already on a four day week so we cannot do anything more that way) in addition to staff reduction. None of these measure will provide the level of savings needed to put a tourniquet around the wound the negative factors has caused in our high poverty district.	We have already stopped buying needed instructional resources (no new textbooks for the past four years), have reduced staff by 16% since 2009, and not offered competitive salaries even within Colorado, let alone the rest of the mountain west or the country, and we continue to get more and more special needs students with no support from the state. We already are only one administrator in each of the five buildings, and only one district level administrator for the 1,100 students we serve. We have no curriculum support staff and only one instructional coach tasked with serving all of the new inductees (18 new staff this current school year) as well as to provide support for implementation of common core, educator effectiveness and many other "pancakes" too numerous to even mention.
Montezuma - Cortez	Strategically replace positions cut over the past 5 years, especially in the areas: RtI positions for tier II and tier III instruction (right now, teachers classroom instruction (tier I) is being impacted by the lack of tier II and III supports being dramatically reduced; replace critical counselling positions to meet the social/emotional needs of our students; replace specials/elective teachers for all levels; increase budget for maintaining our 60+ year old buildings and facilities; and stop spending down our Reserve, which is at an all time low (and getting lower).	This would put our district in a position where we wouldn't be able to make the strategic staffing decision we need to support increased student achievement. We would also have to consider a RIF and/or dramatically increasing staff contributions to the self-insurance fund. We would be forced to continue spending down our reserve, but this is a very, very short term solution since our reserve is already at bare bones.
Montrose County	We would be able to fully implement SB191: Train the administrators, provide sufficient personnel to do the evals and coaching, develop a real system to use student data to determine teacher performance. Add back curriculum, GT, maintenance, staff. Add professional development for new tests and standards implementation. Add back for technology purchases that were delayed. Discontinue spending of our (very, very) small reserves.	Without the money, Not address the needs of our highest kids (GT). Not fully implement 191 (simply can't get it done, and we will deal with the consequences of that). Not be able to get caught up on technology purchases which will impact computerized testing and evaluations. Continue to not have adequate training for the myriad of reforms/mandates/improvements from both the local levels and from the state and federal sources. Continue to spend from reserves for staffing issue; can do this only for 2 more years before reserves are depleted.
Morgan	We would be able to keep current programs and hire much needed FTE positions that have been cut in recent years. Address much needed safety and security issues in multiple buildings. Honor our contracts with staff, give much deserved step increase. Update serious technology needs. The list can go on and on...	Without an increase in funding we will be looking at making cuts (\$1.2M over the next two years). That's jobs and programs, what else is there to say.
North Conejos	We would start to replace some of the money that was taken away. Replace aides for elementary classrooms. Add some of the teachers back we lost in the elementary buildings, counselors, custodians. We would look at increasing the repair and the maintenance budgets for the buildings, ground and bus fleet, reinstate a bus purchasing program.	Yes, we would make cuts. It will have to be in the classrooms, maybe cut some custodial and secretary positions.
Norwood	<a href="#">Board of Education Resolution</a>	
Ouray	<a href="#">Board of Education Resolution</a>	
Park County RE 2	If the Negative Factor went down and our district received more funding, these could be used to reinstate some of the many programs that have been cut, or we could bring the staff salaries up to date after the years of salary freezes, furlough days and no changes to the base.	If the Negative Factor stays the same or goes up, we could be looking at more cuts in staff or programs. We have been unable to pay our employees the salary that is needed to retain/recruit quality staff for at least 4 years now.
Peetz	At Peetz we would use the funding to help pay for the technology updates we need in our building so that we are ready for the PARCC and CMAS required by CDE. We also have an expensive roof repair that must be taken care of soon.	We will postpone updating curriculum and look at what web based interventions we can do without. Eliminate one of our Para educator positions as well as consolidating classrooms as staff retire.
