

Financial Plan and Budget

Fiscal Year July 1, 2022 - June 30, 2023

Presented to and Adopted by the Board of Education June 15th, 2022

Cover Design

For Fiscal Year 2022-23 students from the Graphic Design program at FutureForward at Bollman were invited to design the cover. The students provided many great cover ideas and had the opportunity to build their portfolio and improve their design skills. The Budget Team would like to thank the students for their collaboration and the design for this year's cover.



Adams 12 Five Star Schools is pleased to present the Financial Plan and Budget for the Fiscal Year 2022-23. We would like to acknowledge the diligent work of the many individuals who contributed to it.

Special recognition goes out to all of the staff that supplied information for this publication. Many hours were spent discussing and evaluating the most effective and efficient use of taxpayer dollars to educate our students.

Adams 12 Five Star Schools appreciates the dedication of the Board of Education members for their countless hours of service to our students, employees and community.

Thank you,

The Budget Department

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ASSOCIATION OF
SCHOOL BUSINESS OFFICIALS
INTERNATIONAL

This Meritorious Budget Award is presented to

ADAMS 12 FIVE STAR SCHOOLS

for excellence in the preparation and issuance of its budget
for the Fiscal Year 2021-2022.

The budget adheres to the principles and standards
of ASBO International's Meritorious Budget Award criteria.



A handwritten signature in black ink, reading 'W. Edward Chabal'.

W. Edward Chabal
President

A handwritten signature in black ink, reading 'David J. Lewis'.

David J. Lewis
Executive Director

A Message From the Superintendent

July 16, 2022

Dear Board of Education and Adams 12 Five Star Community,

In addition to providing competitive compensation to attract and retain high quality staff, the Adams 12 Five Star Schools budget for 2022-2023 includes priority investments in several key areas, including: the return of competitive sports in grades 6-8, expanded career and technical education opportunities, staffing for three new programs in special education, and additional support for gifted and talented students. All of these investments align to the district's strategic plan ELEVATE, which includes the six focus areas of 21st Century Learners, Diverse Learning, Outside-the-Classroom Learning, Safe Schools, Social Emotional Learning and World Class Staff.

Competitive Sports in Grades 6-8

Our families have expressed a strong interest in competitive sports returning to our middle and K-8 schools, and we're pleased to share that this year's budget provides funding for this to happen. The district plans to offer cross country for 6th, 7th and 8th grade students in the fall and boys and girls basketball later in the school year.

Expanded Career and Technical Education Opportunities

Career and Technical Education, also known as FutureForward in Adams 12 Five Star Schools, continues to expand in both programming and access.

FutureForward at Bollman has added an additional Behavioral and Mental Health teacher because of high student interest and requests for the program. FutureForward at Washington Square plans to launch a new Sports Medicine program with science integration, as well as English courses and a Construction in Mathematics course. The Washington Square campus is also expanding staffing in their Firefighting and Welding programs in order to accommodate more students.

Special Education Staffing

The Five Star District will expand services for students with significant impacts of autism who require more frequent and intense specialized instruction in order to meet their individual needs. This includes the addition of teachers, related service staff and paraprofessionals to support students at the elementary and middle school levels.

Additional staff has also been added throughout the district, and at each level, to meet the variety of instructional, behavioral, and mental health student needs presented post-pandemic.

Additional Support for Gifted and Talented Students

With a commitment to providing equitable access to programming, the district is adding Gifted & Talented Advocates (GTA) in most schools. GTAs focus on accelerating student growth in the academic content areas, supporting social and emotional needs, and fostering a positive school climate and culture regarding gifted services.

Advocates collaborate with principals and teacher leaders to develop and implement school-wide structures and initiatives in relation to the school's specific GT Program Plan. The GTA serves as a capacity-builder, engaging with teachers to support their instruction and classroom environment.

Future Budget Cycles

Beyond the budget for Fiscal Year 2022-2023, there are several factors we will watch closely given their likely impact on our financial plan for Fiscal Year 2023-2024 and beyond.

Inflation. While we were able to make significant compensation increases for Fiscal Year 2022-2023, inflation continues to outpace those increases. The state funded schools for this year with an inflation rate of 3.5 percent. As of May 2022, area prices were up 8.3 percent over the last 12 months.

Student Enrollment. While student enrollment is recovering from the significant declines during COVID, the district enrolled 577 fewer students for the 2021-2022 school year. Districts throughout the region continue to experience declines. A more stable enrollment pattern will provide more predictable operating revenues.

End of Federal COVID Relief Funds. Legislation and rules around federal COVID relief funds require them to be spent by the end of September 2024. Ongoing revenue sources, in some cases, will need to be identified to continue some programming.

State Funding. Colorado's economy continues to grow, but is anticipated to slow some in the coming year while inflation remains a concern. Before the 2022 state legislative session, there was optimism that the Legislature would eliminate the Budget Stabilization Factor (BSF) - the ongoing cut to K-12 funding that was implemented in FY 2009-2010 during the Great Recession. In the end, the Legislature got halfway there as the BSF remains at \$321.2 million.

I am thankful for the additional investments we've made for Fiscal Year 2022-2023 in support of student success, and look forward to reporting our progress in the year ahead.

Sincerely,



Chris Gdowski
Superintendent

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EXECUTIVE SUMMARY

Board of Education Fiscal Year 2022-23



From left to right: Courtney Potter, Director, District 3; Jamey Lockley, Secretary, District 2; Lori Goldstein, President, District 1; Laura Mitchell, Vice President, District 5; Amira Assad-Lucas, Director, District 4.

Cabinet for Fiscal Year 2022-23

Christopher Gdowski	Superintendent of Schools
Priscilla Straughn	Deputy Superintendent
Beau Foubert	Chief Academic Officer
Joe Ferdani	Chief Communications Officer
Suzanne DeYoung	Chief Financial Officer
Myla Shepard	Chief Human Resource Officer
Ashish Mahajan	Chief Information Technology Officer
Pat Hamilton	Chief Operating Officer
Philip Spare	General Counsel

District Goals and Objectives

GOALS

Student Achievement

- Raise achievement levels for all student groups
- Increase graduation rate while increasing rigor
- Outperform peer districts

Climate & Culture

- Students, parents, and staff take pride in and feel connected to the district's positive culture

Social-Emotional Well-Being

- Know every student by name, strength and need

Vision: Adams 12 Five Star Schools is a caring, inclusive, and engaging district which exists so the students it serves can attain the knowledge and skills necessary to pursue the future of their choosing and are equipped to navigate and thrive in our rapidly changing world.

Mission: We commit to engage and inspire all students to innovate, achieve, and succeed in a safe environment by ensuring high-quality instruction in every classroom, every day.

FOCUS AREAS



21ST CENTURY LEARNERS

Ensure students collaborate, think critically, problem solve and are digitally literate so they can thrive in today's ever changing world.



SAFE SCHOOLS

Ensure students and staff are safe and secure at all times.



DIVERSE LEARNING

Ensure quality student to staff ratios and varied programming across the district so that students receive engaging learning experiences and the individual attention they need.



SOCIAL-EMOTIONAL LEARNING

Ensure students have innovative social-emotional programming and practices in place across all schools.



OUTSIDE-THE-CLASSROOM LEARNING

Ensure students have multiple learning opportunities outside of the traditional classroom providing various pathways to success.




































WORLD-CLASS STAFF

Compensate, support and train all staff to ensure student success and family partnership.



During the 2017-18 school year, more than 7,000 students, parents, staff, and community members from every school came together to determine who we are, dream where we want to go, and how we will allocate resources to support these goals. The \$27 million, adjusted each year for inflation, prioritized investments

are funded through Ballot Issue 5c, which passed on November 6, 2018. More information can be found at www.adams12.org/our-district/strategic-plan.

Investment Item	Est. Revenue*	Focus Area
Reduce class sizes and increase high school course options: <i>Elementary: Add 16.5 Teachers districtwide to address class sizes above targeted levels</i> <i>Middle: Add 2 Teachers per building</i> <i>High: Add 3 Teachers per building</i>	\$ 4,981,560	 
Update learning materials, resources, and textbooks	\$ 1,657,206	  
Expand Career and Technical Education (CTE) programming	\$ 2,430,568	  
Add Academic Interventionists at elementary and K-8 schools	\$ 1,596,442	
Increase early career educator salary and compensation across all experience levels to remain competitive in the market	\$ 3,534,267	
Increase experience credit to 10 years to better recruit veteran teachers	\$ 552,402	
Develop and implement a new program for teacher leadership	\$ 1,657,206	  
Implement 1% Cost-of-Living Adjustment (COLA) for all staff	\$ 2,982,970	
Implement salary adjustments for identified Administrative and Classified (support staff) roles to remain competitive in the market	\$ 165,721	
Add Counselors and Social Workers to schools at all levels	\$ 3,808,259	 
Develop and implement social-emotional learning curriculum	\$ 441,922	 
Expand preschool to new locations	\$ 773,362	  
Add a member to the district Crisis Response Team	\$ 110,480	 
Install facility access cards at high schools	\$ 331,441	
Add additional Campus Supervisors at high school (2 per comprehensive high school)	\$ 441,921	
Reduce district-level student fees	\$ 1,215,284	 
Update technology devices and systems	\$ 165,721	 
Allocate resources to district charter schools based on enrollment	\$ 2,982,970	 
TOTAL:	\$ 29,829,702	

*Estimated revenues are projections and subject to change. All dollars adjusted for inflation.

Guiding Principles for Budget Decisions

Each year, Adams 12 Five Star Schools prepares a budget plan with the focus of using available resources to best support educational success. The district follows a multi-step budget development process that involves input on values and priorities from staff, parents, and community members. District leadership then prepares a budget plan that balances the priorities of the community with federal, state, and local regulations, desired academic outcomes, student safety, and fiscal responsibility. There are many guiding principles considered throughout the budget process.

Academic Outcomes

- Allocate resources in a manner that best positions the district to achieve desired outcomes which include improving the graduation rate and student performance on state assessments and decreasing the achievement and graduation rate gap between student populations.
- Prioritize money to fund classroom instruction, including professional development, and making sure the central administration is well positioned to support and serve schools.
- Maintain a competitive salary and benefit level in order to retain and attract highly qualified and competent staff.

Safety

- Protect students from undue harm by investing in vehicle maintenance and repairs, equipment and facility maintenance and repairs, as well as to provide student supervision.

Federal, State, and Local Mandates

- Protect education service levels by containing the costs of programs mandated but underfunded by the federal and state governments, such as programs for students in special education and services to students who qualify for free and reduced lunch.
- Abide by the provisions of the master agreements between the district, the District Twelve Educators' Association (DTEA), and the Classified School Employees Association (CSEA) regarding compensation, benefits, and working conditions.
- Ensure revenues generated from local mill levy overrides are spent for the purposes described in the respective ballot questions.
- Make budget decisions that are consistent with Board of Education policies and procedures.
- Maintain fund balance as required by the Taxpayer's Bill of Rights (TABOR) and by the Board of Education.

Community Values and Priorities

- Seek input and guidance from the district community on priorities and opportunities for investment.

Statutes and Policies Guiding Budget Decisions

The Board of Education of Adams 12 Five Star Schools is an active participant in the ownership of the district. The Board of Education has established a set of policies, “Ends”, which are expectations for district staff and students. These statements define fiscal responsibilities and guide strategies used throughout the organization. Far beyond a single test score, the Board of Education and its ownership recognize that academic excellence is a result of well educated students, defined by specific traits that, when fully developed, will result in competent and capable young citizens. The Board and district staff also recognizes these efforts cannot be accomplished in isolation.

The Board monitors the work of district staff on an ongoing basis and holds the district Superintendent accountable for accomplishment of these Ends. The Superintendent, along with district staff, prepare monitoring reports on a regularly scheduled basis. These monitoring reports indicate whether the district is meeting the policies set by the Board. Financial planning for any fiscal year cannot deviate materially from the Board of Education’s “Ends” priorities, risk fiscal jeopardy, or fail to be derived from a multi-year budget plan. To learn more about these policies, please visit: https://www.adams12.org/our-district/leadership/board-of-education/policies_

In addition to Board policies, the budget plan must be in compliance with federal and state statutes for presenting a balanced budget and maintaining required reserves. State statutes are further amplified in the Colorado Department of Education’s (CDE) Financial Policies and Procedures Manual (FPP Manual). Adams 12 Five Star Schools follows Generally Accepted Accounting Principles (GAAP) established by the Governmental Accounting Standards Board (GASB) for accounting. Finally, the district considers “best practices” in developing a budget plan as recommended by the Association of School Business Officials (ASBO) and the Government Finance Officers Association (GFOA).



Presenting a Balanced Budget

State statutes require that the district budget be balanced. A balanced budget is defined as a budget plan for expenditures, interfund transfers or reserves that do not exceed available revenues, and beginning fund balances. In other words, total available resources must equal or exceed total expenditures, transfers, required TABOR reserves, and Board designated reserves. The Board of Education must approve the use of beginning fund balance.

Budget Forecasting

The district annually prepares a three-year forecast to anticipate future needs and resources. This forecast includes compensation increases, benefit rate changes, estimated operating costs of future capital improvements, credible projections of revenues, carryover funds, and operational items. The multi-year budget plan presented by the district will also disclose planning assumptions for the organization as a whole and for each fund.

Asset Inventory

The district has policies in place to ensure that assets of the district are protected, adequately maintained, and not subjected to unnecessary risk. For specific prohibitions, see Board Policy 2.5 Asset Protection.

Capital Improvement Policies

The district coordinates development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvements are projected and included in operating budget forecasts. Additional objectives include:

- The annual capital budget is based on the multi-year capital improvement plan.
- The district maintains all assets at a level adequate to protect the district's capital interest and to minimize future maintenance and replacement costs.
- The district identifies the estimated costs and potential funding sources for each capital project proposal and determines the least costly financing method for all new projects.

Investment Policy

The district's investment policies are approved by the Board of Education governed by Colorado Statutes and specify the required rating and risk criteria in which local governmental entities may invest.

In order to effectively make use of the district's cash resources, all cash is pooled into one account and the investment income derived from this account is then distributed to the various district funds as directed by the Superintendent in accordance with state law. Cash is invested in a manner designed to accomplish the following objectives:

- **Safety:** Safety of principal is the foremost objective of the investment program. Investments of the district will be made in a manner that seeks to ensure the preservation of capital in the portfolio. To attain this objective, the district will endeavor to mitigate credit and interest rate risks.
- **Liquidity:** The portfolio will remain sufficiently liquid to enable the district to meet all operating requirements which might be reasonably anticipated. This will be achieved through maturity diversification and purchases of securities that have an established secondary market.
- **Yield:** The portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints, liquidity needs, and cash flow characteristics of the portfolio.

The district's portfolio is managed with the objective of obtaining a market rate of return, commensurate with identified risk constraints, and cash flow characteristics.

Fixed Asset Procedures

Fixed assets include buildings, equipment, furniture, and vehicles. Once purchased, all capital items are maintained in the physical inventory until disposed. The monetary threshold for capitalization of assets is \$5,000.

Revenue Policies

The district estimates its annual revenue by an objective and analytical process. Each existing and potential revenue source is reexamined annually. Revenue estimates are based on the Colorado Department of Education's and other state agencies' projections, current legislation impacting the School Finance Act, investment rate forecasts from various sources, historical trending, and analysis and various economic news releases. The use of the district planning department enrollment projections have proven to be reasonable and accurate.

Debt Capacity

State statute limits the amount of general obligation debt the school district may issue, to the greater of 20 percent of the latest valuation for assessment of the taxable property in the district, or six percent of the most recent determination of the actual value of the taxable property in the district, as certified by the county assessor to the board of commissioners (C.R.S. 22-42-104). In the fiscal year ending June 30, 2022, the debt limitation for the school district under the 6.00 percent of actual valuation is \$2.2 billion, which is \$1.9 billion in excess of the school district's outstanding general obligation debt of \$0.3 billion. The district follows a policy of "full disclosure" in the Annual Comprehensive Financial Reports and bond prospectuses.

Debt Management Policies

When applicable, the district will review its outstanding debt for the purpose of determining if debt issues can be refunded to lessen the district's debt service costs, as well as confines long-term borrowing to capital improvements or projects that cannot be financed from current revenues. The district strives to have the final maturity of general obligation bonds at or below twenty years, and will not use long-term debt for current operations, and maintain good communications with bond rating agencies regarding its financial condition.

Financial Reserve Policies

The district will not use any reserves other than as intended and permitted by law. The district maintains reserves with no less than the sum of the required TABOR reserve, career retirement stipend reserve, encumbered funds reserve, and any multiple year financial commitment reserves. In addition, the district maintains Board stipulated reserves and avoids fiscal jeopardy by observing sound, conservative fiscal management policies. For more information on reserve policies see Board Policy 2.4 Financial Condition and Activities.

Operating Expenditure Accountability

Budget-to-actual expenditure comparisons are prepared on a monthly basis for all funds. In addition, a quarterly monitoring report is prepared to monitor compliance with Board Policy 2.4 Financial Conditions and Activities along with quarterly financial reports.

Where the Money Comes From

Federal

The federal government contributes a limited amount of funding to local school districts. Most federal revenue is distributed through the Every Student Succeeds Act (ESSA) to provide extra support for low income children, and through the Individuals with Disabilities Education Act (IDEA) that provides support so children with disabilities have the opportunity to receive a Free Appropriate Public Education (FAPE). This funding can only be used for specific purposes and districts have limited flexibility with how it can be spent. Most of the funds are used for salaries and benefits for additional reading and math instruction, and teacher professional development targeted to support the needs of disadvantaged children. The district also receives federal funding to support its Food Service Program which encompasses the district school breakfast, lunch, snack, summer food service program, and fresh fruit and vegetable grant programs. The program operates on a financially self-supporting basis.



COVID-19 Related Funding

American Rescue Plan - Elementary and Secondary School Emergency Relief (ESSER III) Fund

The American Rescue Plan (ARP) Act was signed into law on March 11, 2021. The ARP ESSER III funding from the ARP Act provides support for K-12 schools with a total of nearly \$122.0 billion to States and school districts to help safely open and sustain the safe operations of schools and address the impacts of the coronavirus pandemic on the nation's students. The district was allocated \$32.8 million for ESSER III. The district has also received supplemental ESSER III funding to provide additional supports to special education native students totaling \$0.4 million.

The U.S. Department of Education under section 2001(b)(1) of the American Rescue Plan (ARP) Act of 2021 is providing additional funding to help support school districts in serving students experiencing homelessness. The purposes of this funding include increasing the identification of homeless children and youth, providing wrap around services considering the impact of the COVID-19 pandemic, and providing assistance needed to enable homeless children and youth to attend school and participate fully in school activities.

State

The funding the district receives is based on the Total Program Funding formula outlined in the Colorado School Finance Act. The formula is used to determine the funding level for providing an equitable educational experience for every one of Colorado's school districts. Funding for district Total Program is provided first by local sources of revenue (property and specific ownership taxes, such as vehicle registration taxes) and if these funds are insufficient, state dollars cover the shortfall. In addition to the Total Program Funding, and in accordance with state and federal laws, the State of Colorado partially reimburses school districts for a portion of expenses paid for specific programs designed to serve particular groups of students or particular student needs. These categorical programs include funding for career and technical education, special education, English learners, reading intervention, transportation and gifted and talented.

Local

The majority of local funding comes from property and specific ownership taxes (for example, vehicle registration). Every homeowner and business owner (except for government, charitable and religious institutions) in Colorado pays property taxes for schools, along with taxes for other public services. Colorado law also allows local school districts to ask voters to approve additional funding through local tax increases called mill levy overrides.

Historically, the Gallagher Amendment has required residential properties to pay 45.00 percent of the state's property tax burden and non-residential properties to pay 55.00 percent of the burden. In 2020, Amendment B was passed and the Gallagher Amendment was repealed. SB21-293 temporarily decreased the residential and multi-family property for two years down to 6.95 percent and 6.80 percent. This decrease will require additional state aid in Fiscal Years 2022-2023 and 2023-2024.



Other Sources of Funding

The district's other sources of funding include income generated from the use of district facilities, tuition revenue for preschool, tuition revenue for Before, After, and Summer Enrichment (BASE) programs, athletic fees, and course fees are also a part of the district's revenue sources. These local, non-tax revenue sources are based upon fees for services used by some, but not necessarily all students.

Mill Levy Overrides

As per state law, a district cannot collect more than 25.00 percent of its Total Program Funding through mill levy overrides. Adams 12 Five Star Schools estimates it will collect 19.15 percent of its Total Program Funding through mill levy overrides, allowing for approximately \$19.9 million in additional override capacity. Monies from mill levy overrides are used for operating expenses such as instructional programs, equipment, class size management, in-classroom technology, compensation, and other

Adams 12 Five Star Schools' voters approved the following overrides, which provide \$65.2 million in annual funding to the district:

<u>Year</u>	<u>Amount of Override</u>
1991	\$ 5,400,000
2000	10,200,000
2004	9,900,000
2008	9,900,000
<u>2018*</u>	<u>29,829,702</u>
Total	\$ 65,229,702

** 2018 Mill Levy adjusts for inflation*

operating expenses. Mill levy override funds are restricted to the use in ballot language approved by voters, but generally are not used to pay for major repairs and renovations to existing school buildings, additions to schools, or new school buildings.

In November 2018, voters approved a \$27.0 million mill levy override, which increases each year with inflation, in addition to the existing overrides. This override is intended to reduce class size, provide social-emotional support and improve the safety and security in schools across the district.

A district's authorization to raise and expend mill levy override revenues does not affect the amount of state funding the district receives. The overrides passed in 1991 through 2008 do not adjust for inflation and enrollment growth, so their purchasing power diminishes over time. However, the override passed in 2018 will adjust annually to keep pace with inflation.

Bond Debt

Unlike mill levy override dollars, bond money is restricted by law and can only be used for major repairs and renovations to existing school buildings, additions to schools, new school buildings, and technology. In November 2016, Adams 12 Five Star Schools' voters passed a \$350.0 million bond to invest in every school. Projects include new schools, additions to existing buildings, career and technical education

Bond Debt History		
<i>As of June 30th 2022</i>		
Year	Original Principle	Outstanding Principle
2012	\$93,460,000	\$59,070,000
2014a	20,215,000	20,090,000
2014b	61,030,325	40,830,000
2015	27,150,000	-
2016a	34,845,000	6,510,000
2016b	285,000,000	269,520,000
<u>2018</u>	<u>65,000,000</u>	<u>50,160,000</u>
Total	\$586,700,325	\$446,180,000

Certificates of Participation History		
Year	Original Principle	Outstanding Principle
2016	\$21,645,000	\$12,890,000

expansion, updates to critical communication systems, instructional upgrades, and improvements to safety in schools. The initial bond issuance in December 2016 was for \$285.0 million. This money will fund the first phase of construction and improvements, and the remaining \$65.0 million was issued in November 2018 to support later construction phases and renovation.

Certificates of Participation

Certificates of Participation (COP) are tax-exempt government securities used to raise funds to improve and construct buildings or purchase equipment. These investment instruments are often used in combination with a bond issue. COP help finance capital costs

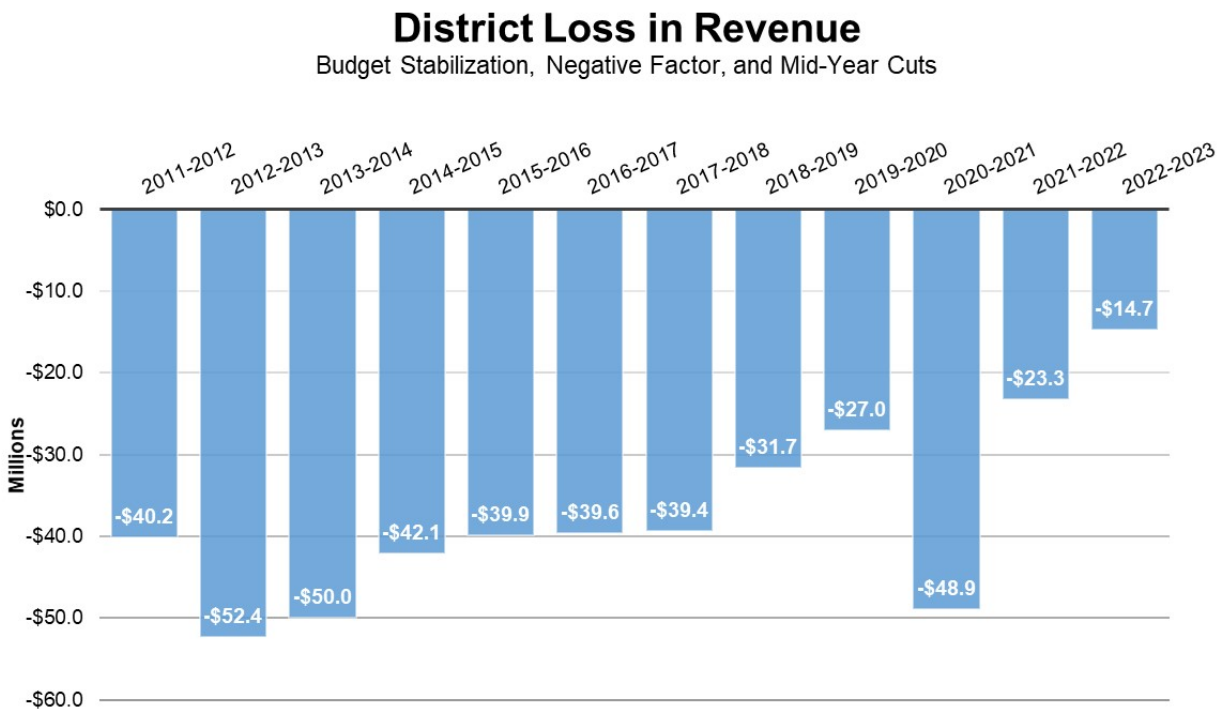
related to construction or acquisition and may not be used to finance ongoing operating costs.