<a href="#">Plainview</a>	Resolution on erasing the Negative Factor	
Plateau Valley School District #50	If the \$200M is invested back to the negative factor we will be able to keep the ship afloat	

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<a href="#">Platte Canyon School District (Letter to House Education Committee)</a>	If factor is reduced: 1. Add funds for instruction materials and equipment including technology tools. 2. Use funds for security needs-cameras, dvr replacements 3. Add funds for repairs and maintenance which has been deferred. 4. Add funds for technology infrastructure. 5. Increase base salaries to extent feasible. 6. Letter to House Education Committee	The negative factor translated to a reduction in a per pupil funding of \$1,00l in 2011-2012, \$1,300 in 2012-2013, \$1,340 in 2013-2014 and, as projected, \$1,257 for the coming 2014-2015 school year. These "negative factor" reductions of over a million dollars per year are having serious consequences for our District. During these years we have experienced increased PERA costs, insurance costs, fuel costs, utility costs, tuition cost for special needs students, and additional paraprofessional requirements as well as additional therapy services for severe needs students. We have striven to limit reductions in teacher positions to those justified by declining enrollment. We have frozen base salary increases. We have significantly reduced instructional materials and equipment allocations, reduced security services, support and administrative services, and deferred repairs and maintenance for aging facilities. Additionally, we are struggling to find resources necessary to address the new standards including 21st century skills. We are striving to provide students and teachers with technologies critical to preparing our students for post-secondary success, work place readiness, and responsible citizenship, but are very limited in our ability to provide the necessary infrastructure, equipment and training to do so.
<a href="#">Platte Valley RE-3 / Revere School (Letter to Colorado Legislative Rural Caucus)</a>		Please consider the following: 1) Reduction in staff let to the elimination of K-12 Art and Library programs 2) Our aging and run down district-owned vehicles have left staff stranded on the road as recently as last weekend. 3) Delays in boiler and roof replacement & maintenance have been a concern for health and safety. 4) Dated curriculum, resources, and technology have left our faculty and students lagging in education. Had we not had the negative factor withheld, these troublesome concerns would not exist today.
Poudre	<a href="#">Resolution on Erasing the Negative Factor</a>	
Pueblo 70	Our General Fund Balance is currently negative (not including TABOR), so, any additional funding would go toward reducing the cuts we must bake to restore reserves to a minimum level. We've made cuts and used reserves in order to try to survive the decisions made by the legislators, now it the time for the State to help Districts by using their reserves (SEF).	Yes, deeper cuts that we've already made are currently necessary, including potential furloughs, teacher cuts, and eliminate of educations programs. we've made cuts and used reserves in order to try to survive the decisions made by the legislators, now is the time for the State to help Districts by using their reserves (SEF).
Rangely	We would: Fund new teacher position required due to increasing enrollment; Restore half-time elementary library position; Apply towards anticipated increases in energy costs and health insurance costs; Rebuild depleted capital reserves	We expect increases in energy costs and health insurance. We would have to cut programs and/or increase classroom sizes or, further deplete our reserves to balance our budget.
Salida	Additional money would go towards balancing the budget.	We do not intend to cut staff or programs for fiscal year 2014-15.
Sierra Grande	We would be able to retain three paraprofessional positions that are huge support to our ELL and At-risk students. In addition, we would not have to spend a high percentage of a recent mill-levy override funds in support of retaining staff and programs. This additional tax revenue would be spent on capital improvements and technology which need improved in the district. The additional revenue received by the district through reducing the negative factor would assist in full implementation of recent unfunded legislative mandates encumbered on the district over the last three years such as SB191, The Read Act, etc. Even with the additional funding received through buying down the negative factor \$200M the district would barely be able to balance the current budget and will have little chance to build any reserve which because we are heavily reliant on local property taxes the district must continue to borrow money from the state and hope that local taxes are paid. The additional money would ensure that the district could sustain a reserve of two months otherwise the reserve will continue to be decreased until the district has but one month of reserves.	We will have to reduce three paraprofessional positions within the district, increase the student-teacher ratio and eliminate some small group instruction for ELL and At-risk students. We will also reduce the implementation of Twenty-First Century learning/technology tools such as tablets, laptops, etc. The increase of technology and web-based learning will be limited due to a lack of resources. In addition, the district will reduce a bus route and increase the distance in bus stops. Without additional revenue the district will have to place greater limitations on academic programs such as summer school, after school tutoring, PBIS, and RTI which all support At-risk students. Finally, the district will reduce the number of contracted days for professional development and trainings that are needed to bring rigor to classrooms and sustain growth and development in implementing recent state laws governing k-12 education.

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St. Vrain	Most likely spend money on: 1) Recruiting and retaining high quality teachers and staff. 2) Reducing class sizes 3) Implementing instructional technology 4) Enhancing school safety measures 5) Increasing the length of the school year 6) Supporting literacy and numeracy instruction 7) Supporting students with special needs 8) Supporting gifted and talented students 9) Implementing SB191 with fidelity.	Most likely we would reduce in the same areas if funding is not available.
Steamboat Springs	Steamboat Springs would initially look to funding additional positions to address the unfunded mandates, e.g., READ Act, Educator Effectiveness, on-line testing. We are considering increasing to full-time our two part-time assistant elementary principals to better meet the demands of Ed Effectiveness. We anticipate spending \$600K to prepare for on-line testing that will be fully implemented in the spring of 2015. Negative factor monies would be directed toward these costs. We currently receive monies from our half-cent sales tax to fund 2 instructional coach positions, that focus mainly on literacy. If the negative factor was decreased I would consider funding those two positions out of the general fund and use the half-cent sales tax for other position	We currently receive monies from our half-cent sales tax to fund 2 instructional coach positions, that focus mainly on literacy. If the negative factor was decreased I would consider funding those two positions out of the general fund and use the half-cent sales tax for other positions out of the general fund and use the half-cent sales tax for other positions or capital projects.
Strasburg	Strasburg would restore Dean positions at the elementary, middle school and high school, especially with the implementaion of SB191. Award experience steps to staff since they have been frozen for 5 years. Add staff to reduce class size. Purchase textbooks to replace out dated ones since textbook purchases were frozen or minimal. Address safety issues on our campus. Tackle deferred maintenance issues. Restore bus routes that were reduced. Increase funding for technology for student learning and to address the new online assessments	With increases in utilitites and insurance, contine to freeze salaries and experience steps for all staff. Reduce health insurnce benefits. Hiring freeze even thought we are increasing in enrollment, unless absolutely necessary to address health and safety issues. Increase in fees.
Summit	Programs that might be funded: 1) Preschool (add planning and collaboration time, also add ELA and Speech Therapists in Preschool. 1A) Develop long term strategy to get more 4 yr. olds into the program. Collaborate with community as well. Very large capital costs to increase slots at full-time slots. 2) Read Act/Early literacy. We want to spread the usage of Reading Recover through 4 of out 6 elementaries. Reading recovery, however is not READ. Act complaint, but we have had great results here at our pilot program. 3) Increase in Tech hardware to ensure that we are ready for the new assessments. 3B) Long term strategy on how to go one on one computing, and other innovative strategies. 4) Greater increase in compensation other than steps and lanes. The board set a goal of \$40K base salary years ago, have not been able to get there or for that matter keep up with inflation. 5) Increase in GT/PD coordination 5B) Increase in itinerants, due to increase in need. 5C) Increase ELA and Special Ed 6) Increase PD days for staff, especially outside the school day 6B) Increase curriculum and Standards based grading PD 6C) Increase in Early literacy PD and intervention. 7) Add Math and Writing Leaders/ Coaches...we have for literacy 8) Increase in behavioral health professionals 8B) Add school resource officers and cameras 9) Capital needs, communication needs, bus and student tracking needs	Governor's budget enables basics: step, lane, PERA, health increases, very small program changes.
Swink	We would save two staff positions.	We would cut at least two staff positions. We have nickel/dimed every other line item in the past two years to not have to do this. Now we have to.
Telluride	<a href="#">Board of Education Resolution</a>	

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Uncompahgre Board of Cooperative Services (UNBOCS)	<a href="#">Board Resolution</a>	
Weld RE-1	Weld RE-1 would use the funds to: Reduce class size Enhance literacy instruction by hiring reading interventionists to work with students who qualify for services under the READ Act. Enhance numeracy instruction by hiring math interventionist to work with students who are not proficient in math. Provide for extended day and extended year services. Support for special needs population. Support for English language learners. Support for gifted and talented students. Support for emotional needs of students through additional FTE in social work and counseling. Fully implementing SB-191. Purchase deferred curriculum materials/resources, assessments, textbooks, etc. Recruit and retain a highly qualified staff including licensed teachers, support staff and administrators. Purchase deferred capital projects such as roofs, ceiling, lights, carpeting, tile, concrete, asphalt, HVAC replacement and other facility improvements. And cover costs the Board of Education deemed necessary to provide a safe and exemplary education for our students.	This has yet to be decided. We were able to pass a mill levy override in 2012. We will be okay this year and probably next year depending on the increase cost of PERA, health insurance and utilities. We will <b>NOT</b> be able to implement any of the items mentioned in the other column.
Weld Re-3J	<a href="#">Resolution</a>	
Weld RE-4	1) Focus on class size as some of our elementary classes are above 27 and secondary above 30. 2) Support technology needs through infrastructure (fiber & bandwidth) and purchase needed devices for state testing and general instruction.	1) our student growth is below previous years (1.9%). We will use that to maintain health insurance, PERA increases and hopefully one step advancement for staff. 2) We will look at reduction in programs if necessary.