COPs do not require voter approval. Under a COP arrangement, the district leverages the asset (typically a building) to be constructed or acquired and leases the asset from an investor or group of investors. The investor, or group of investors, receives a return based upon the lease revenues and the district assumes complete ownership of the asset at the end of the lease payment schedule.

Difference between Bonds and Certificates of Participation	
BOND	CERTIFICATE OF PARTICIPATION
<ul style="list-style-type: none"> Requires voter approval Restricted by law and can only be used for: <ul style="list-style-type: none"> Major repairs/renovations to existing schools Additions to schools New school buildings Technology Repaid with property tax mill levy 	<ul style="list-style-type: none"> Does not require voter approval Tax exempt government security used to: <ul style="list-style-type: none"> Improve or construct buildings Purchase equipment Repaid with operating dollars from the General Fund

Budget Stabilization Factor

Amendment 23 was a constitutional change passed in 2000 to address educational spending in Colorado. Educational funding was not keeping pace with the inflation rate and annual per pupil funding was almost \$1,400 below the national average. The amendment required K-12 funding to increase by inflation plus 1.00 percent beginning in 2001 and continuing through 2011. Due to the economic downturn and Colorado's associated budget crisis, Amendment 23 was not fully implemented. Starting in Fiscal Year 2010-11, the state legislature added a new factor, called the Negative Factor (changed to Budget Stabilization Factor on July 1, 2017), to the School Finance Act formula. Where most factors outlined in the School Finance Act provide additional funding for school districts based on enrollment changes, regional cost-of-living, number of at-risk students, English Language Learners (ELL) population, and district size, the Budget Stabilization Factor is a reduction to funding for Colorado school districts. For the 2022-23 school year, the Budget Stabilization Factor is a 3.67 percent reduction to the Total Program Funding. The financial impact of the Budget Stabilization Factor to the district is estimated to be \$14.7 million in Fiscal Year 2022-23.



Cost-of-Living Factor

A cost-of-living factor is certified by the Legislative Council Staff to the Department of Education for each school district based upon the cost-of-living analysis. The cost-of-living factor reflects differences among the state's 178 districts in the costs of housing, goods, and services. A new cost-of-living analysis is required of the Legislative Council Staff every two years. The cost-of-living factor for Adams 12 Five Star Schools is 1.226 percent.

District Size Factor

The size factor is determined using an enrollment based calculation and is unique to each school district. This factor is included to recognize purchasing power differences among districts. The district size adjustment for Adams 12 Five Star Schools is 1.0297 for Fiscal Year 2022-23.

District Personnel Costs Factor

The personnel costs factor is formula driven and differs by school district based on enrollment. This factor increases as enrollment increases, ranging between 79.92 to 90.50 percent. The district personnel costs factor is multiplied by the statewide base per pupil funding amount to determine the portion of the statewide base to which the cost-of-living factor would be applied. For Fiscal Year 2022-23, the personnel costs factor for Adams 12 Five Star Schools remains at 90.50 percent.

At-Risk Funding

Beginning in Fiscal Year 2021-22 state legislation changed the definition of at-risk pupils by adding those pupils eligible for reduced-priced lunch under the federal school lunch program and removing the subset of English Language Learner (ELL) pupils and applying those students to the new ELL factor.

A district receives funding for the greater of: (1) each funded pupil eligible for the federal free lunch program; or (2) a calculated number of pupils based on the number of pupils in grades 1-8 that are eligible for the federal free lunch program as a percent of the district's entire population. The projected district at-risk enrollment is 15,823.6 students according to Total Program Funding, and will provide nearly \$17.7 million in additional funding for Fiscal Year 2022-23.

ELL Factor

The ELL Factor was a new factor in Fiscal Year 2021-22. In Fiscal Year 2022-23 the ELL Factor is calculated as 8.00 percent of preliminary per pupil funding multiplied by ELL enrollment. The projected district ELL enrollment is 3,564 and will provide nearly \$2.6 million in additional funding for Fiscal Year 2022-23

Online Funding

Pupils enrolled in a certified multi-district online program are funded at the online per pupil amount of \$9,017 (prior to the Budget Stabilization Factor). Pupils enrolled in a single district online program are funded at the district's current per pupil funding amount. A single district program is defined as a district online program which enrolls no more than 10 students from another district. During the 2022-23 school year, Adams 12 Five Star Schools will continue to offer a single district fully online school option. Students enrolled in the online school will receive all their instruction remotely and will engage in the same curriculum used throughout the district. The online school will be staffed similarly to an in-person school. These students will be funded at the \$9,411 amount determined by the School Finance Act.



Local Property Taxes

The estimated assessed valuation upon which property taxes are levied and collected during the 2023 calendar year is \$3.3 billion, which is an increase of 1.08 percent from the previous year amount of \$3.1 billion. There is potential for the assessed valuation to go up or down prior to the final calculation in December 2022. Assessed valuation notices are mailed to taxpayers in April and May. Taxpayers can then protest their assessed valuation, and a final decision on an appeal could be as late as December 2022. Also, business personal property tax reports are not due until June 2022, which affects the commercial property assessed valuation. The mill levy may be adjusted to compensate for tax credits, abatements, and omissions under legal restrictions set by state statutes and constitutional limitations. For purposes of developing the Fiscal Year 2022-23 budget, the school finance mill levy for property tax to be collected, exclusive of any levy for tax abatements, is 27.0 mills before mill levy overrides.

Under Colorado law, all property taxes become due and payable in the year following in which they are levied. Property taxes attach an enforceable lien on property as of January 1st of the year following the levy. This method of budgeting property tax revenues is in compliance with GAAP. All other tax revenue budgets (specific ownership tax) are based on collections anticipated to be received during the fiscal year (July 1st through June 30th).

Delinquent Property Taxes, Abatements, and Credits

Delinquent property taxes were payable in earlier years but are collected by the county treasurer during the current year. Property tax abatements, credits, and refunds are granted to taxpayers based on successful appeal for reversal of taxes paid in prior years. Current state statutes require the county to rebate the current year's taxes and possibly the preceding year's taxes for all successful tax protests and to add an amount equal to the proportional share of the total amount of abatements and refunds granted to the setting of the mill levy for such school district.

Marijuana Tax Revenue and Education

In 2012, Colorado voters approved Amendment 64 that allowed the consumption or possession of marijuana as well as created a regulatory structure for retail sales. Currently, an excise tax of 15.00 percent is levied on wholesale marijuana, which the first \$40.0 million in revenue from excise taxes on wholesale marijuana is credited to the Building Excellent Schools Today (BEST) fund to renovate existing school buildings or construct new buildings and excess will be allocated to the Public School Fund. Secondly, the state levies a 15.00 percent sales tax on retail marijuana. Ten percent of that tax is allocated to local governments, with the remaining 90.00 percent allocated between general fund, Marijuana Tax Cash Fund (MTCF), and the state public school fund distributed to all school districts. Lastly, a regular 2.90 percent sales tax is levied on both retail and medical marijuana, all of which goes to MTCF, and local jurisdictions may levy their own sales taxes as well.

Specific Ownership Taxes

Specific ownership tax revenues are generated primarily through a state mandated tax collected by the county treasurer when motor vehicles are registered each year. A portion of the General Fund specific ownership taxes is a component of the Total Program Funding formula described earlier. Specific ownership taxes generated by bond redemption mill levies and mill levy overrides are exempt from the Total Program Funding formula. Adams 12 Five Star Schools anticipates that specific ownership tax revenues will increase for Fiscal Year 2022-23. The General Fund specific ownership tax revenues are estimated to be \$13.2 million for Fiscal Year 2022-23.

Categorical Program Funding

In addition to the Total Program Funding provided by the Public School Finance Act (PSFA) of 1994 (as amended), Colorado school districts may receive state funding to pay for specific programs designed to serve particular groups of students or particular student needs. Such programs are often referred to as categorical programs. While there are many different programs that may be funded, the six primary categorical program areas that regularly receive state funding are English language proficiency education, gifted and talented education, small attendance centers, special education, transportation, and career and technical education. Adams 12 Five Star Schools expects to receive approximately \$18.5 million in Fiscal Year 2022-23 in categorical funding.

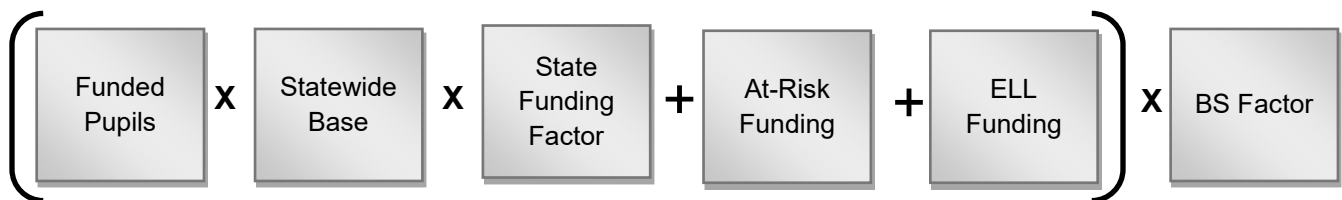
Subject to legislative approval the State of Colorado gives an annual direct distribution to school districts for Public Employees' Retirement Association (PERA) payments. Adams 12 Five Star Schools expects to receive \$7.3 million in PERA on-behalf funding which is used to pay district employee PERA benefits. This results in a net zero impact to the budget.

Total Program Funding for Adams 12 Five Star Schools

The Colorado School Finance Act aims to ensure all children in the state receive an equitable educational experience. The act outlines the Total Program Funding formula used to determine a per pupil funding level for each school district.

The Total Program Funding includes a base amount, which is the same for all school districts, plus additional amounts called factors. Factors vary by district and compensate for financial differences among districts, such as cost-of-living, size of the district, at-risk student population, ELL population and personnel costs. The statewide base is determined for each upcoming school year by the Colorado General Assembly before the conclusion of the legislative session each May. For Fiscal Year 2022-23, the statewide base per pupil funding amount is \$7,478.

Total Program Funding is comprised of three funding sources: local property taxes, local share of specific ownership (vehicle registration) taxes, and state equalization (the state's portion of the Total Program Funding). Districts with higher assessed valuations receive most of their revenue from local property taxes and the state therefore, contributes less. Conversely, districts whose property valuations are lower receive more funding from the state. In the case of Adams 12 Five Star Schools, state equalization comprises 55.30 percent of total revenues.



The Fiscal Year 2022-23 budget is based on the following School Finance Act factors (as percentages):

Base Per Pupil	\$7,478
Cost of Living Factor	1.226
District Size Factor	1.0297
Personnel Cost Factor	0.905
Non-Personnel Cost Factor	0.095
Budget Stabilization Factor	(3.67)
ELL Factor	8.000

Assessed Valuation and Tax Rates

Both real and personal property located within the boundaries of the district, unless exempt, are subject to taxation by the district. All taxable property is listed, appraised, and valued for assessment as of January 1st of each year. The actual value of taxable property is determined by the county assessor.

Historically, the Gallagher Amendment requires that statewide residential assessed values must be approximately 45.00 percent of the total assessed value in the State with commercial and other assessed values making up the other 55.00 percent. In 2020, Amendment B was passed and the Gallagher Amendment was repealed. The current assessment ratio for residential property for the tax year beginning January 1, 2022 is 6.95 percent.

Real estate values are influenced by general economic factors such as interest rates, inflation, and changes in tax laws. As property values change, the assessed valuation of property within the district changes. After the assessed valuation of taxable property within the district is received from the county assessors, the Board then determines a rate of levy which, when levied upon such certified assessed valuation, and together with other legally available revenues, will raise the amount required annually by the district for its General Fund and Bond Redemption Fund to defray its expenditures during the ensuing fiscal year.

ADAMS 12 FIVE STAR SCHOOLS Annual Property Tax Information Summary Homeowner Tax Burden							
Collection Year	2017	2018	2019	2020	2021	2022	2023
Estimated Market Value	\$ 368,800	\$ 404,250	\$ 428,125	\$ 435,238	\$ 490,000	\$ 492,450	\$ 494,912
Assessment Rate	7.96%	7.20%	7.20%	7.15%	7.15%	6.95%	6.95%
Assessment Value	\$ 29,356	\$ 29,106	\$ 30,825	\$ 31,120	\$ 35,035	\$ 34,225	\$ 34,396
District Mill Levies:							
School Finance	27.000	27.000	27.000	27.000	27.000	27.000	27.000
Abatement	0.508	0.356	0.180	0.672	0.494	0.494	0.494
Override	16.749	14.238	24.665	20.647	20.626	19.519	19.519
Debt Service	21.665	21.665	21.665	21.665	21.665	21.665	21.665
Total District Levy	65.922	63.259	73.510	69.984	69.785	68.678	68.678
School taxes							
before inflation	\$ 1,935	\$ 1,841	\$ 2,266	\$ 2,178	\$ 2,445	\$ 2,351	\$ 2,362

This is an example only showing the calculation for an average residential property. The valuation assessment rate for residential properties was set at 6.95 percent for assessed year 2022. Each residential property is unique and the final levy is set in December 2022 after all factors were finalized. A 0.50 percent increase in valuation is forecasted for 2022 with 1.50 percent and 0.50 percent alternating-year increases in subsequent years.

Where the Money Goes

The district's financial plan and budget reflects the cost of educating approximately 35,500 (including charter) students across the district, as well as the programs needed to support those schools. The largest share of the planned expenditures are in the General Fund at 64.66 percent. This includes the majority of salary, benefit, and supply expenses at schools, and administration/support departments. The Bond Redemption Funds is the second largest, making up 9.94 percent of total expenditures and is used to provide payment of long-term debt.

Compensation and Employee Benefits

Educating children is the district's priority and providing a rigorous educational experience is a people intensive process. The largest component of operating expenditures pays for salaries and benefits for more than 5,000 employees.

Teachers (Certified employees) make up the largest employee group. Compensation for teachers is negotiated annually by the Interest Based Strategies (IBS) committee, which has representatives from both the Adams 12 Five Star School District and the District Twelve Educator's Association (DTEA), as well as third party facilitators. The goal of both organizations is to ensure compensation remains competitive to attract and retain the best qualified teachers. Traditionally, teachers receive annual Cost-of-Living Adjustments (COLA), as well as additional compensation as they gain more years of experience (step increase) and complete additional education (lane increase).

For the district's support staff (Classified employees), compensation is negotiated annually between the Board of Education and the Classified School Employees' Association (CSEA). Classified employees are eligible to receive COLA and step increases for years of service. Salaries and benefits for all employee groups account for 88.90 percent of General Fund expenditures and transfers.

Public Employees Retirement Association (PERA)

Enacted by the Colorado Legislature in 1931, the Colorado Public Employees Retirement Association (PERA) provides retirement and other benefits to employees of governmental agencies. Public employers are required to contribute a percentage of pay to the trust fund managed by the PERA Board of Trustees. In 2004 and 2006, legislation was passed that required employers to make additional contributions; the Amortization Equalization Disbursement (AED) and the Supplemental Amortization Equalization Disbursement (SAED). The AED is adjusted yearly and gradually increases the amount employers contribute. The SAED is also an amount contributed by employers and is, to the extent permitted by law, to be funded by money otherwise available for employee wage increases and also gradually increases. Employer contributions to PERA increased from 20.90 percent to 21.40 percent of qualifying salaries in July 2022, and account for approximately 14.48 percent of the overall General Fund expenditures. Additionally, employees will contribute up to 11.00 percent of their salary to PERA starting in July 2022.

Medicare

In accordance with federal law, a Medicare insurance charge of 1.45 percent is paid by the district on salary for individuals hired after March 31, 1986. Employees also have 1.45 percent deducted from their salary as required by law.

Other Benefit Plans

The district-sponsored employee benefit plans include medical and dental insurance as well as vision and term life insurance. The district currently pays 95.00 percent of the employee-only coverage for Certified, Classified, and Administrative staff for medical, dental, and vision insurance plans. The district moved to a single provider for health care in January 2011. The district anticipates a 1.80 percent increase in health rates for Fiscal Year 2022-23.

Unemployment and Compensation Liabilities

Workers compensation and unemployment insurance are provided in accordance with state law. Liabilities for compensated absences (temporary leave, vacation, professional, and personal leave) are accrued in accordance with Governmental Accounting Standards Board (GASB) Statement No. 16. Liabilities for these benefits are accrued to the extent required by Board of Education approved agreements, resolutions, or policies and are reported in the district's Annual Comprehensive Financial Report each year.

Post-Employment Benefits

Previously, the district provided employees with a financial incentive for early retirement. Certified and Classified employees with at least thirteen years of service in the district could elect early retirement. These benefits are based on years of service and a percentage of current base salary. This option is no longer available for Certified employees hired after January 2007, or Classified employees hired after January 2011. The budget is adopted at levels that will support annual payments to individuals after they retire as required by Board of Education approved agreements, resolutions, and retirement incentive plans.

Currently, the General Fund pays retirement incentive payments for most of the eligible employees regardless of whether the employee was paid from the General Fund during all of their employment. The exception is the Before, After, and Summer Enrichment and Food Service funds, which pay their own post-employment benefits. In Fiscal Year 2022-23, \$5.3 million is budgeted for post-employment benefits in the General Fund.

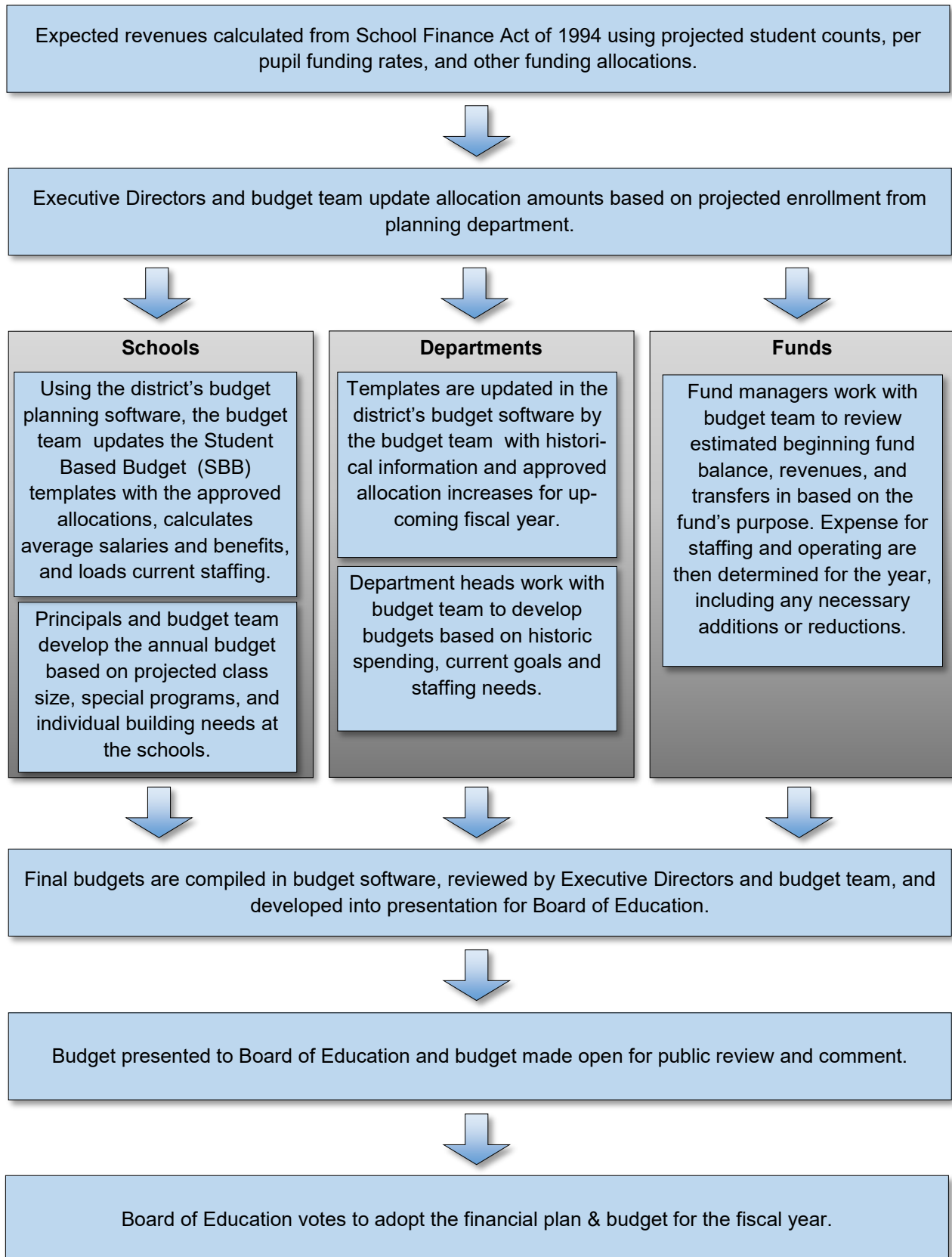
Other Post-Employment Benefits (OPEB)

The district contributes to the Health Care Trust Fund (HCTF), which is a cost-sharing multiple-employer, post-employment health care plan administered by PERA. The HCTF provides a health care premium subsidy to PERA-participating benefit recipients and their eligible beneficiaries. This district is required to contribute at a rate of 1.02 percent of covered salary for all PERA members as set by State of Colorado statute. No member contributions are required.

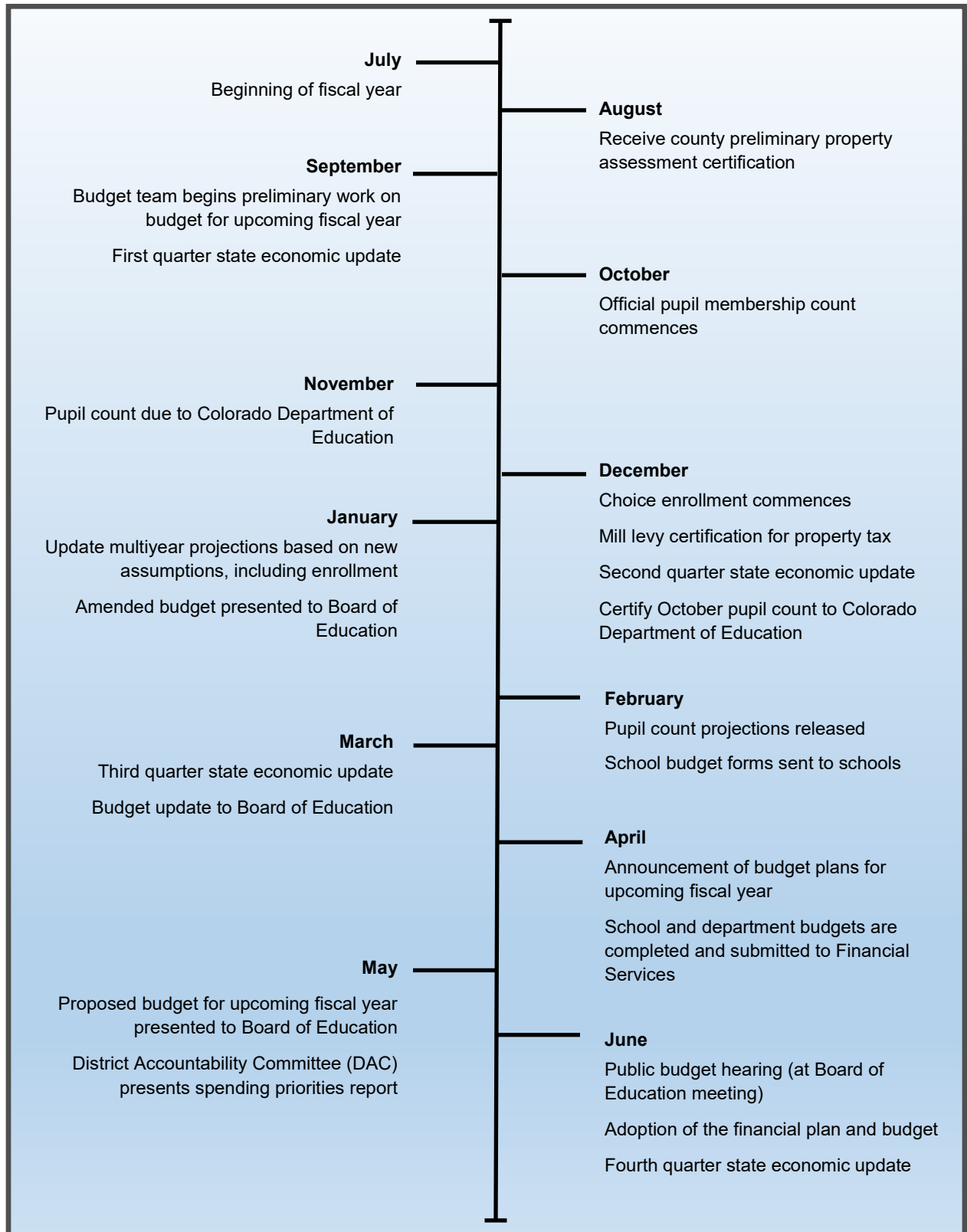
Capital Improvements, Operations, and Maintenance

Major capital improvements paid for with school bond funds, primarily for new school facilities, expansions to existing school facilities, and deferred maintenance are budgeted in the Building Fund of the district. The approved projects for the Building Fund are outlined in the bond issuance of December 2016 as approved by voters. The additional operating costs, which were incurred when these facilities were completed and put into use, consist primarily of additional school support, maintenance, custodial charges, and additional utility charges. The General Fund includes budgeted expenditures considered adequate to cover the custodial, utility, and security costs of the district.