Weldon Valley	a) Upgrade more technology needs. b) maintenance of facilities. c) try to give steps & lanes for certified staff w/ modest raise to classified and salaried at same ratio	Have to do Reduction In Force (RIF) some periods in both elementary and secondary, while losing art, business and math at different levels. Technology upgrades will not be possible, meaning we will likely not be ready for the stat assessments.
West Grand	West Grand has had to cut approximately \$500,000 from its general fund budget over the past 4 years and the negative factor has cost us approximately 1.4 Million dollars over the past 4 years. Almost \$2M over the past 4 years. We would hire additional staff and go back to a K-8 principal position instead of a superintendent/principal position for 300 students. Purchase new textbooks, give teachers a raise, possibly raise our base so we can attract quality teachers, upgrade our boilers. Hopefully have enough travel money for teacher training, workshops, and student field trips.	
Widefield School District 3	We would use a portion to start reinvesting in our facilities. Those budget cuts have been hard to restore. We would also provide compensation to employees who have been frozen at less than salary schedule increases over the last 6 years. Implementation of the SB191 with investment in some staff for data and analysis along with Technology to prepare for PARCC. We would also need to start reinvesting in curriculum that matches the new Common Core standards. We would like to start upgrading our bus fleet as we have not been able to make the investment necessary due to cuts. Like many districts, we have been budgeting to use fund balance to stay afloat and would reduce our use of these reserves.	We will have to make cuts if we have no relief in the negative factor. Some staff cuts and increase class size in certain schools. Decrease the amount we are already underspending on capital projects. Priorities due to PARCC/CMAS and SB 191 will dictate other cuts to staff and programs as we cannot continue the level of fund balance usage moving forward.

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Wiggins	<p>Our major need is textbooks and curriculum that we have not updated since the cuts began six years ago. Many of our textbooks are 10-15 years old. Also training our staff to teach the new curriculum and to teach in a manner that enables the students to be 21st Century Learners would be first. So if textbooks and curriculum is number one, professional development for our teachers is 1-A. With the cost at almost \$200 per student per subject area, I'm sure that would use up our entire share of the \$200M.</p> <p>The next priority area is our technology. We have cut this budget in recent years and it doesn't take long to fall behind in the area of technology.</p> <p>I'm sure our entire share will be used up by now, but if the funds are NOT one time, next we could put funds to teacher recruitment and retention. Our average teacher salary is \$11,700 per year BELOW the state average. Obviously it is difficult to attract and retain good teachers with this discrepancy.</p> <p>Fourth on the list is general maintenance of school grounds, buses and transportation. A new bus is needed and we have been putting that off for some time now as well as doing work on some of our older buildings</p>	<p>We would have to make cuts. At this point, not sure where those will come from. We will continue to short teachers of the materials and supplies they ask for. We will continue to make class sizes very high and not replace retiring teachers and classified staff. We will continue to use outdated curriculum and technology, and we will continue to do our best putting "band-aids" on our buildings to make them workable and safe. Since cutback started six years ago, our small school district of 500 has been cut over \$2.6M. Our negative factor this year alone is \$703,633 in a budget of around \$4M. We need money soon, the wheels are falling off and it is the students that are paying the price.</p>
Wiley	<p>We might have enough money to buy computers and software to be ready for our new electroinc standardized testing. We might be able to restore a position or two that we have cut over the past four years. We might be able to give our staff their steps and lane increases so they want to stay in education rather than leave for other better paying jobs, we might be able to find a math teacher so my principal doesn't have to teach 3 hours of math a day, we might be able to actually find people that want to teach in Southeastern Colorado. We might be able to afford some upkeep and maintenance on our school building that is 44 years old. We might be able to update our technology in classrooms and library. It would be nice if \$200M went back into the negative factor, it would help, but honestly we would still be behind the eight ball after 8 years of cuts.</p>	<p>If there is no buydown of the negative factor, we will continue to freeze salaries, look at cutting programs, and ultimately cut people. Its hard to imagine what else we would cut because we are operating at the bare minimum right now, I guess more people would be cut because salaries and benefits are 80% of our budget. So once again we would cut people, ask other people to do more and freeze their salaries.</p>
Woodland Park RE-2	<p>We would utilize money for staffing</p>	<p>Scenario 2 would result in a budget cut and likely impact staffing and operational expenses.</p>
Woodlin	<p>We have discussed the issue but have not made a decision. One idea was to add additional student contact days onto the calendar. As you look at the impact on instructional days by the amount of testing, we feel we are losing too much instruction time. Technology and curriculum resources are also on our list.</p>	<p>So far, we have avoided making cuts to anymore personnel or programs. We may be in a situation where we spend down.</p>