Budget Process Overview



BUDGET PROCESS TIMELINE OVERVIEW



Trends, Events and Initiatives

Gifted and Talented Advocates

With a commitment to providing equitable access to programming, the district plans to add Gifted & Talented Advocates in 29 schools. Gifted & Talented Advocates focus on accelerating student growth in the academic content areas, supporting social and emotional needs, and fostering a positive school climate and culture regarding gifted services. Advocates collaborate with principals and teacher leaders to develop and implement school-wide structures and initiatives in relation to the school's specific GT Program Plan. The Gifted & Talented Advocates serve as a capacity-builder, engaging with teachers to support their instruction and classroom environment.

Grades 6-8 Sports

Starting in fiscal year 2022-23, students in grades 6-8 can participate in competitive sports. Previously, only intermural sports were offered. During the 2022-23 school year, district plans to offer cross country and basketball for 6th, 7th and 8th grade students.

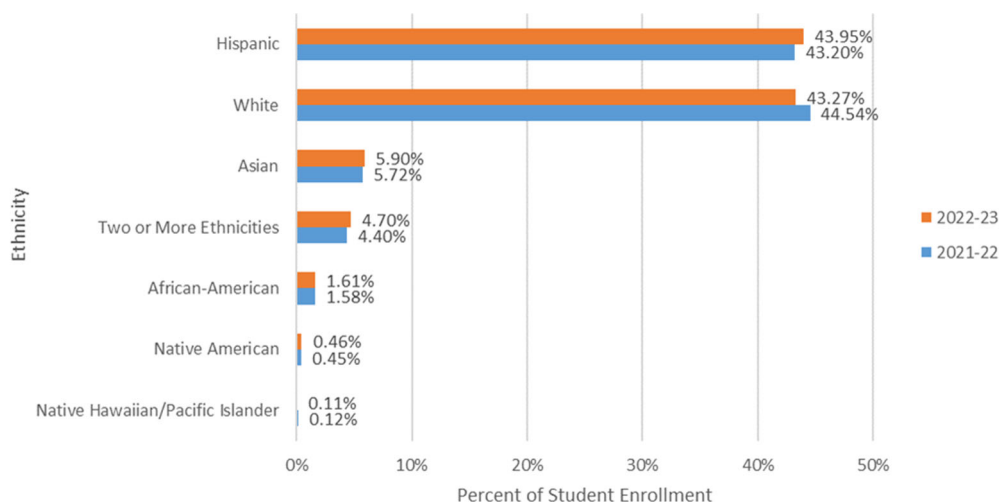
Post-Secondary Plans

More than 90.00 percent of graduates in the class of 2022 have indicated they have post-secondary plans including attending college, starting careers or joining the military. Career pathways programs throughout the district have 98 students moving directly into the workforce from their chosen career pathway.

Career and Technical Education

During the 2021-22 school year, students in the Advanced Principles of Construction course at FutureForward at Washington Square built the first of five tiny homes to house young people that are aging out of the foster care system and have nowhere else to go. The 190 square foot tiny homes will have a loft sleeping space, living room, kitchen and bathroom. Students participating in the project were able to hone their professional skills while also giving back to the community.

Demographics



Expanded Career and Technical Education Opportunities

FutureForward at Bollman added an additional Behavioral and Mental Health teacher because of high student interest and requests for the program. FutureForward at Washington Square plans to launch a new Sports Medicine program with science integration, as well as English courses and a Construction in Mathematics course. The Washington Square campus is also expanding staffing in their Firefighting and Welding programs in order to accommodate more students.

2016 Bond Program

In November 2016, the Five Star community made a significant investment in students and schools when it passed a \$350.0 million bond issue to improve every school in the district. Among the work completed across the district, major project highlights to recognize include:

New District Learning Campuses

The FutureForward at Washington Square campus was completed in August 2020. The campus offers existing district Career & Technical Education (CTE) programs such as construction trades, welding, introductory diesel mechanic courses and Emergency Medical Technician (EMT) training. Expanded programming includes criminal justice, forensic science and fire science programs as well as an advanced diesel mechanic program.

In summer 2022, the district will begin the construction of a \$6.0 million campus for Independence Academy, located on the site of the old Early Childhood Education Center. The new campus will provide additional classrooms and programming space for at-risk middle and high school students. The district will be able to increase program capacity and provide additional services for at-risk students, and eliminate the need to go out of district for those services.

Improvements to District Schools and Facilities

Work completed in the 2021 calendar year includes the completion of the district high-speed fiber network; further critical plumbing and crawlspace repair projects at 3 district schools; roof upgrades and repairs at 10 schools; playground replacements at 3 elementary schools; emergency services access and intercom upgrades at 7 locations; and the completion of phase 1 instructional equipment upgrades at each school.

Planned work for summer 2022 includes HVAC and intercom control upgrades; additional secure door hardware and card access throughout the district; new turf and sod fields at 6 locations; continued seclusion room retrofits and upgrades; and concrete maintenance on the grounds of Thunder Vista K-8.

Five Star Stadium

Renovation of the Five Star Stadium will update the facility and is anticipated to be completed before the fall sports season in 2022. During Summer 2022, the final steps of the \$6.0 million renovation of the Five Star Stadium will include grading the field to level the playing surface, installation of new turf, resurfacing the track, and scoreboard upgrades.

Continued Installation on Instructional Upgrades

Across the district, schools are using bond funds to replace aging classroom technology, update learning tools, and make improvements to building spaces to expand the education opportunities of students. These upgrades include interactive projectors, classroom sound amplification systems, document cameras, teacher computers, and whiteboards that support interactivity. In 2022 an additional \$500,000 has been allocated for these upgrades

School Connectivity Project

Construction of a new district-wide fiber network to improve connectivity between district schools and facilities and meet the district's internet connectivity needs on a district-managed network. The \$20.0 million project was completed in June of 2021. The major benefits of this project include future network expansion, long-term ownership, and future educational and community partnership opportunities.

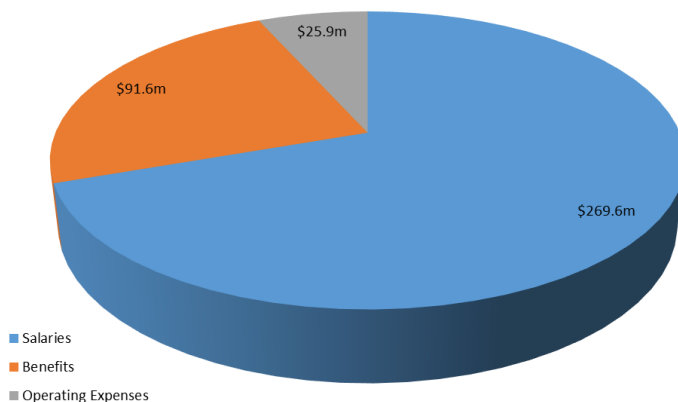
For information please visit: www.adams12.org/our-district/bond-program

General Fund Summary

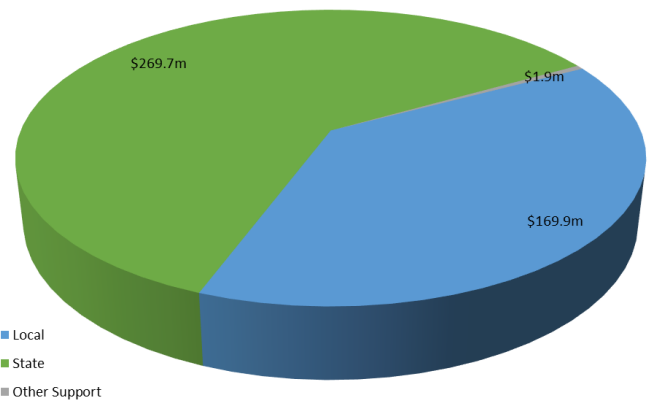
GENERAL FUND BUDGET SUMMARY FISCAL YEARS 2018-2019 TO 2022-2023

	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Amended Budget	2022-2023 Adopted Budget
Beginning Fund Balance	\$43,657,259	\$63,489,960	\$81,246,746	\$72,574,854	\$79,506,141
Revenues:					
Local	144,734,564	158,930,961	159,531,928	165,228,342	169,905,495
State	239,282,718	244,986,205	220,312,858	248,921,954	269,683,359
Other Support	4,895,960	4,907,611	1,748,787	1,834,442	1,948,486
Transfer In	-	-	-	-	-
Total Revenues	\$388,913,241	\$408,824,777	\$381,593,573	\$415,984,738	\$441,537,340
Expenditures:					
Salaries	219,103,469	232,061,958	237,514,751	247,992,015	269,592,889
Benefits	71,882,393	76,124,115	73,835,679	82,849,057	91,616,120
Operating Expenses	27,563,126	26,736,255	23,805,953	24,558,578	25,904,671
Transfers Out	50,531,551	56,145,663	55,109,082	68,855,842	74,839,007
Total Expenditures and Transfers Out	\$369,080,539	\$391,067,991	\$390,265,465	\$424,255,492	\$461,952,687
Excess of Revenues Over/ (Under) Expenditures and Transfers Out	19,832,702	17,756,786	(8,671,892)	(8,270,754)	(20,415,347)
Ending Fund Balance	\$63,489,960	\$81,246,746	\$72,574,854	\$64,304,100	\$59,090,794

General Fund Expenditures
(in millions)



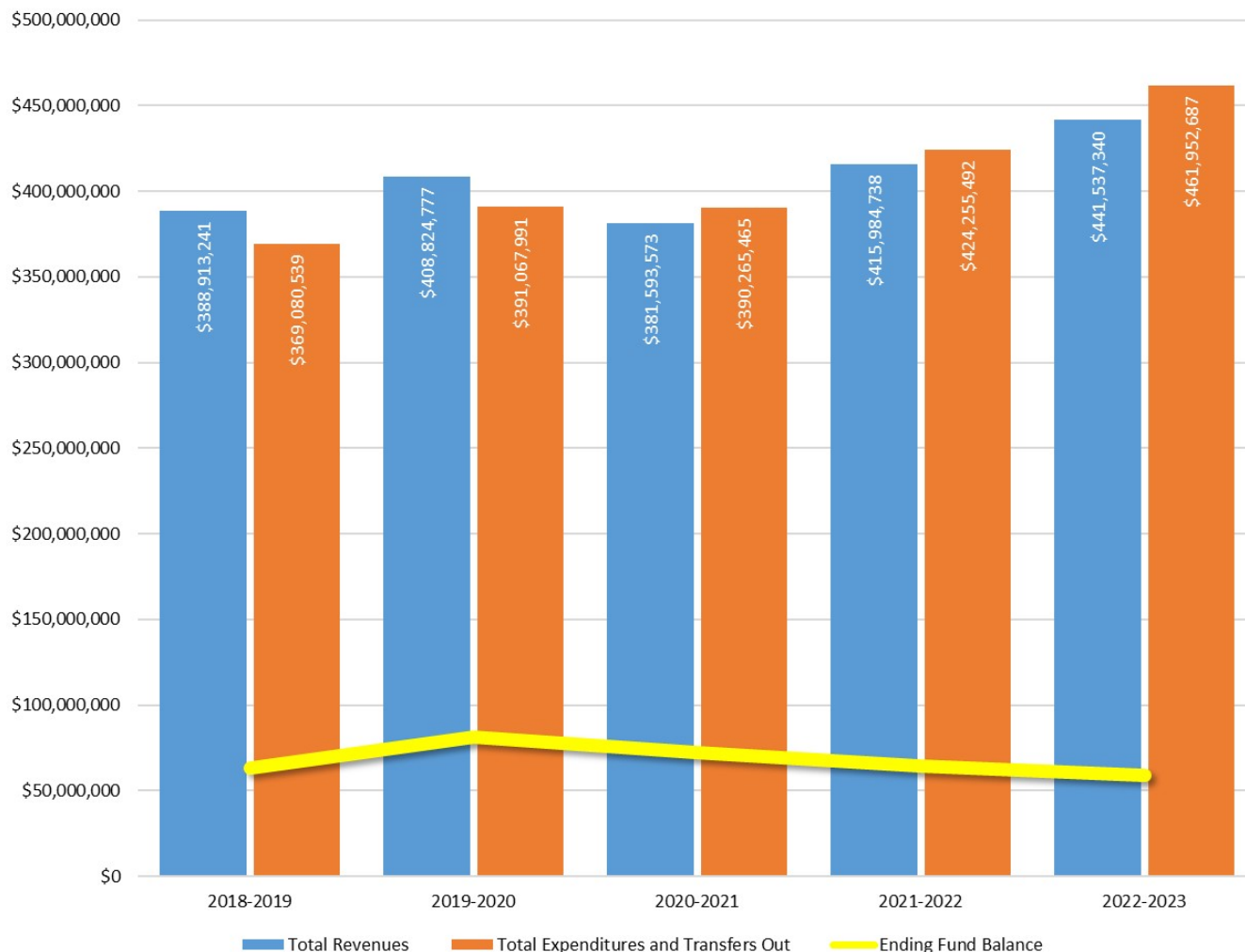
General Fund Revenue
(in millions)



Other support includes Tuition & Fees, Community Use, Earnings on Investment and Other Miscellaneous.

The General Fund includes revenue from local property taxes, specific ownership taxes, state equalization monies, state categorical funding, and other sources. It is used to account for all financial resources, except those required to be accounted for in another fund. Available funds are comprised of the beginning fund balance plus the revenues projected to be received during the ensuing fiscal year. Increases in revenue are the result of adjustments by the School Finance Act by the state legislature, as well as changes and fluctuations in student enrollment.

General Fund History



*Data for Fiscal Years 2018-19 through 2020-21 based on audited actual information.
Data for Fiscal Year 2021-22 and 2022-23 based on budgeted information.*

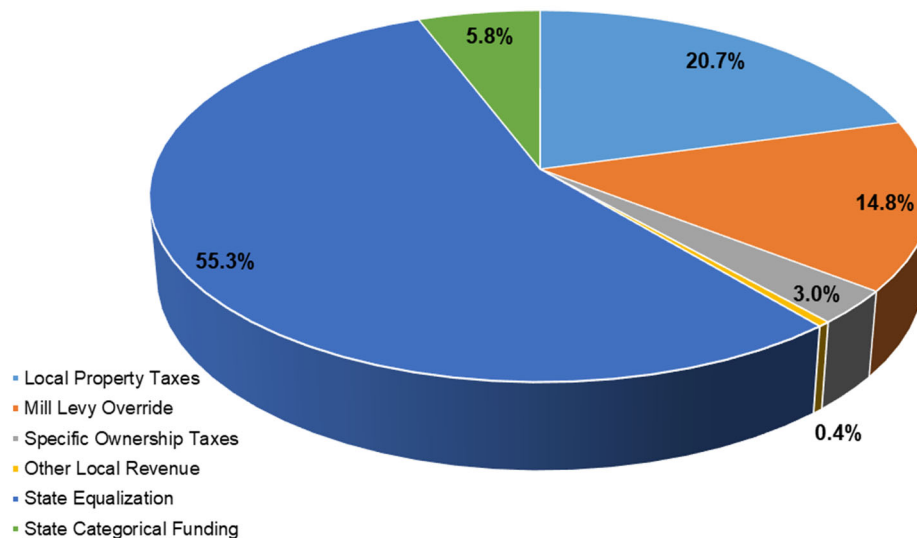
General Fund Revenue Assumptions

The district's funded pupil count projection is determined by the planning department and may differ slightly from spreadsheets found on the CDE website. Use of enrollment projections estimate the funded pupil count to be 36,190 (including District approved charter schools and not inclusive of CSI) for Fiscal Year 2022-23.

Changes to the School Finance Act for Fiscal Year 2022-23 include:

- The statewide base per pupil funding was adjusted for 3.5 percent inflation and increased to \$7,478.
- The budget stabilization factor statewide is \$321.2 million, which reduces funding for the district by \$14.7 million. This amount is a reduction from the \$23.3 million reduced in Fiscal Year 2021-22.
- Beginning in Fiscal Year 2021-22 state legislation changed the definition of at-risk pupils by adding those pupils eligible for reduced-priced lunch under the federal school lunch program and removing the subset of English Language Learner (ELL) pupils and applying those students to the new ELL factor. The projected district at-risk enrollment is 15,823.6 students according to Total Program Funding, and will provide nearly \$17.7 million in additional funding for Fiscal Year 2022-23.

Fiscal Year 2022-23 General Fund Revenue



General Fund Revenue Summary	Amount	Percent
Local Property Taxes	\$ 91,473,451	20.7%
Mill Levy Override	65,229,702	14.8%
Specific Ownership Taxes	13,183,230	3.0%
Other Local Revenue	1,967,598	0.4%
State Equalization	244,046,027	55.3%
State Categorical Funding	25,637,332	5.8%
Total Revenue	\$ 441,537,340	100.0%

General Fund Expenditure Assumptions

The changes in budgeted expenditures for Fiscal Year 2022-23 mainly result from the following components:

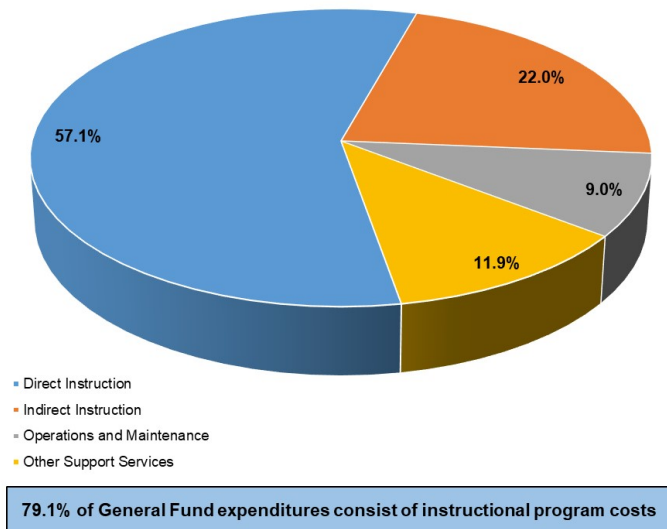
Employee Compensation Increase:

- \$3.37 million step increase for certified employees (includes benefits).
- \$1.13 million increase due to CSEA salary equivalent to certified step of 1.70 percent (includes benefits).
- \$0.68 million increase due to administrator increase of 1.70 percent (including benefits).
- \$5.58 million increase for CSEA Entry Level compensation adjustment.
- \$1.24 million increase of 0.50 percent for PERA employer contribution.
- \$3.45 million for a one-time certified and administrator \$1,000 stipend (including benefits)

Other Significant Changes in Expenditures:

- \$1.39 million increase due to ELPA PD eliminated by State with change in School Finance Act.
- \$0.73 million due to increase cost of utilities.
- \$0.36 million due to health insurance increase of 1.80 percent.
- \$0.29 million due to grant cliff of READ Act funding.

Fiscal Year 2022-23 General Fund Expenditures



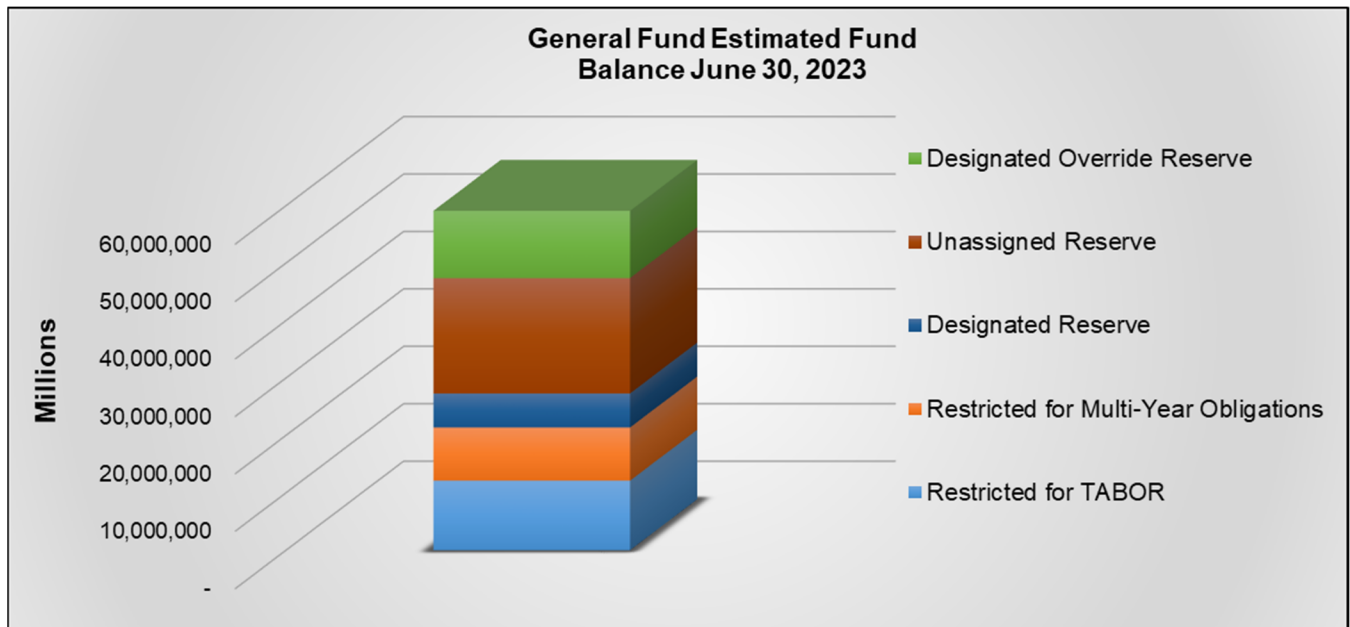
General Fund Expenditures by Program		Amount	Percent
Direct Instruction	\$	221,231,016	57.1%
Indirect Instruction		84,993,219	22.0%
Operations and Maintenance		34,927,268	9.0%
Other Support Services		45,962,177	11.9%
Total	\$	387,113,680	100.0%

General Fund Reserves and Fund Balance

Legal reserves have been established to meet the requirements of Article X, Section 20 of the Colorado Constitution. The required Taxpayer's Bill of Rights (TABOR) reserve is estimated to be \$12.1 million. The district also maintains sufficient reserves to cover multi-year commitments for payments to former employees for post employment benefit stipends, as well as reserves for programs, encumbrances, and Board required reserves.

The purpose of Fund Balance is to ensure fiscal stability to guard against any unforeseen circumstances, reduce susceptibility to emergency expenditures, meet state and federal requirements, and protect the district's credit rating. Adequate levels of Fund Balance must be retained in each fund in order to provide financial stability. Fund Balance also protects the district against revenue shortfalls caused by economic slowdowns and/or changes in state and federal legislation that affect district funding.

Fiscal Year 2022-2023 Estimated Ending Fund Balance	Amount
Restricted for TABOR	12,105,079
Restricted for Multi-Year Obligations	9,262,272
Designated Reserve	5,929,388
Designated Override Reserve	11,702,711
Unassigned Reserve	20,091,344
Total	\$ 59,090,794

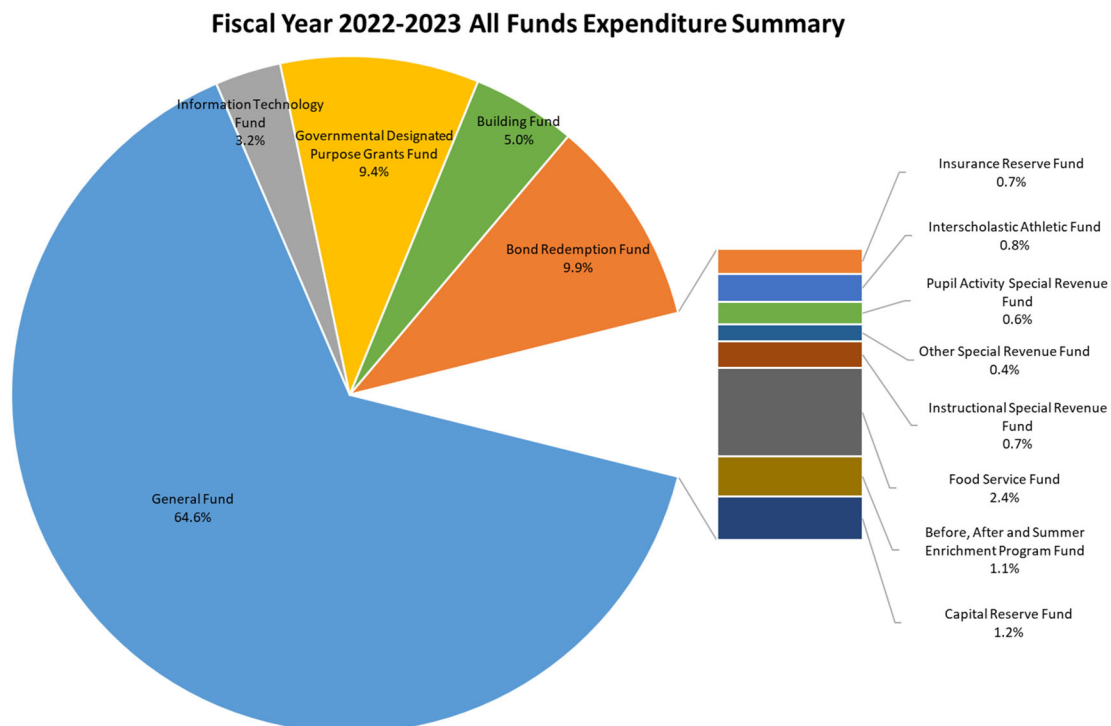


Overview of All Funds

The operating objectives of governmental entities, such as school districts, are different from those of commercial enterprises and therefore accounting requirements are different. Governmental entities use fund accounting to track revenues and expenditures as outlined by GAAP. This is important as some funds have very specific restrictions on how funds can be spent.

The district has a total of thirteen active funds. The General Fund is the main operating fund and accounts for the majority, about 64.60 percent, of expenditures. The Governmental Designated Purpose Grants Fund accounts for 9.40 percent of expenditures as a result of the additional funding from the Elementary and Secondary School Emergency Relief Funds (ESSER).

All Funds Expenditure Summary	Amount	Percent
General Fund	\$ 387,113,680	64.6%
Insurance Reserve Fund	3,975,195	0.7%
Information Technology Fund	18,865,291	3.2%
Instructional Revenue Fund	4,286,797	0.7%
Capital Reserve Fund	6,983,124	1.2%
Governmental Designated Purpose Grants Fund	56,805,234	9.4%
Interscholastic Athletic Fund	4,505,657	0.8%
Pupil Activity Special Revenue Fund	3,571,383	0.6%
Other Special Revenue Fund	2,659,779	0.4%
Food Service Fund	14,164,018	2.4%
Before, After and Summer Enrichment Program Fund	6,409,487	1.1%
Bond Redemption Fund	59,500,575	9.9%
Building Fund	29,855,447	5.0%
Total	\$ 598,695,667	100.00%



**ALL FUNDS (EXCLUDING CHARTER SCHOOLS)
BUDGET SUMMARY
FISCAL YEARS 2018-2019 TO 2022-2023**

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	Audited Actual	Audited Actual	Audited Actual	Amended Budget	Adopted Budget
Beginning Fund Balance and Net Assets	\$358,554,111	\$380,355,183	\$324,793,786	\$ 299,918,180	\$297,699,682
Revenues and Financing Sources:					
General Fund	388,913,241	408,824,777	381,593,573	415,984,738	441,537,340
Insurance Reserve Fund	3,933,293	3,965,662	3,702,400	3,481,935	3,611,115
Information Technology Fund	-	-	-	19,952,046	19,095,718
Instructional Revenue Fund	6,540,140	10,874,611	7,582,887	4,457,756	4,730,199
Capital Reserve Fund	17,122,157	10,796,254	10,870,468	5,810,311	6,607,024
Governmental Designated Purpose Grants Fund	24,495,946	39,553,923	56,991,838	81,508,540	56,805,234
Interscholastic Athletic Fund	2,473,200	2,046,371	2,011,744	2,470,387	4,530,520
Pupil Activity Special Revenue Fund	5,284,409	4,100,646	1,489,246	3,970,896	3,665,912
Other Special Revenue Fund	2,786,445	2,886,712	2,268,210	1,911,256	1,987,112
Food Service Fund	11,488,877	11,397,739	13,703,648	16,142,414	13,043,113
Before, After and Summer Enrichment Program Fund	8,597,452	6,299,993	5,050,962	6,071,362	6,465,940
Bond Redemption Debt Service Fund	55,199,262	66,177,760	66,166,073	67,031,448	72,362,764
Building Fund	82,659,798	9,433,669	2,067,216	3,703,419	2,648,847
Pupil Activity Agency Fund	335,328	-	-	-	-
Total Revenues and Financing Sources	609,829,549	576,358,117	553,498,264	632,496,508	637,090,838
Expenditures and Transfers Out:					
General Fund	369,080,539	391,067,991	390,265,465	424,255,492	461,952,687
Insurance Reserve Fund	3,653,143	3,679,071	3,561,714	4,133,007	3,975,195
Information Technology Fund	-	-	-	16,206,743	18,865,291
Instructional Revenue Fund	4,273,056	7,630,950	9,352,872	4,504,445	4,286,797
Capital Reserve Fund	9,186,851	7,587,620	8,465,209	10,895,246	6,983,124
Governmental Designated Purpose Grants Fund	24,495,946	39,553,923	56,991,838	81,508,540	56,805,234
Interscholastic Athletic Fund	2,311,747	2,230,240	2,039,382	2,550,042	4,505,657
Pupil Activity Special Revenue Fund	5,058,687	3,783,187	1,525,177	4,697,858	3,571,383
Other Special Revenue Fund	1,868,434	2,516,976	3,332,312	2,451,308	2,659,779
Food Service Fund	11,402,589	11,834,407	10,244,491	14,083,336	14,164,018
Before, After and Summer Enrichment Program Fund	8,906,410	6,767,034	4,251,391	6,081,601	6,409,487
Bond Redemption Debt Service Fund	47,999,356	49,486,475	44,811,525	59,479,150	59,500,575
Building Fund	98,860,774	105,781,641	43,532,494	26,205,516	29,855,447
Pupil Activity Agency Fund	930,942	-	-	-	-
Total Expenditures	588,028,474	631,919,513	578,373,870	657,052,284	673,534,674
Excess of Revenues Over / (Under) and Expenditures and Transfers Out	21,801,076	(55,561,396)	(24,875,606)	(24,555,776)	(36,443,836)
Ending Fund Balance/Net Assets	\$380,355,183	\$324,793,786	\$299,918,180	\$ 275,362,404	\$261,255,846

Budget Projections

A multi-year budget projection is prepared annually as part of the budget development process. Board Policy 2.3 Financial Planning and Budgeting states the following:

“Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from Board’s Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.”

These projections include the Fiscal Year 2022-23 Budget as year one. The budget projection is one of many tools used in the budget development process. Projected numbers are reviewed and revised as future assumptions become known.

General Fund Projections

Revenue estimates are based on the Colorado Department of Education’s (CDE) and other state agencies’ projections, the District Planning Department’s student count projections, current legislation impacting the School Finance Act, and historical trends for specific ownership taxes. Student count projections are also based upon detailed analyses of anticipated enrollment at each school in the district for the upcoming school year and future school years. Projected district expenditures include anticipated adjustments for compensation; benefits (including PERA); inflation for goods and services, staffing and program changes, and budget realignment. Carryover projections are estimated by compiling year-end projections for both current year revenues and expenditures.

The Board Policy 2.4 Operating Limitations Financial Conditions and Activities (revised in April 2022) states that *“without limiting the scope of the foregoing by this enumeration, he or she shall not:*

- 1. At any time: (a) Use any reserves other than as intended and permitted by law; or (b) allow the unassigned fund balance at the conclusion of a fiscal year to be no less than 4% and no more than 8% of general fund revenues except that the unassigned fund balance may be utilized for achievement of board ends and compliance with operating limitations policies with prior board approval and a specific plan for replenishing the reserve.*

Future budget reductions will be needed in order to maintain the fund balance obligations each year as mandated by Board policy.

GENERAL FUND

FISCAL YEAR 2022-23 BUDGET AND PROJECTIONS TO 2025-26

	2022-2023 Adopted Budget	2023-2024 Projected Budget	2024-2025 Projected Budget	2025-2026 Projected Budget
Beginning Fund Balance	\$ 79,506,141	\$ 59,090,794	\$ 54,454,271	\$ 50,376,177
Revenues	441,537,340	464,807,081	471,779,188	478,224,874
Total Source of Funds Available	521,043,481	523,897,875	526,233,459	528,601,051
Expenditures	387,113,680	389,748,974	392,769,080	395,808,551
Transfers Out	74,839,007	77,376,688	78,692,091	80,029,856
Total Expenditures and Transfers Out	461,952,687	467,125,662	471,461,171	475,838,407
Total Ending Fund Balance	\$ 59,090,794	\$ 56,772,213	\$ 54,772,288	\$ 52,762,644
Change in Fund Balance	\$ (20,415,347)	\$ (2,318,581)	\$ 318,017	\$ 2,386,467

**ALL FUNDS (EXCLUDING CHARTER SCHOOLS)
BUDGET AND FORECAST SUMMARY
FISCAL YEARS 2022-2023 TO 2025-2026**

	2022-2023	2023-2024	2024-2025	2025-2026
	Adopted Budget	Projected Budget	Projected Budget	Projected Budget
Beginning Fund Balance and Net Assets	\$ 297,699,682	\$ 216,220,846	\$ 251,454,763	\$ 232,770,770
Revenues and Financing Sources:				
General Fund	441,537,340	464,807,081	471,779,188	478,224,874
Insurance Reserve Fund	3,611,115	3,665,282	3,720,261	3,776,065
Information Technology Fund	19,095,718	19,477,632	19,867,185	20,264,529
Capital Reserve Fund	6,607,024	7,184,815	7,378,541	7,574,569
Governmental Designated Purpose Grants Fund	56,805,234	39,393,506	27,983,455	26,814,164
Interscholastic Athletic Fund	4,530,520	4,544,625	4,558,956	4,573,516
Pupil Activity Special Revenue Fund	3,665,912	3,688,357	3,711,072	3,734,063
Other Special Revenue Fund	1,987,112	2,382,914	2,597,701	2,712,932
Instructional Special Revenue Fund	4,730,199	4,500,260	4,576,764	4,654,569
Food Service Fund	13,043,113	13,303,514	13,569,125	13,840,047
Before, After and Summer Enrichment Program Fund	6,465,940	6,789,237	7,092,914	7,442,560
Bond Redemption Debt Service Fund	72,362,764	71,533,516	71,533,516	72,606,519
Building Fund	2,648,847	1,255,923	198,415	-
Pupil Activity Agency Fund	-	-	-	-
Total Revenues and Financing Sources	637,090,838	642,526,662	638,567,093	646,218,407
Expenditures and Transfers Out:				
General Fund	461,952,687	467,125,662	471,461,171	475,838,407
Insurance Reserve Fund	3,975,195	4,036,623	4,070,415	4,184,364
Information Technology Fund	18,865,291	19,446,468	19,837,486	20,238,689
Capital Reserve Fund	6,983,124	7,332,280	7,698,895	8,083,839
Governmental Designated Purpose Grants Fund	56,805,234	39,393,506	27,983,454	26,814,164
Interscholastic Athletic Fund	4,505,657	4,539,459	4,573,937	4,603,830
Pupil Activity Special Revenue Fund	3,571,383	3,924,017	4,002,496	4,082,546
Other Special Revenue Fund	2,659,779	2,208,309	2,281,402	2,355,910
Instructional Special Revenue Fund	4,286,797	3,525,734	3,596,249	3,668,174
Food Service Fund	14,164,018	15,067,489	15,750,521	16,464,893
Before, After and Summer Enrichment Program Fund	6,409,487	6,809,743	7,022,700	7,294,755
Bond Redemption Debt Service Fund	59,500,575	20,485,750	80,413,583	80,415,500
Building Fund	29,855,447	11,079,763	4,162,665	-
Pupil Activity Agency Fund	-	-	-	-
Total Expenditures	673,534,674	604,974,803	652,854,974	654,045,071
Excess of Revenues Over/ (Under) and Expenditures and Transfers Out	(36,443,836)	37,551,859	(14,287,881)	(7,826,664)
Ending Fund Balance/Net Assets	\$ 261,255,846	\$ 253,772,705	\$ 237,166,882	\$ 224,944,105

Insurance Reserve - Sub Fund of the General Fund

The Insurance Reserve Fund is used for the district's liability, property, auto, and workers' compensation insurance needs, and also provides for essential risk management activities. The district has procured insurance policies from the Colorado School Districts Self Insurance Pool (CSDSIP) for cyber, property and liability coverage and from Pinnacol Assurance for workers' compensation coverage. Risk Management purchases Foreign Liability Insurance (FLI), a surety bond for Commercial Driver License (CDL) training, additional Cyber Liability, and a Workers Compensation (WC) surety bond from Arthur J. Gallagher. Funding is also provided for physicals for employees, safety programs, and driver safety-related programs. Expenditures for Fiscal Year 2022-23 are expected to be \$3.9 million.

Fiscal Year 2022-23 beginning fund balance is higher than the 2021-22 ending fund balance due to insurance claims for Fiscal Year 2021-22 being lower than anticipated. As schools returned from remote learning, the occurrence of claims was anticipated to be higher based on past learning years, which did not transpire.

INSURANCE RESERVE FUND BUDGET SUMMARY FISCAL YEARS 2018-2019 TO 2022-2023

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	Audited Actual	Audited Actual	Audited Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ 4,113,142	\$ 4,393,292	\$ 4,679,883	\$ 4,820,568	\$ 4,310,728
Revenues:					
Local Support	-	-	-	-	-
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	3,933,293	3,965,662	3,702,400	3,481,935	3,611,115
Total Revenues	\$ 3,933,293	\$ 3,965,662	\$ 3,702,400	\$ 3,481,935	\$ 3,611,115
Expenditures:					
Salaries	256,549	297,720	303,598	261,510	275,967
Benefits	73,810	89,148	92,431	83,416	88,516
Operating Expenses	3,322,784	3,292,202	3,165,686	3,788,081	3,610,712
Total Expenditures	\$ 3,653,143	\$ 3,679,071	\$ 3,561,714	\$ 4,133,007	\$ 3,975,195
Excess of Revenues Over/ (Under) Expenditures	280,150	286,592	140,686	(651,072)	(364,080)
Ending Fund Balance	\$ 4,393,292	\$ 4,679,883	\$ 4,820,567	\$ 4,169,496	\$ 3,946,648

Information Technology - Sub Fund of the General Fund

The Information Technology Fund is used to account for the resources utilized in the provisioning and upkeep of district-wide technology, cybersecurity, and general support needed to ensure that systems are reliable and stable, and can support operations and instruction across the district. Funding is provided for various technology needs across the district including:

- Software Applications and Data Systems
- School and District Networks
- Cybersecurity and Strategic Technology Projects

The district has procured cybersecurity and disaster recovery technologies to support the district as students and employees interact and complete work using technology and network. Informational Technology is working to update the website software for the district along with the advanced audio visual support for meetings and events through the district. Managing the Chromebooks throughout the district for a 1:1 ratio of device per students is a large accomplishment. These expenditures, prior to moving to the Information Technology Fund, were accounted for in the General Fund. Resources to support this fund comes from a transfer in from the General Fund.

INFORMATION TECHNOLOGY FUND BUDGET SUMMARY FISCAL YEARS 2018-2019 TO 2022-2023

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	Audited Actual	Audited Actual	Audited Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 1,549,147
Revenues:					
Local Support	-	-	-	-	-
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	-	-	-	19,952,046	19,095,718
Total Revenues	\$ -	\$ -	\$ -	\$ 19,952,046	\$ 19,095,718
Expenditures:					
Salaries	-	-	-	5,741,967	6,163,386
Benefits	-	-	-	1,676,429	1,870,229
Operating Expenses	-	-	-	8,788,347	10,831,676
Transfers Out	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ 16,206,743	\$ 18,865,291
Excess of Revenues Over/ (Under) Expenditures	-	-	-	3,745,303	230,427
Ending Fund Balance	\$ -	\$ -	\$ -	\$ 3,745,303	\$ 1,779,574

Instructional Revenue Fund - Sub Fund of the General Fund

This fund was originally created in Fiscal Year 2016-17 for the purpose of recording revenues collected from tuition and expenses incurred for the Extended Day Kindergarten Program (EDKP), as well as revenues and expenditures for textbooks. In Fiscal Years 2018-19 through 2022-23, revenues include tuition from tuition based Preschool at participating locations. Legislation to fund preschool for ten hours per day for four year olds pass in 2022, however this legislation does not go into effect until Fiscal Year 2023-24.

Beginning in Fiscal Year 2019-20, due to the passage of HB19-1262, which increased state funding for Kindergarten students from 0.58 to 1.0 FTE in pupil funding, the district no longer charges or collects tuition for full-day Kindergarten students. Fiscal Year 2020-21 was the last year the General Fund transferred funds into the Instructional Special Revenue Fund to cover half the cost of certified staff and paraprofessional associated with kindergarten classrooms. Beginning in Fiscal Year 2021-22 those expenditures were budgeted as part of the General Fund. Remaining budgeted expenditures for Fiscal Year 2022-23 include mill levy override funds allocated for textbooks and a small remaining fund balance for Literacy and Preschool.

INSTRUCTIONAL REVENUE FUND BUDGET SUMMARY FISCAL YEARS 2018-2019 TO 2022-2023

	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Amended Budget	2022-2023 Adopted Budget
Beginning Fund Balance	\$ 4,723,594	\$ 6,990,678	\$10,234,340	\$ 8,464,354	\$10,407,771
Revenues:					
Local Support	-	-	-	-	-
State Support	14,140	964,185	-	-	-
Federal Support	-	-	-	-	-
Other	6,526,000	9,910,426	7,582,887	4,457,756	4,730,199
Total Revenues	\$ 6,540,140	\$10,874,611	\$ 7,582,887	\$ 4,457,756	\$ 4,730,199
Expenditures:					
Salaries	1,686,296	3,823,896	3,603,948	146,261	602,260
Benefits	539,982	1,213,027	1,158,885	47,857	227,335
Operating Expenses	2,046,778	2,594,026	4,590,039	4,310,327	3,457,202
Total Expenditures	\$ 4,273,056	\$ 7,630,950	\$ 9,352,872	\$ 4,504,445	\$ 4,286,797
Excess of Revenues Over/ (Under) Expenditures	2,267,084	3,243,662	(1,769,986)	(46,689)	443,402
Ending Fund Balance	\$ 6,990,677	\$10,234,340	\$ 8,464,354	\$ 8,417,665	\$10,851,173

Governmental Designated-Purpose Grants Fund

The Governmental Designated-Purpose Grants fund is provided to maintain a separate accounting for fully funded federal and state grant programs. These programs are restricted as to the type of expenditures for which they may be used, and normally have a different fiscal period than that of the district. This may leave some resources available for use in the next fiscal year. These grant funds are intended to supplement the district's regular educational programs.

The total Fiscal Year 2022-23 Governmental Designated-Purpose Grant Fund budget is \$56.8 million and includes onetime Federal funds from the Elementary and Secondary School Emergency Relief (ESSER) Fund totaling \$17.0 million. When compared to the Fiscal Year 2021-22 amended budget, the Grant Fund budget has decreased a net of \$24.7 million. The decrease can be attributed to the spend down of one-time COVID relief Federal funding of \$20.4 million and a reduction in state grants of \$4.3 million.

The State funding decrease of \$4.3 million is due to the transition of the English Language Proficiency Act (ELPA) grant to the general fund as well as the spend down of the Building Excellent Schools Today (BEST) grant funds. In Fiscal Year 2021-22 the district budgeted Coronavirus Relief Funds (CRF) and ESSER funds of \$7.6 million and in Fiscal Year 2022-23 the District is budgeting \$18.8 million for ESSER and potential future federal funds in support of COVID-19.

GOVERNMENTAL DESIGNATED PURPOSE GRANTS FUND BUDGET SUMMARY FISCAL YEARS 2018-2019 TO 2022-2023

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	Audited Actual	Audited Actual	Audited Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Local Support	-	-	-	-	-
State Support	6,119,320	5,738,624	7,372,249	11,930,626	7,810,594
Federal Support	18,376,626	33,803,603	49,614,340	69,577,914	48,994,640
Other	-	11,696	5,249	-	-
Total Revenues	\$24,495,946	\$39,553,923	\$56,991,838	\$81,508,540	\$56,805,234
Expenditures:					
Salaries	13,611,178	25,104,572	25,555,125	17,837,229	19,941,172
Benefits	4,080,830	6,613,997	7,156,044	5,655,123	6,675,588
Operating Expenses	6,803,938	7,835,354	24,280,669	58,016,188	30,188,474
Total Expenditures	\$24,495,946	\$39,553,923	\$56,991,838	\$81,508,540	\$56,805,234
Excess of Revenues Over/ (Under) Expenditures	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -

Interscholastic Athletic - Special Revenue Fund

The Interscholastic Athletic Fund provides the funding for the day-to-day operation of the athletic programs at five high schools, seven middle schools and four K-8 schools. Financial support for student athlete transportation, athletic uniforms, materials and supplies, equipment, facility maintenance, game officials, game workers, student athlete awards, and league and state membership dues are all provided by this fund. New in Fiscal Year 2022-23, sports for grades 6-8 were added to the Athletic Fund budget. To support this new initiative, Other Revenue increased to include a \$2.0 million General Fund Transfer for grades 6-8 athletics. Expenditures also increased resulting from the added costs associated with offering sports in grades 6-8. In each fiscal year the Ending Fund Balance includes TABOR and Designated Athletic Reserve.

INTERSCHOLASTIC ATHLETIC FUND BUDGET SUMMARY FISCAL YEARS 2018-2019 TO 2022-2023

	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Amended Budget	2022-2023 Adopted Budget
Beginning Fund Balance	\$ 418,858	\$ 580,311	\$ 396,442	\$ 368,804	\$ 382,710
Revenues:					
Local Support	211,348	191,500	29,832	205,500	200,300
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	2,261,853	1,854,871	1,981,912	2,264,887	4,330,220
Total Revenues	\$ 2,473,200	\$ 2,046,371	\$ 2,011,744	\$ 2,470,387	\$ 4,530,520
Expenditures:					
Salaries	1,222,195	1,263,020	1,205,861	1,281,519	1,360,018
Benefits	263,220	284,439	284,767	301,531	330,117
Operating Expenses	826,332	682,781	548,755	966,992	2,815,522
Total Expenditures	\$ 2,311,747	\$ 2,230,240	\$ 2,039,382	\$ 2,550,042	\$ 4,505,657
Excess of Revenues Over/ (Under) Expenditures	161,453	(183,869)	(27,638)	(79,655)	24,863
Ending Fund Balance	\$ 580,311	\$ 396,442	\$ 368,804	\$ 289,149	\$ 407,573

Pupil Activity - Special Revenue Fund

This special revenue fund is used to track revenue and expenditure activities tied to the collection of student fees and fines, afterschool activities, student clubs, and student group fundraising. Expenditures in this fund are associated with intrascholastic and interscholastic activities, classroom materials, student club/group supplies and materials, and replacement of damages to property and equipment.

All resources tracked in this fund are managed in accordance with district policies, have administrative oversight and involvement and are controlled by the district.

This fund is primarily driven by student enrollment and activities and revenue and expenditures may fluctuate overtime as pupil enrollments fluctuate.

PUPIL ACTIVITY - SPECIAL REVENUE FUND BUDGET SUMMARY FISCAL YEARS 2018-2019 TO 2022-2023

	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Amended Budget	2022-2023 Adopted Budget
Beginning Fund Balance	\$ 3,735,477	\$ 3,961,199	\$ 4,278,658	\$ 4,242,727	\$ 4,896,571
Revenues:					
Local Support	2,679,534	2,131,256	593,107	2,329,213	1,772,150
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	2,604,875	1,969,390	896,139	1,641,683	1,893,762
Total Revenues	\$ 5,284,409	\$ 4,100,646	\$ 1,489,246	\$ 3,970,896	\$ 3,665,912
Expenditures:					
Salaries	92,460	112,339	21,340	92,430	93,840
Benefits	19,883	24,271	5,015	20,658	21,443
Operating Expenses	4,946,344	3,646,577	1,498,822	4,584,770	3,456,100
Total Expenditures	\$ 5,058,687	\$ 3,783,187	\$ 1,525,177	\$ 4,697,858	\$ 3,571,383
Excess of Revenues Over/ (Under) Expenditures	225,722	317,459	(35,931)	(726,962)	94,529
Ending Fund Balance	\$ 3,961,199	\$ 4,278,658	\$ 4,242,727	\$ 3,515,765	\$ 4,991,100

Other Special Revenue Fund

The Other Special Revenue Fund is used to manage activities associated with school activities such as fundraising and social events, vending sales, vendor rebates, locally sourced grants, and community use. Resources supporting this fund are externally received and used for the purpose solicited. However, as this fund has a diverse purpose, some resources may encompass multiple purposes. All resources tracked in this fund are managed in accordance with district policies, controlled by the district and have administrative involvement. In Fiscal Year 2021-22 revenues collected from PTC organizations were incorrectly recorded in Other. This has been corrected in Fiscal year 2022-23 to Local Support.

OTHER SPECIAL REVENUE FUND BUDGET SUMMARY FISCAL YEARS 2018-2019 TO 2022-2023

	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Amended Budget	2022-2023 Adopted Budget
Beginning Fund Balance	\$ 2,246,841	\$ 3,164,852	\$ 3,534,588	\$ 2,470,487	\$ 2,608,695
Revenues:					
Local Support	1,689,201	2,041,823	2,033,546	382,000	1,421,563
State Support	356	-	-	-	-
Federal Support	-	-	-	-	-
Other	1,096,888	844,889	234,664	1,529,256	565,549
Total Revenues	\$ 2,786,445	\$ 2,886,712	\$ 2,268,210	\$ 1,911,256	\$ 1,987,112
Expenditures:					
Salaries	509,246	503,815	861,838	383,577	464,349
Benefits	136,583	145,457	254,870	117,632	140,782
Operating Expenses	1,222,603	1,867,703	2,215,604	1,950,099	2,054,648
Total Expenditures	\$ 1,868,434	\$ 2,516,976	\$ 3,332,312	\$ 2,451,308	\$ 2,659,779
Excess of Revenues Over/ (Under) Expenditures	918,011	369,736	(1,064,102)	(540,052)	(672,667)
Ending Fund Balance	\$ 3,164,852	\$ 3,534,588	\$ 2,470,487	\$ 1,930,435	\$ 1,936,028

Food Service - Special Revenue Fund

The Food Service Fund accounts for all financial functions associated with the district school breakfast, lunch, snack, summer food, and fresh fruit and vegetable grant programs. The program operates on a financially self-supporting basis. In Fiscal Year 2020-21, due to the COVID-19 pandemic, United States Department of Agriculture (USDA) waiver program allowed all meals to be served to students and community youth ages 1 through 18, and the district was reimbursed at a higher per meal rate than the standard program. This continued in Fiscal Year 2021-22 through the Seamless Summer Option (SSO) program. In Fiscal Year 2022-23, districts will return to the pre-pandemic National School Lunch Program (NSLP) where student lunches are reimbursed based on the student's Free & Reduced eligibility.

Adams 12 Nutrition Services believes in the "All Foods Fit" philosophy and that all foods can fit into an overall healthy diet. In order to meet the many food philosophies of a diverse district population, we provide an a la carte program K-12. A la carte includes various snacks and beverages that meet Federal Smart Snacks in Schools Guidelines. These items have also been evaluated through our Go, Slow, Whoa nutrition education system (K-8th Grade) to make the healthy choice the easy choice. Additionally, extra servings of our healthy entrée and side items are available for purchase a la carte.

FOOD SERVICE FUND BUDGET SUMMARY FISCAL YEARS 2018-2019 TO 2022-2023

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	Audited Actual	Audited Actual	Audited Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ 3,506,913	\$ 3,593,201	\$ 3,156,533	\$ 6,615,690	\$ 8,812,491
Revenues:					
Local Support	3,705,025	3,078,625	178,662	1,076,109	2,249,134
State Support	259,802	272,402	104,091	103,633	535,822
Federal Support	7,470,929	8,018,145	13,415,195	14,939,672	10,235,157
Other	53,121	28,567	5,700	23,000	23,000
Total Revenues	\$11,488,877	\$11,397,739	\$13,703,648	\$16,142,414	\$13,043,113
Expenditures:					
Salaries	4,001,318	4,157,147	3,634,416	4,642,230	4,861,174
Benefits	1,262,291	1,312,929	1,197,962	1,456,365	1,261,292
Operating Expenses	6,138,980	6,364,331	5,412,113	7,984,741	8,041,552
Total Expenditures	\$11,402,589	\$11,834,407	\$10,244,491	\$14,083,336	\$14,164,018
Excess of Revenues Over/ (Under) Expenditures	86,288	(436,667)	3,459,157	2,059,078	(1,120,905)
Ending Fund Balance	\$ 3,593,201	\$ 3,156,533	\$ 6,615,690	\$ 8,674,768	\$ 7,691,586

Before, After, and Summer Enrichment (BASE) Program Fund

The financial activities associated with the district's Before, After, and Summer Enrichment (BASE) Program are included in this fund. BASE is offered in most elementary schools and is a fee-based program offering before and after school and summer programs. The Fiscal Year 2020-21 budget was severely affected by COVID-19 pandemic. During times of remote learning, BASE operations were closed and fees were not collected. BASE continued to pay staff using fund balance and support from the General Fund until BASE programs could reopen. In Fiscal Year 2021-22, the program returned to normal operations, and fund balance is returning to meet the one-month operating reserve needs. For Fiscal Year 2022-23, tuition rates were increased to support the increase in salaries due to the new classified salary schedules, as well as cover costs for BASE programs like field trips, transportation, snacks, and other supplies needed for enrichment programs.

BEFORE, AFTER, AND SUMMER ENRICHMENT FUND BUDGET SUMMARY FISCAL YEARS 2018-2019 TO 2022-2023

	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Amended Budget	2022-2023 Adopted Budget
Beginning Fund Balance	\$ 1,051,159	\$ 742,201	\$ 275,160	\$ 1,074,731	\$ 1,616,240
Revenues:					
Local Support	8,516,991	6,299,298	2,772,282	6,071,362	6,465,940
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	80,461	695	2,278,680	-	-
Total Revenues	\$ 8,597,452	\$ 6,299,993	\$ 5,050,962	\$ 6,071,362	\$ 6,465,940
Expenditures:					
Salaries	5,116,084	4,642,731	3,009,551	3,918,982	4,064,641
Benefits	1,559,893	1,430,287	1,042,290	1,192,100	1,328,228
Operating Expenses	2,230,434	694,016	199,550	970,519	1,016,618
Total Expenditures	\$ 8,906,410	\$ 6,767,034	\$ 4,251,391	\$ 6,081,601	\$ 6,409,487
Excess of Revenues Over/ (Under) Expenditures	(308,959)	(467,041)	799,571	(10,239)	56,453
Ending Fund Balance	\$ 742,201	\$ 275,160	\$ 1,074,731	\$ 1,064,492	\$ 1,672,693

Capital Reserve - Capital Projects Fund

This fund accounts for transfers from the General Fund and other revenue sources allocated to or earned in this fund. Associated expenditures are due to the ongoing capital needs of the district, such as Americans with Disabilities Act (ADA), safety and security, equipment, deferred maintenance, furniture replacement, major construction, and site improvements. In Fiscal Year 2021-22 funds associated with current technology projects were moved to the Information Technology Fund reducing the Fund Balance, Transfers into the Capital Reserve Funds and budgeted Operating Expenditures. In Fiscal Year 2022-23, Cash in Lieu is expected to increase from large housing developments. Revenue from leases at the Education Support Center (ESC) are also expected to increase due to new negotiated rates during the last contract renewal. Expected expenditures are for the ongoing capital needs of the district beyond the 2016 Bond plan, such as site acquisitions, building additions and improvements, safety and security, ADA compliance, and purchases of equipment, vehicles, property, and furniture.

CAPITAL RESERVE FUND BUDGET SUMMARY FISCAL YEARS 2018-2019 TO 2022-2023

	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Amended Budget	2022-2023 Adopted Budget
Beginning Fund Balance	\$15,109,495	\$23,044,801	\$26,253,435	\$28,658,694	\$23,404,356
Revenues:					
Local Support	2,213,928	875,008	154,936	200,000	367,865
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	14,908,229	9,921,246	10,715,532	5,610,311	6,239,159
Total Revenues	\$17,122,157	\$10,796,254	\$10,870,468	\$ 5,810,311	\$ 6,607,024
Expenditures:					
Salaries	88,606	57,310	74,810	62,581	65,646
Benefits	33,913	21,248	25,615	21,723	24,093
Operating Expenses	9,064,333	7,509,061	8,364,784	10,810,942	6,893,385
Total Expenditures	\$ 9,186,851	\$ 7,587,620	\$ 8,465,209	\$10,895,246	\$ 6,983,124
Excess of Revenues Over/ (Under) Expenditures	7,935,305	3,208,636	2,405,259	(5,084,935)	(371,042)
Ending Fund Balance	\$23,044,801	\$26,253,435	\$28,658,694	\$23,573,759	\$23,028,256

Bond Redemption - Debt Service Fund

The Bond Redemption Fund is used to account for property taxes levied to provide for payment of long-term debt. The district's long-term debt, in the form of general obligation bonds including interest, totals \$621.1 million as of June 30, 2022. The budgeted amount for this debt service in Fiscal Year 2022-23 is \$59.5 million. Property taxes provide the revenue for this fund.

Colorado Revised Statutes require that the revenues from a tax levy for the purpose of satisfying bond obligations, as well as the property tax distributions, be recorded in the Bond Redemption Fund. The ending fund balance in this fund is sufficient to make the debt service payments for the subsequent eighteen months.

BOND REDEMPTION/DEBT SERVICE FUND BUDGET SUMMARY FISCAL YEARS 2018-2019 TO 2022-2023

	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Amended Budget	2022-2023 Adopted Budget
Beginning Fund Balance	\$66,411,355	\$73,611,261	\$90,302,546	\$ 111,657,094	\$ 119,210,142
Revenues:					
Local Support	55,028,802	65,036,100	65,951,224	67,031,448	72,362,764
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	170,460	1,141,660	214,849	-	-
Total Revenues	\$55,199,262	\$66,177,760	\$66,166,073	\$ 67,031,448	\$ 72,362,764
Expenditures:					
Salaries	-	-	-	-	-
Benefits	-	-	-	-	-
Operating Expenses	47,999,356	49,486,475	44,811,525	59,479,150	59,500,575
Total Expenditures	\$47,999,356	\$49,486,475	\$44,811,525	\$ 59,479,150	\$ 59,500,575
Excess of Revenues Over/ (Under) Expenditures	7,199,906	16,691,285	21,354,548	7,552,298	12,862,189
Ending Fund Balance	\$73,611,261	\$90,302,546	\$111,657,094	\$ 119,209,392	\$ 132,072,331

Building - Capital Projects Fund

The district uses this fund to budget and account for the major capital outlays for facilities funded by the proceeds from general obligation bonds. In Fiscal Year 2016-17, proceeds from bond sales issued in December 2016 and in Fiscal Year 2018-19 bond sales issued in November 2018 were placed in this fund to facilitate the upcoming construction and renovation projects throughout the district as outlined in the bond election approved by voters.

Throughout 2022-2023, the bond will focus on:

- Construction of a \$6.0 million campus for Independence Academy, greatly expanding access to programming for at-risk middle and high school students throughout the district .
- Districtwide school intercom upgrades and additional door access points and Aiphones, in order to provide greater security and emergency response within district schools.
- HVAC upgrades including \$1.0 million for new roof top units, as well as funding for temperature control upgrades and automation at 6 schools.
- \$4.0 million for the installation of a new roof at Legacy High School.
- \$1.5 million to purchase new staff technology devices, and an additional \$0.5 million to be used for further instructional upgrades including new classroom furniture and technology.

BUILDING FUND BUDGET SUMMARY FISCAL YEARS 2018-2019 TO 2022-2023

	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Amended Budget	2022-2023 Adopted Budget
Beginning Fund Balance	\$212,984,403	\$196,783,427	\$100,435,455	\$ 58,970,177	\$ 40,994,690
Revenues:					
Local Support	-	-	-	-	-
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	82,659,798	9,433,669	2,067,216	3,703,419	2,648,847
Total Revenues	\$ 82,659,798	\$ 9,433,669	\$ 2,067,216	\$ 3,703,419	\$ 2,648,847
Expenditures:					
Salaries	1,953,855	1,998,397	1,940,132	1,767,964	-
Benefits	558,605	600,780	588,672	539,702	-
Operating Expenses	96,348,314	103,182,465	41,003,689	23,897,850	29,855,447
Total Expenditures	\$ 98,860,774	\$105,781,641	\$ 43,532,494	\$ 26,205,516	\$ 29,855,447
Excess of Revenues Over/ (Under) Expenditures	(16,200,976)	(96,347,972)	(41,465,277)	(22,502,097)	(27,206,600)
Ending Fund Balance	\$196,783,427	\$100,435,455	\$ 58,970,177	\$ 36,468,080	\$ 13,788,090

Pupil Activity - Agency Fund

Prior to Fiscal Year 2019-20, the Pupil Activity Agency Fund was used to record financial transactions obtained from parent organizations and booster club activities related to school-sponsored pupil activities. These activities are self-supporting and do not receive any direct or indirect district support. Before Fiscal Year 2016-17, activities that are now in the Pupil Activity-Special Revenue Fund and the Other Special Revenue Fund were housed in this fund.

Effective July 1, 2019, implementation of GASB 84 Fiduciary Activities required governmental agencies to evaluate funds held in fiduciary and agency funds. New reporting requirements identified in GASB 84 specify that governments that hold funds as a trustee or for custodial purposes with no administrative oversight will be required to change accounting standards and reporting. The district evaluated the remaining funds in the Pupil Activity Agency Fund as having district oversight and administrative approval authority based on current policy, therefore in Fiscal Year 2019-20, all funds were reclassified to the Other Special Revenue and Pupil Activity Special Revenue Funds.

PUPIL ACTIVITY - AGENCY FUND BUDGET SUMMARY FISCAL YEARS 2018-2019 TO 2022-2023

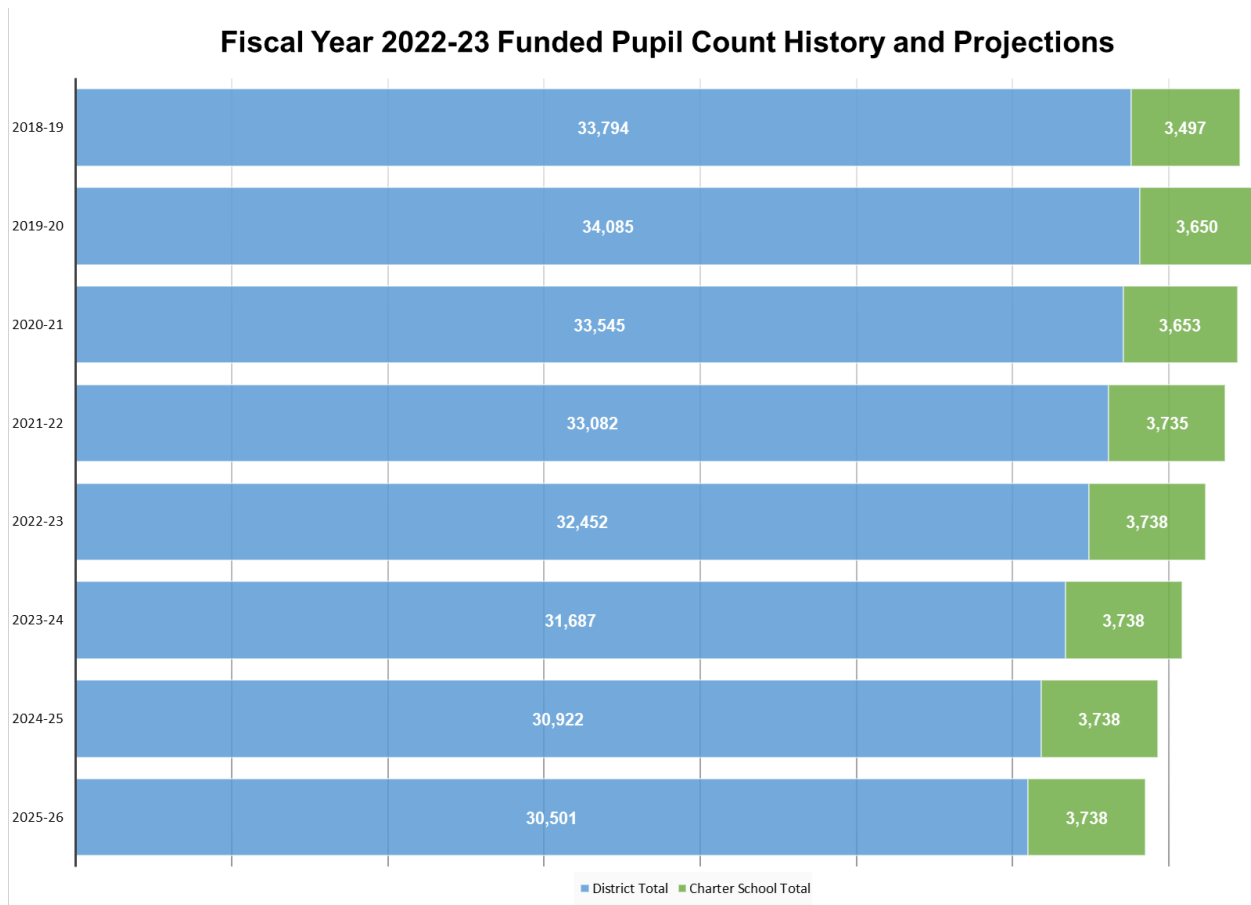
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	Audited Actual	Audited Actual	Audited Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ 595,614	\$ -	\$ -	\$ -	\$ -
Revenues:					
Local Support	335,328	-	-	-	-
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	\$ 335,328	\$ -	\$ -	\$ -	\$ -
Expenditures:					
Salaries	-	-	-	-	-
Benefits	-	-	-	-	-
Operating Expenses	930,942	-	-	-	-
Total Expenditures	\$ 930,942	\$ -	\$ -	\$ -	\$ -
Transfers:					
Transfers Out	-	-	-	-	-
Total Transfers	\$ -	\$ -	\$ -	\$ -	\$ -
Excess of Revenues Over/ (Under) Expenditures	(595,614)	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -

Funded Pupil Count

The School Finance Act determines how much money Colorado school districts receive; however, the funded pupil count is the real driver of school funding. Since the School Finance Act distributes funds on a per pupil basis, the number of students enrolled in a district as of October 1st of each school year determines the amount of annual funding a district receives.

The funded pupil count refers to the number of full-time equivalent students enrolled in the district which can be different from the total number of students enrolled because not all students attend school on a full-time basis. Starting Fiscal Year 2019-20, Kindergartners are counted as a 1.0, with the passage of HB19-1262. Students may also be funded at less than a 1.0 FTE depending on the number of credit hours in a student's schedule.

For the 2022-23 school year, district charter students make up more than 10.30 percent of enrollment. The per pupil funding for charter students is "passed through" the district to the individual charter schools. Per state law, the district is permitted to withhold up to 5.00 percent of a charter school's per pupil funding to cover the cost of administrative services (such as data management, state reporting, and information technology support) provided to the charter school, which is specified in the contract between the district and charter school.



Fiscal Year 2018-19 through Fiscal Year 2021-22 are actual.

Fiscal Year 2022-23 through Fiscal Year 2025-26 are forecasted.

District Personnel

Summary of FTE for All District Funds

Staffed Positions:	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Net Change
Administrators						
Principals	49.00	49.00	50.00	51.00	51.00	-
Assistant Principals	60.50	63.00	64.50	66.50	66.50	-
Central ¹	54.00	26.50	22.00	23.00	24.00	1.00
Certified						
Teachers ²	2,086.96	2,270.55	2,247.07	2,260.05	2,248.40	(11.65)
Deans	17.00	22.50	21.00	27.00	27.00	-
Counselors	68.50	77.30	75.25	81.50	81.10	(0.40)
Nurses ³	18.90	19.00	19.00	21.80	25.00	3.20
Psychologists	38.90	38.20	41.40	47.40	47.40	-
Social Workers ⁴	33.15	77.35	80.25	86.50	98.20	11.70
Paraprofessionals ⁵	724.30	750.54	752.07	726.77	769.16	42.39
Professionals/Technical ⁶	158.50	187.88	201.20	212.34	216.23	3.89
Office Support ⁷	240.28	254.98	252.05	245.09	249.77	4.68
Crafts, Trades, and Services ⁸	532.27	569.98	559.51	553.50	541.98	(11.52)
Total Staffed Positions	4,082.25	4,406.78	4,385.30	4,402.45	4,445.73	43.29

Explanation of Major Changes

¹ Central Administrators increased due to a Professional/Technical position change to an Executive Director position.

² Teachers had a net decrease due to the reduction in classroom teachers related to declining enrollment and the addition of instructional coaches, gifted and talented advocates and special education teachers in schools.

³ Nurses increased due to new school nurse grant.

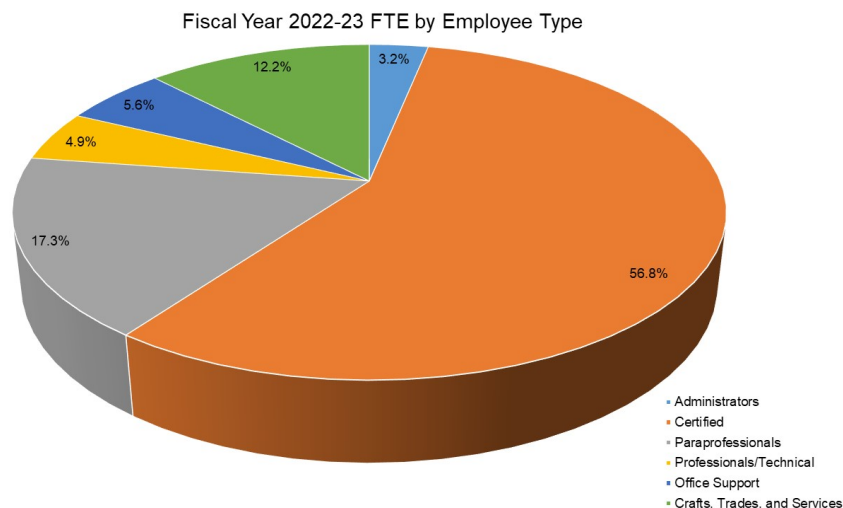
⁴ Social Workers increased due to an increase of Social Workers and Social Emotional Learning Specialists in schools.

⁵ Paraprofessionals increased resulting from BASE program staffing returning to pre-pandemic numbers, expanded special education programming and additional paraprofessionals in classrooms.

⁶ Professionals/Technical increased due the addition of staff in IT, Preschool and Deputy Superintendent departments.

⁷ Office Support increased due to schools and departments realigning needs with FTE.

⁸ Crafts, Trades, and Services decreased due to an anticipated reduction in meals served.





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ORGANIZATIONAL SECTION



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District Organization, Facilities, and Services

The Board of Education

The five members of the Board of Education (BOE) are elected at successive biennial elections by the registered electors of the district to staggered four-year terms of office. Recently, seats for Director Districts 3 and 4 were filled in the November 2, 2021 General Election. The Board is a policy-making body whose primary functions are to establish policies for the district, provide for the general operation and personnel of the district, and oversee the property, facilities, and financial affairs of the district. Members of the Board serve without compensation.



From left to right: Courtney Potter, Director, District 3; Jamey Lockley, Secretary, District 2; Lori Goldstein, President, District 1; Laura Mitchell, Vice President, District 5; Amira Assad-Lucas, Director, District 4

Organization and General Description

Adams 12 Five Star Schools is a political subdivision of the State of Colorado (the “State”) and a body corporate, which was organized for the purpose of operating and maintaining an educational program for the school-age children residing within its boundaries. It is one of seven school districts within Adams County, one of six counties comprising the Denver metropolitan area. The District encompasses approximately 62.5 square miles in the northern portion of Adams County and the eastern portion of the City and County of Broomfield. The District serves all or part of the cities of Federal Heights, Northglenn, Thornton, Westminster, the City and County of Broomfield, and portions of unincorporated Adams County. The population within the district’s boundaries is approximately 241,187¹ and the December 2021 certified assessed valuation is \$3.3 billion^{2,3}. With 35,501 enrolled students (including pre-school, charter schools, and not inclusive of CSI) for the 2022-23 school year, the district is the sixth largest of the 178 school districts in the state. In Fiscal Year 2022-23, the district will operate with one central administration facility, one transportation facility, twenty-nine elementary schools, one P-8 school, seven middle schools, five high schools, two career technical education (CTE) programs, four alternative programs, four magnet schools (one K-5, one K-8, two K-8 STEM schools), four charter schools, two stadiums, and one aquatics center.

¹ American Fact Finder- *United States Census Bureau*. Retrieved May 2022 from: <https://data.census.gov/cedsci/table?q=DP05&g=9700000US0806900&tid=ACSDP5Y2020.DP05>

² Adams County, Colorado. Assessor’s Department. *Abstract of Assessment and Tax Levies*. Retrieved May 2022 from: <https://www.adcogov.org/documents/2021-abstract-assessment-and-tax-levies-0>

³ City and County of Broomfield, Colorado. Assessor’s Department. *Abstract of Assessment for 2021 Revenues*. Retrieved May 2022 from: <https://www.broomfield.org/documentcenter/view/37164>

General duties which the Board is empowered to perform include the following:

- Adopt policies and prescribe rules and regulations necessary and proper for the administration of the district;
- Carry out the educational programs of the district, fix and pay personnel compensation, determine the educational programs to be provided by the district;
- Prescribe the textbooks for any course of instruction to study in such programs, adopt written policies, rules and regulations relating to the study, discipline, conduct, safety, and welfare of all pupils;
- Comply with all the rules and regulations adopted by the State Board of Education.

The district's BOE is also granted specific powers to be exercised in its judgment. Notable among these are the powers to:

- Purchase, lease, or rent, with or without an option to purchase undeveloped or improved property located within or outside district boundaries;
- Purchase equipment as the BOE of the district deems necessary for use at school sites, buildings or structures, or for any school purpose authorized by law;
- Rent or lease district property for a term up to 50 years if the BOE anticipates that the district will become the subtenant of the property under a sublease;
- Sell district properties that may not be needed in the foreseeable future for any purpose authorized by law, upon such terms and conditions as the BOE of the district may approve, determine the location of each school site, building, or structure;
- Construct, erect, repair, alter, and remodel buildings and structures, and provide furniture, equipment, library books, and such other items as may be needed to carry out the district's educational programs;
- Discharge or otherwise terminate the employment of any personnel and procure group life, health, or accident insurance covering employees of the district;
- Fix attendance boundaries, procure appropriate property damage casualty, public liability, and accident insurance;
- Contract for the transportation of pupils enrolled in the district's public schools.

Curriculum, Instruction, and Accreditation

The district offers a wide range of educational opportunities in academic, career and technical, and artistic areas to its students from kindergarten through twelfth grade. The district also has a comprehensive special education program for students with disabilities, for gifted and talented students, and a program for multilingual students. Full-day kindergarten has been offered throughout all Adams 12 Five Star elementary schools at no cost to families as a result of HB 19-1262 signed into law during Fiscal Year 2019-20. Additionally, the district offers Five Star Online which is designed to offer online learning opportunities for our students and provide flexibility for families.

The district has received high accolades from the Colorado Department of Education (CDE) for its innovative programs, unique ability to reach students at all levels within the education spectrum, and its untiring ability to teach all facets of the community to engage in the education system. The district's five high schools are fully accredited by the North Central Association of Schools and Colleges. Accreditation has been made possible by the community, which has regularly supported a rigorous and robust education system for students within the district.

Educational Choices

Five Star Online

The district offers a robust online learning opportunity for students through Five Star Online. This program started in Fiscal Year 2021-22 and is operated at the district level and is committed to providing the best learning experience possible for online students by offering additional support through school counselors and learning specialists. Students also have the opportunity to engage in electives, honors, AP level courses and participate in co-curricular activities and athletics at their home schools.



STEM Lab and STEM Launch Schools (Grades K-8)

The STEM Lab and STEM Launch schools offer a full range of rigorous, innovative and authentic educational opportunities in science, technology, engineering, mathematics, literacy, and social studies with full support of music, art, and physical education. Project-based learning offers connected experiences between the home and school community. Student skills are developed for social, political, and economic participation in a diverse, interdependent, and changing world.

The Studio School (Grades K-5)

The Studio School offers an arts-integrated approach to standards-based learning. Core subject areas are infused with the arts while maintaining high academic expectations. Students' learning is expanded and enriched through drama, visual arts, music, and dance. The learning environment reflects the latest research, linking academic success with the integration of arts concepts and experiences.

Hulstrom K-8 School

Hulstrom has two programs: the Advanced Academic Program (AAP) and the Gifted and Talented Program. AAP is an accelerated program that provides a balanced approach to education for students in grades K-5 who learn best in a structured, rigorous environment combined with interdisciplinary thematic studies. The Gifted and Talented Program is designed for those students who are gifted and talented (qualitative intellect) in grades K-8. These students are taught using district and state standards in a manner supporting the unique needs of gifted and talented learners. Instruction is at an accelerated pace using in-depth study methods and at a higher level of complexity.

Middle Years Program at Century Middle School (Grades 6-8)

The International Baccalaureate — Middle Years Program (MYP) aims to develop internationally-minded, independent learners. The program challenges students to think critically, develop respect for different points of view, and embrace a lifelong journey of learning, hard work, and academic excellence. The MYP's rigorous curriculum involves reflective thinking, both critical and creative, about ideas and behaviors. It includes problem solving and analysis, clarification and discuss of personal beliefs and standards, on which decision are made and lead to critical thinking and action.

IB at Thornton High School (Grades 9-12)

Thornton High School offers the ninth and tenth grade portion of the Middle Years Program. For the eleventh and twelfth grade portion, the International Baccalaureate (IB) Diploma Program is offered on an application basis. Thornton High School has been an authorized IB Diploma Program school since 1994. The IB Diploma is recognized worldwide as a standard of academic excellence. The students receive rigorous instruction and assessment in this comprehensive program, and are usually eligible for significant college credit and placement based on their performance on the IB exams.

STEM at Northglenn High School

STEM at Northglenn High School is a four-year program designed to use science, technology, engineering, and math to bring relevance to student work and make connections to society and to the global world. STEM includes a fully integrated arts curriculum designed to be responsive and intentional to student needs and support the instructional model. STEM classrooms are student-centered environments rich in questioning and inquiry where students have frequent opportunities to apply engineering design and problem-solving processes to authentic, contextual problems.

Early College at Northglenn STEM (EC@N-STEM)

Also known as Pathways in Technology Early College High School (PTECH), this program builds upon current STEM offerings that include two K-8 schools and STEM-focused Northglenn High School. Students begin their college coursework in ninth grade and finish their degree at Front Range Community College. Graduates earn both a high school diploma and Associates in Applied Science Degree (AAS). The PTECH program is an innovative partnership between the Adams 12 Five Star Schools district, Front Range Community College, and CenturyLink.

Students of Academic Rigor (SOAR) Honors Program at Horizon High School

The SOAR Honors program is a school-wide individualized curriculum designed to enlighten, enrich, and excite students. The program provides structure and support for high-achieving students to prepare for college success. It is designed to provide a well-rounded high school experience including Advanced Placement (AP) courses, extracurricular activities, community service, and extended learning opportunities.

Mountain Range High School Global Studies Program

The Mountain Range High School Global Studies Program aims to advance scholarship through the design and sequence of an integrated, curricular experience founded in the study of world language, culture, history, politics, and international marketing and business. The program seeks to increase students' cross-cultural communication and understanding, prepare students for university study, and to maximize student success in a global society.

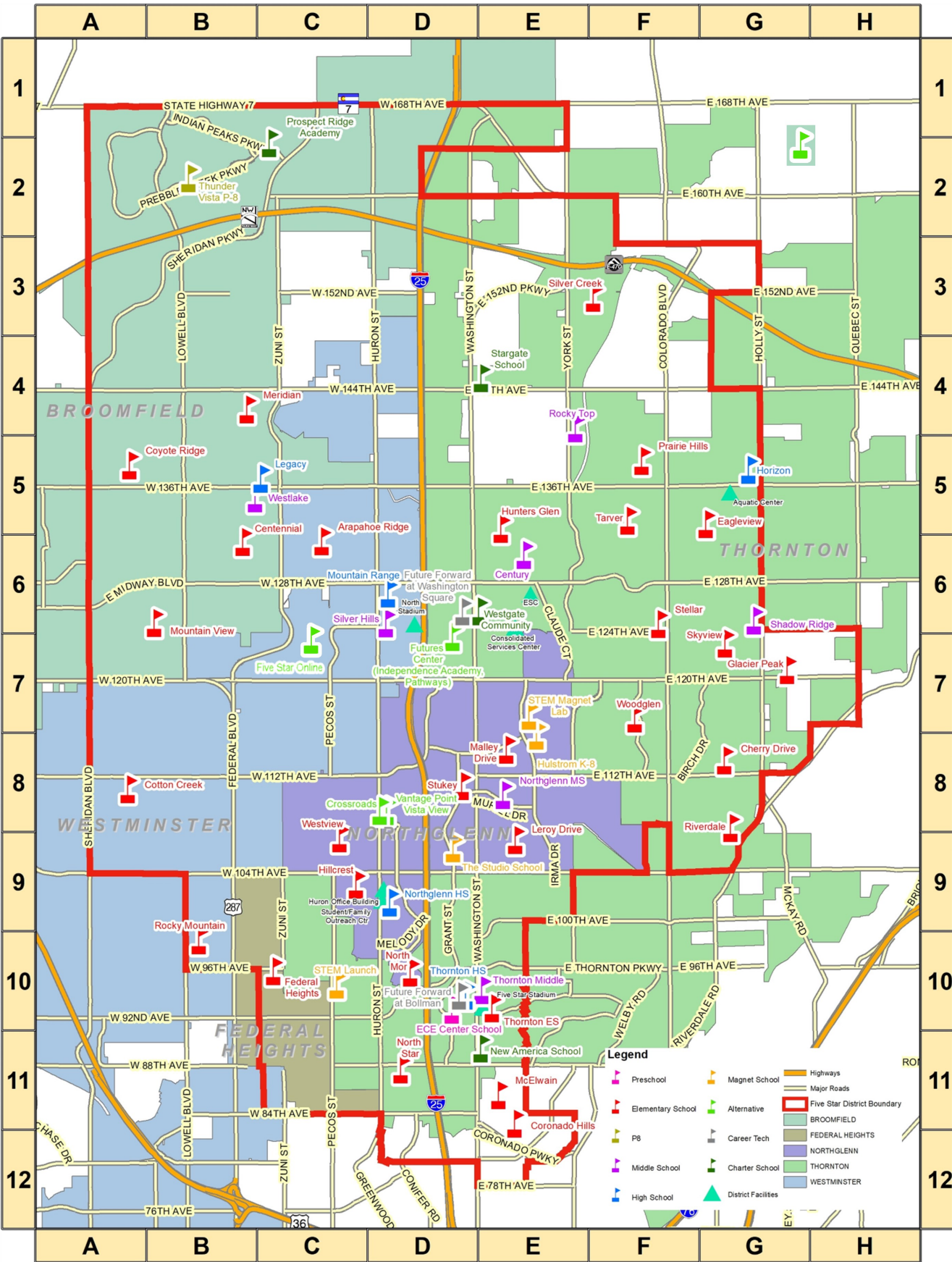
Legacy 2000 at Legacy High School

Legacy 2000 is a rigorous four-year program designed to develop the tangible and intangible skills and experiences that assist students interested in preparing themselves for a career involving mathematics, science, and technology. The four-year course objectives include career and technology exploration, research practice, job shadowing, and a final project presentation. This project encapsulates real-world experience, professional codes of conduct, and adherence to the regulations and procedures inherent in successful companies.

FutureForward at Bollman and Washington Square

FutureForward unifies all of the Career and Technical Education (CTE) programming across Adams 12 Five Star Schools and give all students a competitive advantage as they enter college, career, or the military. FutureForward students are prepared for today's competitive and dynamic workplace through technical programs geared toward career specific pathways through programs that equip students with essential post-secondary education and workforce readiness skills.

District Map



School and Campuses Legend

ELEMENTARY SCHOOLS (K-5)	
1 Arapahoe Ridge ES	C-6
2 Centennial ES	B-6
3 Cherry Drive ES	G-8
4 Coronado Hills ES	E-12
5 Cotton Creek ES	A-8
6 Coyote Ridge ES	A-5
7 Eagleview ES	G-5
8 Federal Heights ES	C-10
9 Glacier Peak ES	G-7
10 Hillcrest ES	C-9
11 Hunters Glen ES	E-5
12 Leroy Drive ES	E-8
13 Malley Drive ES	E-8
14 McElwain ES	E-11
15 Meridian ES	B-4
16 Mountain View ES	B-6
17 North Mor ES	D-10
18 North Star ES	D-11
19 Prairie Hills ES	F-5
20 Riverdale ES	G-9
21 Rocky Mountain ES	B-10
22 Silver Creek ES	F-3
23 Skyview ES	G-7
24 Stellar ES	F-6
25 Stucky ES	D-8
26 Tarver ES	F-5
27 Thornton ES	E-10
28 Westview ES	C-9
29 Woodglen ES	F-7

P8 SCHOOLS (P-8)	
1 Thunder Vista	B-2

MAGNET SCHOOLS	
1 Hulstrom K-8	E-7
2 STEM Launch	C-10
3 STEM Magnet Lab	E-7
4 The Studio School	D-8

MIDDLE SCHOOLS (6-8)	
1 Century MS	E-6
2 Northglenn MS	E-8
3 Rocky Top MS	E-4
4 Shadow Ridge MS	G-6
5 Silver Hills MS	D-6
6 The International School at Thornton Middle	E-10
7 Westlake MS	B-5

HIGH SCHOOLS (9-12)	
1 Horizon HS	G-5
2 Legacy HS	B-5
3 Mountain Range HS	D-6
4 Northglenn HS	D-9
5 Thornton HS	D-10

CAREER TECH EDUCATION	
1 FutureForward at Bollman	D-10
2 FutureForward at Washington Square	D-6

ALTERNATIVE SCHOOLS	
1 Independence Academy	D-6
2 Pathways HS	D-6
3 Vantage Point HS/ Crossroads MS/Vista View	D-8
4 Five Star Online	C-7

CHARTER SCHOOLS	
1 New America	E-10
2 Prospect Ridge Academy	C-2
3 Stargate School	F-6
4 Westgate Community School	E-6

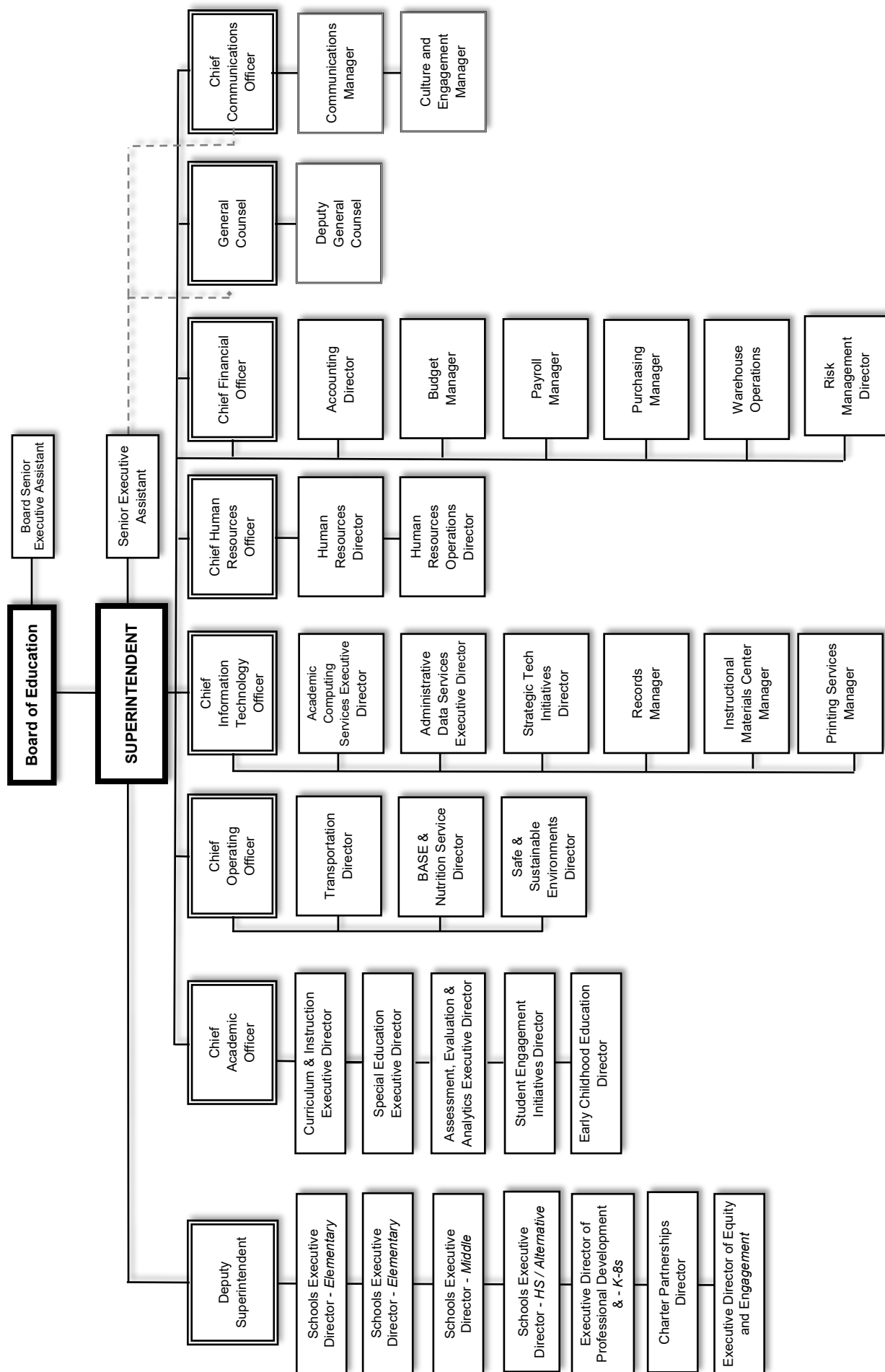
District Enrollment Summary

ADAMS 12 FIVE STAR SCHOOLS (Includes Charter Schools)	
Grade Level	Pupils
Pre-K	1,059
Full-Day Kindergarten	2,445
Grade 1	2,495
Grade 2	2,375
Grade 3	2,472
Grade 4	2,533
Grade 5	2,622
Grade 6	2,662
Grade 7	2,606
Grade 8	2,692
Grade 9	2,868
Grade 10	2,818
Grade 11	2,907
Grade 12	2,947
District Total	35,501

TOTALS	
	<u>Pupils</u>
Early Childhood Education	1,059
Elementary Schools	14,942
Middle Schools	7,960
High Schools	11,540
TOTAL	35,501

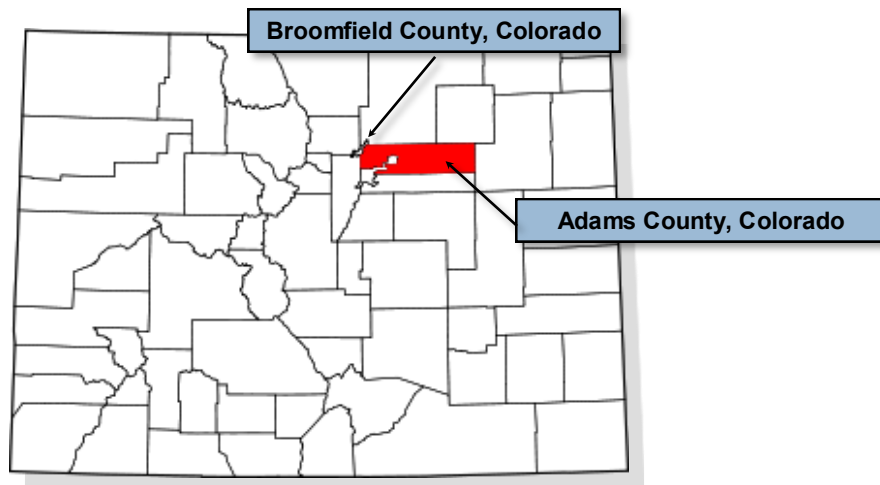


District Organizational Chart



Demographic Information

Adams 12 Five Star Schools encompasses the northern portion of Adams County and the eastern portion of the City and County of Broomfield. The District serves all or part of the cities of Federal Heights, Northglenn, Thornton and Westminster, the City and County of Broomfield, and portions of unincorporated Adams County. As of 2020, Adams County ranks as the state's fifth most populated county. Both Adams and Broomfield counties enjoy a superior ground and air transportation network and have access to a skilled workforce, comprehensive education resources, and many established business parks.



	Adams County	Broomfield County
Population (2020)	517,421	69,444
Land area (square miles)	1,167.7	34.0
Median age (2020)	34.0	38.4
Median household income (2016 - 2020)	\$ 83,853	\$ 101,206
Median house value (2016 - 2020)	\$ 335,800	\$ 450,600
Percentage of residents living below poverty level (2016- 2020)	9.9 %	5.0 %

Racial Breakdown (2020)

White Non-Hispanic	39.4%	66.1%
Hispanic	29.4%	12.2%
Black	2.4%	1.2%
American Indian and Alaska Native	1.3%	0.5%
Asian	3.2%	6.3%
Native Hawaiian and Other Pacific Islander	0.1%	0.1%
Other Race	11.9%	3.7%
Two or More Races	12.3%	9.9%

Source

United States Census Bureau. Retrieved May 2022 from <http://data.census.gov/cedsci/all?q=Broomfield%20county,%20CO>; Data Tables B01003, DP03, DP04, DP05, S0101, S1501, S1701, S1903

United States Census Bureau. Retrieved May 2022 from <http://data.census.gov/cedsci/all?q=Adams%20county,%20CO>; Data Tables B01003, DP03, DP04, DP05, S0101, S1501, S1701, S1903

Demographic Information (cont'd)

	Adams County	Broomfield County
People 25 years or older with high school degree or higher (2016-2020)	84.7 %	96.8 %
People 25 years or older with bachelor's degree or higher (2016-2020)	25.2 %	56.1 %

Industries Providing Employment (2020)

Agriculture, forestry, fishing and hunting, and mining	2.0%	0.9%
Construction	11.9%	4.6%
Manufacturing	8.2%	9.9%
Wholesale trade	3.3%	2.3%
Retail trade	11.9%	10.0%
Transportation, warehousing, and utilities	7.1%	3.3%
Information	2.7%	4.0%
Finance and insurance, real estate, rental and leasing	5.3%	7.6%
Professional, scientific, management, and administrative	11.5%	17.2%
Educational services, health care and social assistance	17.1%	22.7%
Arts, entertainment, recreation, accommodation and food services	9.8%	9.6%
Other services, except public administration	4.9%	3.7%
Public administration	4.3%	4.2%

Age Distribution, % of Population (2020)

0 - 19	28.9 %	24.8 %
20 - 24	6.4 %	5.5 %
25 - 34	16.3 %	15.4 %
35 - 44	14.8 %	14.6 %
45 - 54	12.4 %	14.1 %
55 - 64	10.8 %	11.8 %
65 - 74	6.5 %	8.5 %
75 and older	3.9 %	5.3 %

Source

United States Census Bureau. Retrieved May 2022 from <http://data.census.gov>; Data Tables B01003, DP03, DP04, DP05, S0101, S1501, S1701, S1903

Economic Conditions in Colorado

National and State Economic Outlook

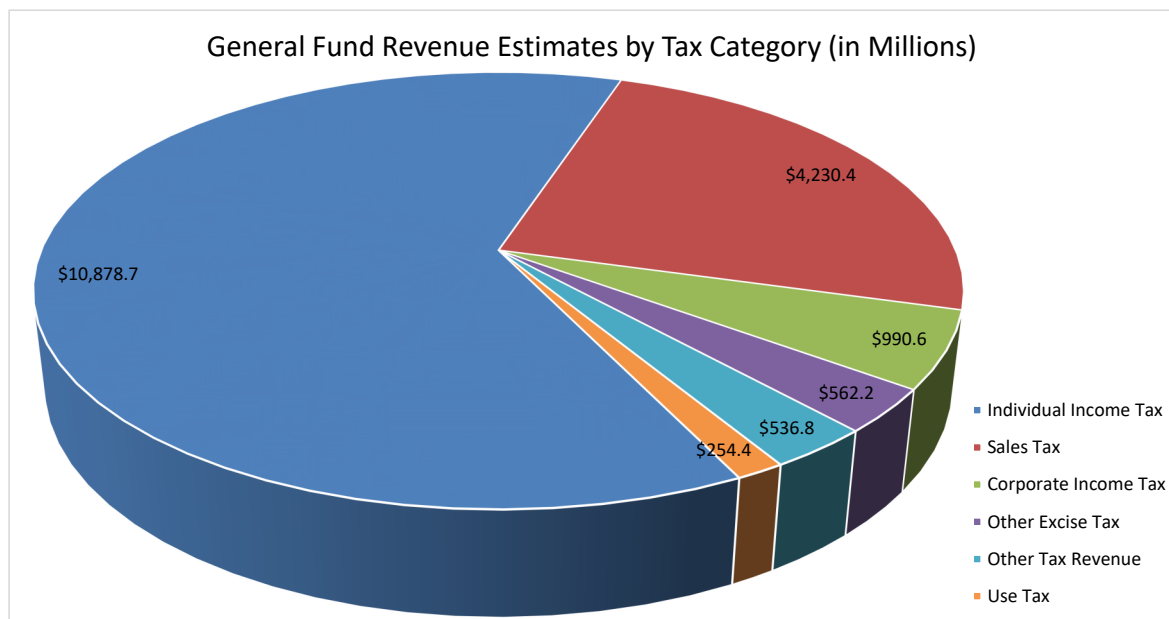
Per the Colorado Economic and Fiscal Outlook, the national economy is expected to continue to improve from the disruption of the covid pandemic, but at a slower rate than previously forecasted due to increasing pressures from rapid inflation in energy, food, and housing sectors with increasing prices. Year-over-year consumer price index (CPI) inflation for the U.S. rose to 8.60 percent in May 2022. National inflation forecasts for 2022 are 8.10 percent, and are expected to decrease to 4.10 percent in 2023. Additionally, a tight labor market is expected to weigh down recovery as currently job openings outnumber unemployed workers in many sectors nationally.

At the State level, many economic drivers are expected to follow the nation levels. Colorado's unemployment rate is expected to settle at 3.40 percent by the end of the 2022 with an annualized average of 3.60 percent. Like the national outlook, labor demand continues to exceed supply and is significant factor in economic recovery. Inflation in Colorado is a major concern for economic growth and recovery as increasing pressures are slowing down the economic recovery from the covid pandemic. Within in the Denver-Metro area, CPI year-over-year inflation peaked in March at 9.10 percent, but is expected stabilize to 4.40 percent for 2023 for the state.

Revenue: General Fund and Cash Fund

General Fund revenue for the state is projected to increase to \$17.2 billion in Fiscal Year 2021-22, a 20.30 percent change from the prior fiscal year based on actuals received to date. Based on forecasts by the Office of State Planning and Budgeting, revenues are expected to then fall by 3.80 percent in Fiscal Year 2022-23 before growing again by 4.30 percent in Fiscal Year 2023-24. The expected decrease in Fiscal Year 2022-23 is due to reduced expectations in future individual and corporate returns will offset higher sales tax revenue. In Fiscal Year 2023-24, however, higher sales tax revenues will more than offset forecasted income revenue.

In Fiscal Year 2021-22, cash fund revenue subject to TABOR is projected to increase by 16.90 percent to \$2.62 billion, followed by a 1.80 percent reduction in Fiscal Year 2022-23 and 4.4 percent growth in Fiscal Year 2023-24. Increases to severance tax collections are a major driver of these fluctuations.



Source

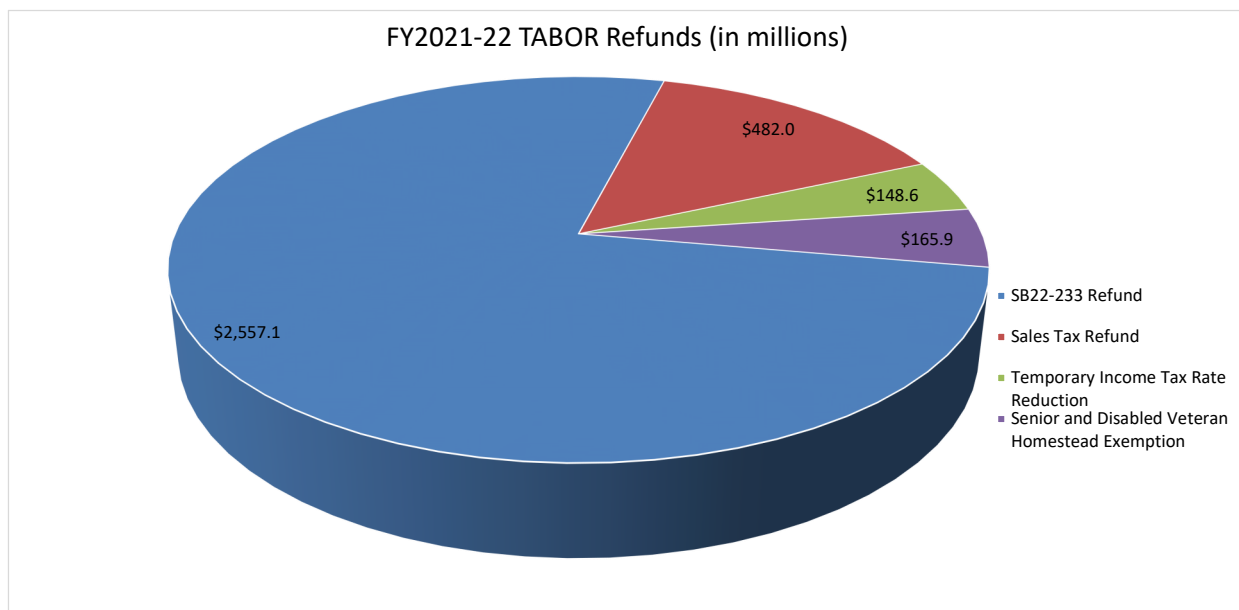
The Governor's Office of State Planning and Budgeting (2022). *Colorado Economic and Fiscal Outlook* (March 2022 and June 2022). Retrieved August 2022 from <https://www.colorado.gov/governor/economics>

Taxpayers Bill of Rights (TABOR)

Current law specifies three mechanisms by which revenue in excess of the maximum allowable amount is to be refunded to taxpayers: the senior homestead and disabled veterans property tax exemptions, a temporary income tax rate reduction (from 4.55 percent to 4.50 percent), and a sales tax refund. The size of the refund determines which refund mechanisms are utilized.

After exceeding the Referendum C cap (as restored by S.B. 21-260) by \$547.9 million in Fiscal Year 2020-21, revenue subject to TABOR is expected to remain above this cap through the duration of the forecast period. Current projections show that revenue will be \$2,229.2 million above the cap in Fiscal Year 2021-22, \$2,029.2 million above the cap in Fiscal Year 2022-23, and \$1,328.2 million above the cap in Fiscal Year 2023-24, triggering the temporary income tax rate reduction in each year.

For Fiscal Year 2021-22, Senate Bill 22-233 provides for an advance TABOR refund equivalent to 85 percent of TABOR revenues less the estimated values of the senior homestead property tax exemptions, (\$165.9 million) and temporary income tax rate reduction, (\$148.6 million), which is estimated at \$2,557.1 million. The refunds will be sent as flat-amount checks to taxpayers who file their Tax Year 2021 income tax returns. The remainder of TABOR revenues, estimated at \$482.0 million, will be issued via the normal sales tax refund (claimed on next year's income tax returns) in Fiscal Year 2022-23.



Source

The Governor's Office of State Planning and Budgeting (2022). *Colorado Economic and Fiscal Outlook* (June 2022). Retrieved June 2022 from <https://www.colorado.gov/governor/economics>

The Future: Goals and Objectives



ELEVATE

During the 2017-18 school year, over 7,000 parents, students, staff, and members of the Adams 12 Five Star Schools community came together to create a new strategic plan that will continue to elevate student success for years to come. This new community-driven strategic plan, ELEVATE, was approved by the Board of Education in Fall 2018 and features new directions for the district, including social and emotional learning, expanded career and technical education, reducing class sizes, and improvements in technology and teacher salaries, among other initiatives.

In its commitment to jumpstart the work outlined in the new strategic plan by the Five Star community, the Adams 12 Five Star Schools Board of Education prioritized a series of investments aligned to ELEVATE to be featured in a mill levy override ballot measure. Thanks to the support of the Five Star community, Ballot Issue 5c was passed on November 6, 2018, which contributes additional funding to jump-start the community's priorities identified through ELEVATE. For Fiscal Year 2022-23, the estimate revenue is \$29.8 million.

Vision

Adams 12 Five Star Schools is a caring, inclusive and engaging district, which exists so the students it serves can attain the knowledge and skills necessary to pursue the future of their choosing and are equipped to navigate and thrive in our rapidly changing world.

Mission

Adams 12 Five Star Schools commits to engage and inspire all students to innovate, achieve, and succeed in a safe environment by ensuring high-quality instruction in every classroom, every day.

Outcomes

From the year-long development process, 5 key strengths and 6 key focus areas were identified that will drive the next five years.

Strengths

- Care
- Collaborate
- Empower
- Engage
- Focus on Students



The Future: Goals and Objectives (cont'd)

Focus Areas

- 21st Century Learners
- Diverse Learning
- Outside-The-Classroom Learning
- Safe Schools
- Social-Emotional Learning
- World-Class Staff



ELEVATE: Implementation

Efforts began in late fall 2018 and spring of 2019 to implement the plan and fulfill the promises outlined in Ballot Issue 5c. Major highlights include:

- In December 2018, district-level fees for students at all grade levels were eliminated. Retroactive to the start of the 2018-2019 school year, families will no longer be asked to pay district-level textbook/instructional fees and technology fees. These fees equated to between \$15-\$45 per student. Families who have already paid these district-level fees for the 2018-19 school year received a refund of their payment.
- A major need to meet was class-size reduction and additional funding was aligned to assist. Schools now have the funding to pay for additional teachers to reduce class sizes. Middle schools added 2 teachers and high schools added 3. For elementary schools, nearly 17 teachers were added across the district to address targeted areas with high class sizes.
- Instructional coaches, as part of a new teacher leadership program (launched for 2022-2023 school year), provide school-based professional learning, facilitate the analysis of student work and engage in coaching cycles with teacher.
- Another major component of the ELEVATE plan was to increase social and emotional support and learning opportunities for students. Social-Emotional Learning Specialists were hired to start in August 2019 at elementary, K-8, and middle schools, and additional counselors were hired in the high schools. Schools began adopting and implementing social- and emotional-specific curricula in the 2019-20 school year.
- Career and Technology Education (CTE) expanded in the district thanks to the 2016 Bond Program, which included the construction of FutureForward at Washington Square located at Washington Street and 124th Ave. in Thornton. 5c also provides funding for new pathways and hands-on learning opportunities for students. Funds were used to hire staff and to purchase learning materials and resources for the new location.



The Future: Goals and Objectives (cont'd)

GOALS

Student Achievement

- Raise achievement levels for all student groups
- Increase graduation rate while increasing rigor
- Outperform peer districts

Climate & Culture

- Students, parents, and staff take pride in and feel connected to the district's positive culture

Social-Emotional Well-Being

- Know every student by name, strength and need

Vision: Adams 12 Five Star Schools is a caring, inclusive, and engaging district which exists so the students it serves can attain the knowledge and skills necessary to pursue the future of their choosing and are equipped to navigate and thrive in our rapidly changing world.

Mission: We commit to engage and inspire all students to innovate, achieve, and succeed in a safe environment by ensuring high-quality instruction in every classroom, every day.

FOCUS AREAS



21ST CENTURY LEARNERS

Ensure students collaborate, think critically, problem-solve and are digitally literate so they can thrive in today's ever changing world.



SAFE SCHOOLS

Ensure students and staff are safe and secure at all times.



DIVERSE LEARNING

Ensure quality student to staff ratios and varied programming across the district so that students receive engaging learning experiences and the individual attention they need.



SOCIAL-EMOTIONAL LEARNING

Ensure students have innovative social-emotional programming and practices in place across all schools.



OUTSIDE-THE-CLASSROOM LEARNING

Ensure students have multiple learning opportunities outside of the traditional classroom providing various pathways to success.



WORLD-CLASS STAFF


































Compensate, support and train all staff to ensure student success and family partnership.

The Future: Goals and Objectives (cont'd)



During the 2017-18 school year, more than 7,000 students, parents, staff, and community members from every school came together to determine who we are, dream where we want to go, and how we will allocate resources to support these goals. The original amount of \$27 million, adjusted each year for inflation,

prioritized investments are funded through Ballot Issue 5c, which passed on November 6, 2018. More information can be found at www.adams12.org/our-district/strategic-plan.

Investment Item	Est. Revenue*	Focus Area
Reduce class sizes and increase high school course options: <i>Elementary: Add 16.5 Teachers districtwide to address class sizes above targeted levels</i> <i>Middle: Add 2 Teachers per building</i> <i>High: Add 3 Teachers per building</i>	\$ 4,981,560	 
Update learning materials, resources, and textbooks	\$ 1,657,206	  
Expand Career and Technical Education (CTE) programming	\$ 2,430,568	  
Add Academic Interventionists at elementary and K-8 schools	\$ 1,596,442	
Increase early career educator salary and compensation across all experience levels to remain competitive in the market	\$ 3,534,267	
Increase experience credit to 10 years to better recruit veteran teachers	\$ 552,402	
Develop and implement a new program for teacher leadership	\$ 1,657,206	  
Implement 1% Cost-of-Living Adjustment (COLA) for all staff	\$ 2,982,970	
Implement salary adjustments for identified Administrative and Classified (support staff) roles to remain competitive in the market	\$ 165,721	
Add Counselors and Social Workers to schools at all levels	\$ 3,808,259	 
Develop and implement social-emotional learning curriculum	\$ 441,922	 
Expand preschool to new locations	\$ 773,362	  
Add a member to the district Crisis Response Team	\$ 110,480	 
Install facility access cards at high schools	\$ 331,441	
Add additional Campus Supervisors at high school (2 per comprehensive high school)	\$ 441,921	
Reduce district-level student fees	\$ 1,215,284	 
Update technology devices and systems	\$ 165,721	 
Allocate resources to district charter schools based on enrollment	\$ 2,982,970	 
TOTAL:	\$ 29,829,702	

*Estimated revenues are projections and subject to change. All dollars adjusted for inflation.

Financial Budgeting and Accounting

The district follows Generally Accepted Accounting Principles (GAAP) established by the Governmental Accounting Standards Board (GASB) for both accounting and budgeting. The majority of the district's day-to-day operations are accounted for in the General Fund. Complete definitions of each fund maintained by the district are presented in the Executive Summary.

The Board of Education (BOE) has established important "Ends" policies to serve as expectations for district staff and students. The BOE monitors the work of district staff on an ongoing basis and holds the superintendent accountable for accomplishing these Ends. The superintendent, along with district staff, prepares monitoring reports on a regularly scheduled basis. These monitoring reports indicate whether the district is meeting the policies set by the BOE.

The Board of Education "Ends" Priorities

1.0 General Ends

Adams 12 Five Star Schools is a caring, inclusive, and engaging district which exists so that the students it serves can attain the knowledge and skills necessary to pursue the future of their choosing and are equipped to navigate and thrive in our rapidly changing world.

1.1 Schooling

District Standards and Curriculum

Students enrolled in Adams 12 Five Star Schools shall have the knowledge, learning, and life skills necessary to prepare them for further learning in the next grade level or life transition.

- a. Students shall build and demonstrate strong content knowledge in their required and selected courses.
- b. Students will have the ability to communicate their knowledge through:
 - Writing and speaking;
 - The use of technical and non-technical means;
 - And in response to varying demands of audience, task, purpose, and discipline.
- c. Students will have the opportunity and expectation to demonstrate comprehension and critical analysis skills.
- d. Students in all subgroups will show appropriate academic growth each year.

Life Skills

Students shall have opportunities to develop and demonstrate independence, self-directed learning, creativity, problem-solving, adaptability, critical thinking, perseverance, global and cultural understanding, and effective communication skills in order to successfully achieve their college, career, and life aspirations.

1.2 Graduates

Adams 12 Five Star Schools high schools:

- The district shall increase the overall four- and five-year graduation rate each year or earn an Exceeds Rating on the District Performance Framework.
- The district will increase the four-year graduation rates for subgroups compared to previous year's district data and the state average.

- Based on the state-adopted college entrance exam, the district shall increase the percentage of students meeting all college readiness benchmarks each year or until the district meets and continues to exceed sixty percent of all students demonstrating college readiness. Note,
- Using appropriate data, the policy interpretations shall include district, school, and sub-groups.

1.2.1 Dropouts

- The District will decrease the annual dropout rate each year or earn an Exceeds Rating on the District Performance Framework.
- Using appropriate data, the policy interpretations shall include district, school and sub-group drop-out rates.



Goals

In order to achieve the Ends policies and for all Adams 12 Five Star Schools students to become more effective learners, aspirations of the district are prioritized and being responsive to the vision of our community. The goals are as follows:

- Adams 12 Five Star Schools will have consistent technology resources provided to all schools;
- Adams 12 Five Star Schools will develop and expand the offerings of relevant and current magnet schools and programs at various locations throughout the district;
- Adams 12 Five Star Schools will develop and expand the offerings of relevant and current technical educational programs at various locations throughout the district;
- Adams 12 Five Star Schools will develop and offer pre-school programs at each elementary school throughout the district.

The goals are monitored annually in February.

In the fall, the district begins to forecast pupil enrollment. This forecast is used to develop other key budget assumptions, and to determine allocations for school staffing equivalents and budgets. In addition to the pupil enrollment forecasts, the district has specific budget development goals for the fiscal year. During May and June, the BOE deliberates the proposed budget and provides opportunities for public input. The BOE must adopt and appropriate the budget by formal resolution no later than June 30.

Budget Goals

Board Policy 2.3, Financial Planning and Budgeting, states the following:

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

Further, without limiting the scope of the foregoing by this enumeration, the BOE shall not:

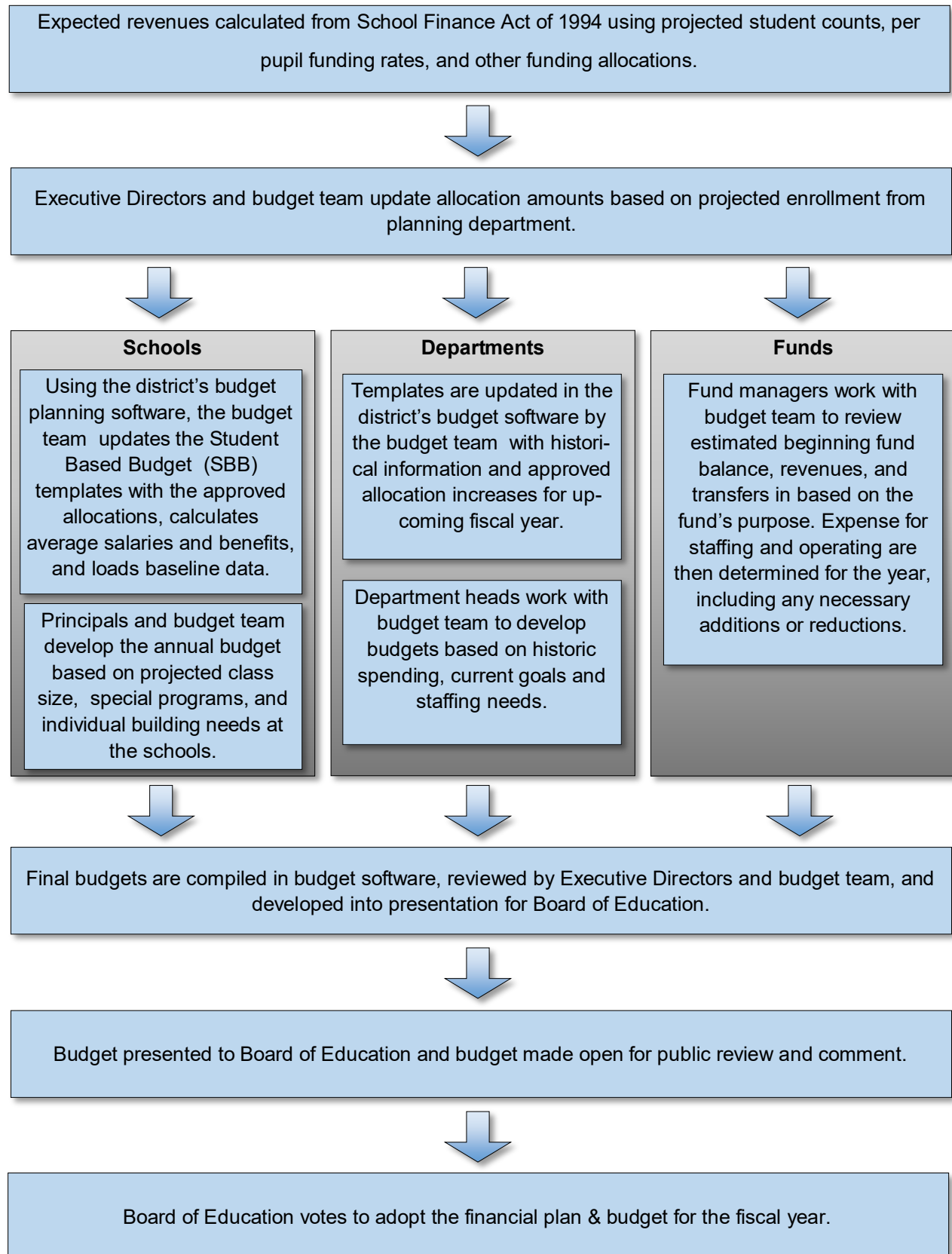
1. Fail to include credible projections of revenues, carryover funds and expenses, separation of capital and operational items, and disclosure of planning assumptions for the organization as a whole, for each school and operating unit, and for each fund.
2. Provide less for Board prerogatives during the year than is set forth in the Cost of Governance policy.
3. Budget in a manner that risks incurring those conditions prohibited in our policy on Financial Condition and Activities Policy.

Budget Preparation Timeline

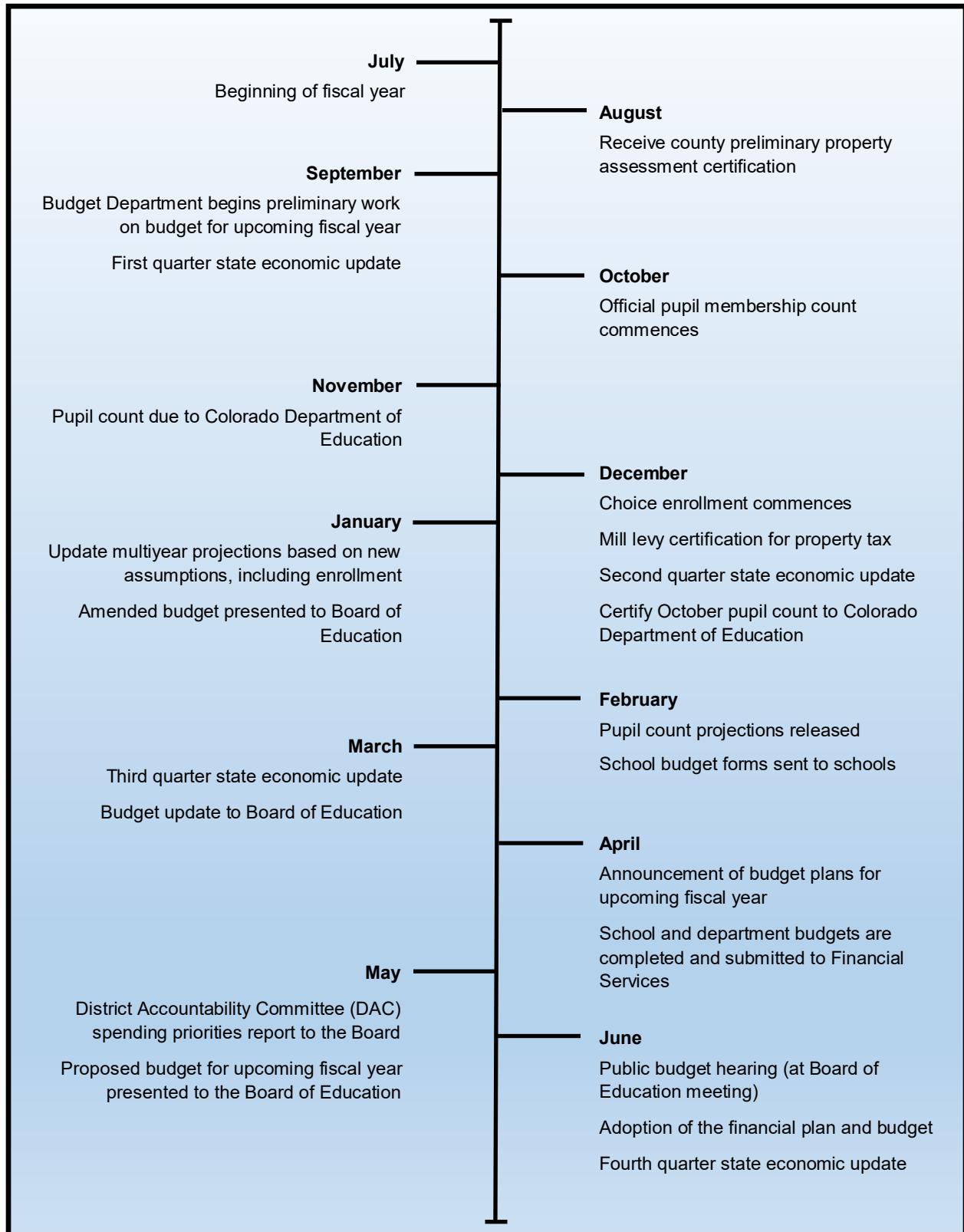
In January, multi-year projections are updated based on new assumptions including enrollment projections. In February and March, funding needs and the prioritization of the allocation of resources are reviewed and budget information is distributed to schools and departments. Throughout the month of March, school and department budgets are completed and submitted to Financial Services. In May, the BOE receives the proposed budget and public comment on the budget is held. During the second board meeting in June, the BOE adopts the Budget Resolution, Appropriation Resolution, and the Resolution Authorizing the use of a Portion of Beginning Fund Balance.



Budget Process Overview



BUDGET PROCESS TIMELINE OVERVIEW



Budget Goals, Administration, Statutes, and Policies

Budget Goals

The Adams 12 Five Star Schools budget provides a financial plan for the district's operations, including anticipated revenues and forecasted expenditures. To achieve this, a comprehensive budget system must be integrated with the financial accounting system.

Detailed budget planning allows the district to reflect educational values and needs from a financial perspective. The structure and format provided by a well designed budget promotes rational decision-making regarding district services. This assists administrators and the Board of Education in educational planning, and the prioritization and planning of all operations through the allocation of resources.

The budget also enables the community, taxpayers, the Board of Education, and other key stakeholders to hold the district accountable for their actions and fiduciary responsibilities. To ensure accountability, the district adheres to the guidelines set by the Governmental Accounting Standards Board (GASB) in *GASB Concepts Statement No. 1*¹:

The financial reporting objectives set forth in this concepts Statement are:

- A. Financial reporting should assist in fulfilling government's duty to be publicly accountable and should enable users to assess that accountability by:
 - 1. Providing information to determine whether current year revenues were sufficient to pay for current-year services.
 - 2. Demonstrating whether resources were obtained and used in accordance with the entity's legally adopted budget, and demonstrating compliance with other finance-related legal or contractual requirements.
 - 3. Providing information to assist users in assessing the service efforts, costs, and accomplishments of the governmental entity.
- B. Financial reporting should assist users in evaluating the operating results of the governmental entity for the year by:
 - 1. Providing information about sources and uses of financial resources.
 - 2. Providing information about how it financed activities and met its cash requirements.
 - 3. Providing information necessary to determine whether its financial position improved or deteriorated as a result of the year's operations.
- C. Financial reporting should assist users in assessing the level of services that can be provided by the governmental entity and its ability to meet its obligations as they become due by:
 - 1. Providing information about its financial position and condition.
 - 2. Providing information about its physical and other nonfinancial resources having useful lives that extend beyond the current year, including information that can be used to assess the service potential of those resources.
 - 3. Disclosing legal or contractual restrictions on resources and the risk of potential loss of resources.

¹ Governmental Accounting Standards Board. *Summary of Concepts Statement No. 1: Objectives of Financial Reporting* (Issued May 1987). Retrieved from <https://www.gasb.org/st/concepts/gconsum1.html>

Budget Process

The budget process involves multiple steps that include identification of district goals, a budget calendar, projections, budget content, program budgeting, and the use and presentation of prescribed forms.

The capital budget must be prepared in addition to the operating budget. The capital budget is based on a five-year plan that is based on prioritized maintenance, safety, and improvements to district buildings. The impacts of capital projects are considered when developing the operating budget.

Major capital improvements paid for with bond funds, primarily for new schools and expansions to existing school facilities, are budgeted in the district's Building Fund. Major capital improvements funded with capital reserve funds, including purchases of equipment, vehicles, property, and furniture are budgeted in the Capital Reserve Fund. Additional operating costs that are incurred when these facilities are completed and put into use, will consist primarily of additional school support expenses, maintenance and custodial charges, and additional utility charges. The General Fund includes the budgeted expenditures considered adequate to cover the expected school support, annual maintenance, custodial, utility, and security costs of the district.

The Long Range Planning Advisory Committee (LRPAC) exists to advise the Superintendent and Board of Education on the development of a long-range facilities plan. The plan supports student success by implementation of the most cost-effective solutions to the district's capital needs. Bond funding initiatives are presented by the Superintendent to the Board of Education for their review and approval.

District staff and community leaders meet with community members to provide information and respond to inquiries regarding the bond funding initiatives. Approved initiatives are then included on the election ballot to be voted on by the community.

The changes in budgeted expenditures for Fiscal Year 2022-23 mainly result from the following components:

Employee Compensation

Compensation adjustments in 2022-23 include a step, equivalent to 1.70 percent, and a 2.30 percent cost of living adjustment for staff.

The Classified Salary Schedule was adjusted to create a more competitive compensation in an effort to recruit and retain classified staff. Starting wage was increased from \$12.50 to \$16.00 and steps were adjusted to reflect new scale.

Administrator and Certified Salary Scheduled remain the same, however, current administration and certified staff will be paid a one-time \$1,000 stipend in 2022-23.

Employee Benefits

- Health insurance premiums were budgeted with an anticipated increase of 1.80 percent in 2022-23 effective January 1st, 2023.
- Employee portion of retirement contributions (PERA) increased 0.50 percent, to 11.00 percent, Employer portion of retirement contributions (PERA) increased 0.50 percent, to 21.40 percent.

Budget Administration and Management

The Budget Department actively monitors revenues and expenditures across the district for all schools, campuses, programs, departments, and funds during the entire fiscal year. Budget Department staff prepare and present periodic budget summary reports to the applicable district administrators for each area of oversight. Multiple times throughout the fiscal year, the Budget staff meets with the administrators to review current period expenditures, to discuss near-term goals and how they fit within existing fiscal constraints. Budget summaries and periodic review meetings also assist with budget planning for upcoming fiscal years. The Chief Financial Officer and other district administrators use similar reports to monitor budget-related compliance of programs and funds.

Budget Projections

To prepare budget projections for the ensuing fiscal year, the district developed underlying assumptions in alignment with Board policies and goals to use in forecasting sources and uses of funds.

- Beginning Fund Balance: The district determines an estimate of the year-end fund balances to be carried forward to the ensuing year as beginning balances. This requires projections of accounts payable and receivable, expenditures, and revenues for the remainder of the current budget year.
- Revenues: Major revenue sources include local property and specific ownership taxes, state funding, and categorical funding, as well as federal grant funding, tuition, and fees. Revenue projections are made based on pupil count projections and the Total Program Funding formula (comprised of the state's base-per-pupil amount, plus any specific district factors such as at-risk population, cost of living, and district size). The factors are applied to prior years' historical trending to forecast future revenues. Complete details on revenue sources and the projection process are presented in the Executive Summary section titled "Where the Money Comes From."
- Expenditures: Expenditure needs of the district, including adjustments for compensation and inflation are analyzed and then addressed through available funds, including enrollment growth, budget realignment, periodic program evaluation, and historical trending. These are reasonable as the district has experience in adjusting expenditures with consideration of the following factors: analysis of non-instructional versus instructional expenses, class-size adjustments, program effectiveness, and efficiency studies. A review of the district's expenditure projections are presented in the Executive Summary section titled "General Fund Expenditure Assumptions."
- Reserves: Reserves are established to meet the requirements under Article X, Section 20 of the Colorado Constitution (TABOR). The district maintains sufficient reserves to cover TABOR reserves, multiyear payment commitments to former certified and classified employees and future lease payments, post employment benefit stipends, designated reserve for future needs or projects, and an unassigned reserve which is required to be no less than 4% and no more than 8% of general fund revenues.

Budget Publication and Adoption

The district's Board of Education must adopt a budget and an appropriation resolution for each fund that presents a complete financial plan for the ensuing fiscal year. In accordance with the law, the budget shall include actual revenues and expenditures in detail for the last completed fiscal year, and revenues and expenditures anticipated, budgeted, or both, for the current fiscal year, and proposed revenues and expenditures for the ensuing fiscal year. C.R.S. 22-44-105(1)

- Notice of Budget Publication: The proposed budget shall be submitted to the Board of Education at least 30 days prior to the beginning of the fiscal year (by May 31st). Within 10 days after the submission of the proposed budget, the Board of Education must publish a notice stating that the proposed budget is on file at the administrative offices of the district; that the proposed budget is available for inspection during reasonable business hours; that any person paying school taxes in the district may file or register an objection thereto at any time prior to its adoption; and that the Board of Education of the district will consider adoption of the proposed budget for the ensuing fiscal year on the date, time, and place specified in the notice. C.R.S. 22-44-109(1). The district presented the proposed budget to the Board of Education on May 25, 2022, notice was then published in the local newspaper on May 29, 2022.

- State Law: Requires that a public meeting be held at which the proposed budget will be considered. C.R.S. 22-44-110(1)
- Budget Adoption: The Board of Education must adopt a budget for each fiscal year prior to the beginning of the fiscal year (July 1st). C.R.S. 22-44-103(1). After adoption of the budget, the Board may modify the budget any time prior to January 31st of the fiscal year for which the budget was adopted. Changes to the budget after January 31st are authorized under supplemental budget provisions. C.R.S. 22-44-110(5). The Board of Education adopted the budget for Fiscal Year 2022-23 on June 15, 2022.
- Appropriation Resolution: The Board of Education must adopt the budget by appropriation resolution duly recorded prior to the beginning of the fiscal year. The appropriation resolution must specify the amount of money appropriated to each fund. The amounts appropriated to a fund must not exceed the amount thereof as specified in the adopted budget. C.R.S. 22-44-107 (1)(2). The Board of Education cannot expend any money in excess of the amount appropriated by resolution for a particular fund. C.R.S. 22-44-115. The Board of Education signed the appropriation resolution for the Fiscal Year 2022-23 budget on June 15, 2022.
- Budget Filing: The budget is also to remain on file at the main administrative office of the district throughout the year and must be open for public inspection during reasonable business hours. C.R.S. 22-44-111(1)
- Failure to Adopt a Budget: If either the budget or the appropriation resolution is not adopted, then 90 percent of the last duly adopted budget and appropriation resolution shall be deemed to be budgeted and appropriated. C.R.S. 22-44-104

Budget Amendments or Revisions

The Board of Education or management may amend the district's budget adopted in June of the year prior to the budget year. The Board of Education may revise the total budget for any of the funds due to unforeseen circumstances, which did not exist at the time of the original budget adoption, such as emergencies or unanticipated revenues.

In accordance with State of Colorado Revised Statutes C.R.S. 22-44-110(5), after the adoption of the budget, the Board of Education may review and change the budget, with respect to both revenues and expenditures, at any time prior to January 31st of the fiscal year for which the budget was adopted. After January 31st, the budget may not be changed except where funds for a specific purpose from other than ad valorem taxes subsequently become available to meet a contingency need, the Board of Education may adopt and appropriate a supplemental budget for expenditures not to exceed the amount of the additional funds.



Participation in the Budget Process

Invitation to Participate

All interested individuals are invited and encouraged to participate in the annual budget development process. Community members' suggestions and input are important to the decision-making processes involved in developing the annual budget.

Parents, community members, staff, and students may become involved in a number of ways:

- Parent/teacher organizations in schools, such as the School Accountability Committee (SAC).
- Advisory groups and committees such as the District Accountability Committee (DAC), which focus on a number of common concerns and interests.
- Board of Education meetings, including a public meeting in May, during which budget recommendations are reviewed and discussed in detail.

Contact Information

For more information on how to provide suggestions or to contact the groups that are currently working with the Adams 12 Five Star Schools, please contact:

- The principal of a neighborhood school.
- District Accountability Committee (DAC) members via the Contact form on the district website.
- The communications office in the district Educational Support Center.

The district website also provides contact information as well as information on schools, departments, programs, and financial data: www.adams12.org.

Board Policies and Procedures

Adams 12 Five Star Schools develops its annual financial plan and budget according to the Board of Education's policies and procedures. A complete document containing all Board of Education policies can be viewed on the Five Star District website at: www.adams12.org/our-district/search-policies.



Basis of Budgeting

All district funds use the modified accrual basis of accounting in accordance with GAAP. Revenues are recognized as soon as they are both measurable and available. “Measurable” means the amount of the transaction can be determined, and “available” means collectible within the current period, or soon enough thereafter, to pay liabilities of the current period.

Modified Accrual Basis for Governmental Funds

The district’s governmental funds use the modified accrual basis of budgeting. Property tax revenue is considered to be available if collected by the district within thirty days after year-end. All other revenue is considered to be available if collected within 120 days after year-end. Expenditures are recognized when funds are either expended or encumbered. Appropriations not spent or encumbered lapse at the end of the fiscal year. Encumbrances are treated as expenditures for budgeting purposes in those funds using the modified accrual basis and are documented by purchase orders or contracts. Fund equity is referred to as fund balance under this basis of accounting and budgeting.

Fund Accounting

District accounts are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, deferred inflows or resources, fund equity, revenues, and expenditures or expenses, as appropriate. Resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The following fund categories are presented in the budget as follows:

Governmental Funds

General Fund

This is the district’s general operating fund. It is used to account for all financial resources except those required to be accounted for in another fund.

Insurance Reserve Fund is a sub-fund of the General Fund. It is used to self-insure a portion of the district’s liability, property, and workers’ compensation insurance needs, and to provide overall risk management activities for the district.

Information Technology Fund is a sub-fund of the General Fund and is used to account for the management of ongoing technology needs of the district. Associated expenditures include the purchase of student devices, hardware, software, infrastructure, maintenance, and district support.

Instructional Revenue Fund is a sub-fund of the general fund used for textbooks and other instructional materials.

Bond Redemption Debt Service Fund

This fund is used to account for the accumulation of resources for and the payment of general long-term debt principal, interest, and related costs.

Building Capital Projects Fund

This fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds) generally funded by bond proceeds.

Capital Reserve Capital Projects Fund

This fund accounts for transfers from the General Fund and other revenue sources allocated to or earned within this fund. Expenditures are for the district’s ongoing capital needs, such as deferred maintenance, HVAC projects, vehicles, and roofing projects.

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of revenue sources (other than expendable trusts or for major capital projects) that are legally restricted to expenditures for specific purposes. The district maintains six Special Revenue Funds.

Before, After and Summer Enrichment Program Fund

This fund accounts for all financial activities associated with the district's Before, After School, and Summer Camp programs.

Governmental Designated Purpose Grants Fund

This fund is used to account for the various federal and state grants awarded to the district to accomplish specific educational programs.

Interscholastic Athletic Fund

This fund is used to account for the activities of the district's interscholastic athletic programs.

Food Service Fund

This fund accounts for all financial activities associated with the district's school breakfast, lunch, snack, and summer food programs. Also included in the Food Service fund are the fresh fruit and vegetable grant programs.

Pupil Activity Special Revenue Fund

This fund is to record all revenue and expenditures associated with student fees paid for materials and supplies, intra-scholastic, and interscholastic activities.

Other Special Revenue Fund

This fund accounts for revenues and expenditures for non-district-provided lunch programs, local grants, vendor rebates, business donations, and fund balances assigned for periodic high-cost expenditures, such as textbooks and band uniforms.

Fiduciary Fund

Pupil Activity Fund

Effective July 1, 2019, implementation of GASB Statement No. 84, Fiduciary Activities requires governmental agencies to evaluate monies held in fiduciary and agency funds. The new reporting requirements specify that governments holding funds as a trustee or for custodial purposes with no administrative oversight will be required to change accounting standards and reporting. The district evaluated the remaining funds in the Pupil Activity Agency Fund as having district oversight and administrative approval authority based on current policy, therefore in Fiscal Year 2019-20, all funds were reclassified to the Other Special Revenue Fund.





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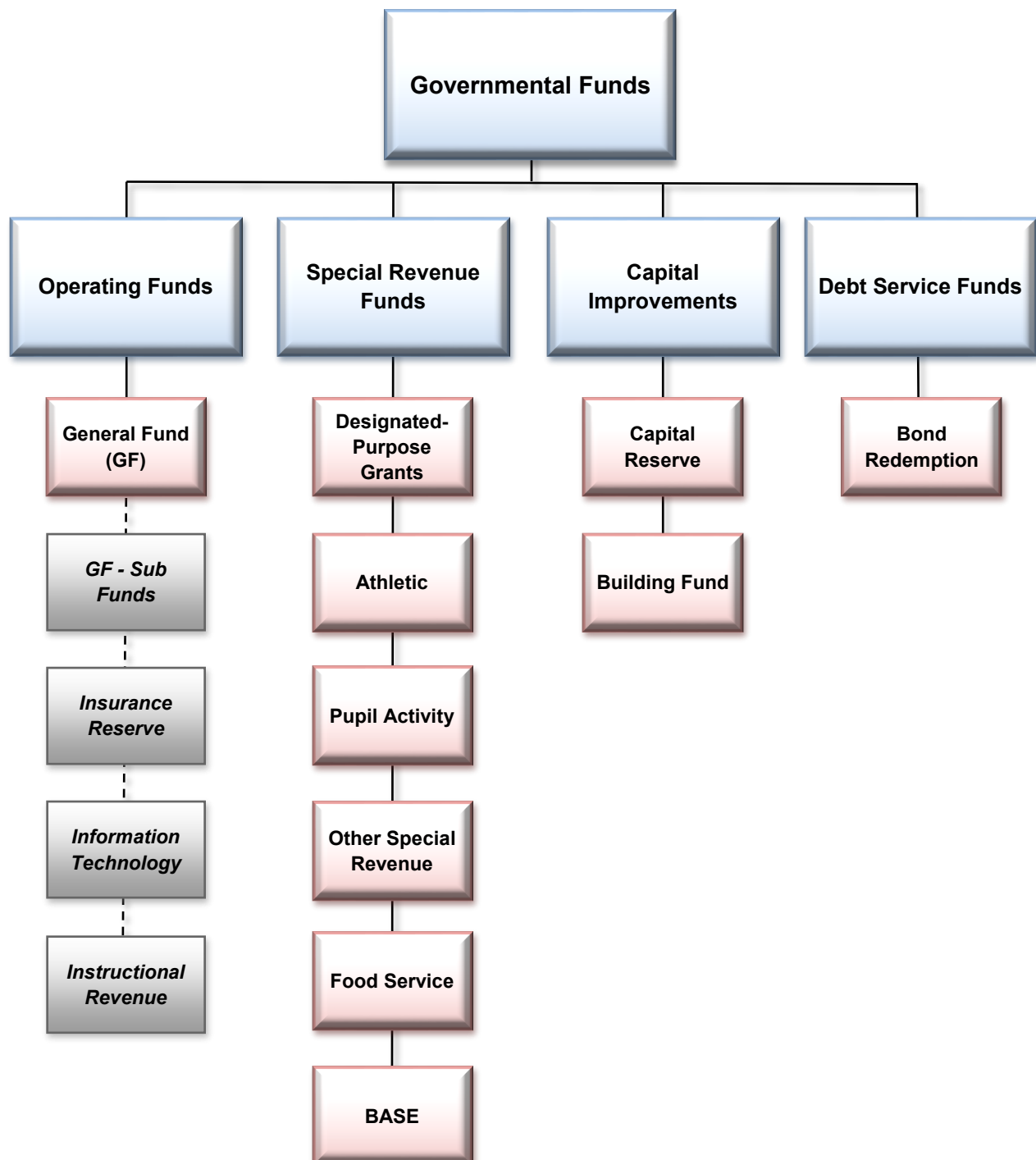


FINANCIAL SECTION

District Funds Summary

District Funds by Fund Type

Adams 12 Five Star Schools records and reports all financial transactions using standards set by the Governmental Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP). These standards require school districts to use individual funds that categorize by fund type. Each fund type and the individual funds operated by Adams 12 Five Star Schools are listed below.



Revenue and Expenditures - All Funds

Classification Structure

The primary elements used to classify revenues and expenditures are Fund and Object. Funds represent the highest level of the classification structure. Objects are used to describe the type of good or service by breaking them down into 10 categories: Salaries, Employee Benefits, Purchased Services, Supplies and Materials, Utilities, Property and Equipment, Debt Services, Internal Charge/Reimbursements, Other Expenses, and Contingency.

Major Revenue Sources

Local Support: Revenue from local sources are funds produced within the boundaries of the school district from a variety of sources to include pupil activities, fundraising, gate admissions, contributions and donations. This also includes money collected by other government units as an agency of the school district is recorded as revenue from local sources.

State Support: Revenue from state sources is revenue from funds collected by the state government and distributed to school districts.

Federal Support: Revenue from federal sources is from funds collected by the federal government and distributed to school districts.

Other Support: This classification includes fund revenues in a strict fund accounting context, but are not considered revenues to the school district as categorized above. This category may include revenue from tuition or fee collection, charge of community use facilities, transfers in from other funds, and earnings on investments.

Major Expenditure Categories

Salaries: Amounts paid for personnel services to both permanent and temporary school district employees, including personnel substituting for those in permanent positions. This includes gross salary for services rendered while on the payroll of the school district.

Employee Benefits: Amounts paid by the school district on behalf of employees. Generally, these amounts are not included in the gross salary, but are in addition to that amount. Such payments are fringe benefits payments although not paid directly to the employee, amounts are part of the cost of services.

Purchased Services: Services by their nature can be performed only by firms or individuals with specialized skills and knowledge, so these amounts are paid for services rendered by organizations or personnel not on the payroll of the school district. This also includes services purchased to operate, repair, maintain, and rent property owned or used by the school district. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided.

Supplies and Materials: Amounts paid for items that are consumed, worn out, deteriorated through use, or items that lose their identity through fabrication or incorporation into different or more complex units or substances. Items that do not contribute to the districts capital assets as evaluated by the district's capital asset policy, may be coded as a supply item.

Utilities: Expenditures for utility services and energy services supplied by public or private organizations. These expenditures also include the cost of fuel to support vehicles.

Property and Equipment: Expenditures for acquiring capital assets, including land or existing buildings, improvements of grounds, initial equipment, additional equipment, and replacement of equipment.

Debt Services: Payments made for capital leases, Certification of Participation (COP) activity, and non-voter approved debt.

Internal Charge/Reimbursements: Object codes in this series allow the district to charge costs associated with student field trips, maintenance, print shop, and other internal services of the program which benefit from the services.

Other Expenses: Amounts paid for goods and services not otherwise classified. These may include dues and fees for membership in professional organizations.

Contingency: This account is provided for budgeting purposes only. Expenditures are held in this account and appropriated later to the correct program and object classification.



ADAMS 12 FIVE STAR SCHOOLS
SUMMARY OF ALL FUNDS - CONSOLIDATED
FISCAL YEARS 2018-2019 TO 2025-2026

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 358,554,111	\$ 380,355,183	\$ 324,793,786	\$ 299,918,180	\$ 297,699,682	\$ 216,220,846	\$ 251,454,763	\$ 232,770,770
Local Support								
Property Tax	185,070,923	210,237,216	212,442,619	220,329,075	229,065,917	231,622,147	233,492,476	236,463,863
Specific Ownership Taxes	14,658,994	13,704,723	13,025,604	11,914,116	13,183,230	13,446,895	13,648,598	13,853,327
Other Local	19,384,804	14,642,632	5,777,294	10,280,783	12,496,064	13,299,674	13,909,913	14,471,286
State Support								
State Equalization	221,675,173	226,389,820	207,218,434	228,680,168	244,046,027	263,147,540	267,625,754	271,540,140
State Categorical	24,001,162	25,571,597	20,570,763	32,276,045	33,983,748	32,527,435	31,629,274	31,301,030
Audit Adjustment & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	25,847,555	41,821,747	63,029,535	84,517,586	59,229,797	43,969,534	34,069,128	33,849,836
Other Support								
Tuition & Fees	6,285,023	3,262,104	2,157,074	2,881,111	3,604,912	3,239,628	3,264,186	3,289,126
Community Use	3,318,319	2,971,048	2,286,172	2,600,304	3,250,777	3,319,663	3,388,036	3,457,878
Transfer In From Other Funds	21,378,927	21,778,863	21,810,591	31,718,422	35,064,227	36,144,634	36,780,236	37,423,199
Earnings on Investment	11,201,683	8,636,001	557,282	384,529	208,440	488,300	220,577	224,614
Other Miscellaneous	77,006,985	7,342,366	4,622,895	6,914,369	2,957,699	1,321,212	538,915	344,108
Total Revenue	609,829,549	576,358,117	553,498,264	632,496,508	637,090,838	642,526,662	638,567,093	646,218,407
Total Available Resources	968,383,660	956,713,300	878,292,051	932,414,688	934,790,520	858,747,508	890,021,856	878,989,177
Expenditures								
Employee Salaries	247,641,254	274,022,905	277,725,370	284,128,265	307,485,342	303,335,407	302,093,155	304,526,958
Employee Benefits	80,411,401	87,859,698	85,642,230	93,961,593	103,583,743	102,057,786	101,635,615	102,429,311
Purchased Services	35,714,233	31,037,510	30,394,364	39,290,145	35,873,249	33,098,966	31,752,056	31,605,666
Supplies & Materials	20,228,373	17,426,957	24,223,783	28,114,689	29,084,303	28,407,973	28,055,496	28,495,980
Utilities	8,198,591	7,243,101	7,922,333	8,387,733	9,143,801	9,197,864	9,268,460	9,339,519
Property/Equipment	89,218,405	105,280,881	49,556,394	31,315,705	32,818,722	15,911,771	9,549,164	5,976,808
Debt Services	54,297,130	52,477,705	47,270,625	62,470,992	62,696,436	23,842,204	83,938,660	84,117,182
Internal Charge/Reimbursements	176,285	179,397	278,369	2,862,220	346,151	(734,832)	(1,559,426)	(1,600,390)
Other Expenditures	1,611,251	245,696	251,319	36,370,639	16,097,372	10,922,456	7,865,597	7,554,882
Contingency Reserve	-	-	-	1,294,461	1,566,548	1,558,520	1,564,106	1,569,298
Total Expenditures	537,496,923	575,773,850	523,264,788	588,196,442	598,695,667	527,598,115	574,162,883	574,015,215
Transfers								
Allocations to Charter Schools	29,981,478	35,487,122	34,423,655	38,336,199	40,974,228	42,221,661	42,939,428	43,669,398
Charter School Service Charges	(828,854)	(1,120,322)	(1,125,164)	(1,198,779)	(1,199,448)	(1,245,147)	(1,266,314)	(1,287,841)
Transfer to Governmental Designated Grant Fund	-	-	-	-	-	-	-	-
Transfer to BASE Fund	80,461	-	2,278,610	-	-	-	-	-
Transfer for Athletic Subsidy	1,428,019	1,333,019	1,423,719	1,517,237	3,618,320	3,756,178	3,820,033	3,884,974
Transfer to Capital Reserve	11,526,056	6,911,056	6,803,436	2,075,226	4,167,851	4,326,646	4,400,199	4,475,002
Transfer to Instructional Revenue Fund	4,176,287	9,550,207	7,541,064	4,457,756	4,335,093	4,500,260	4,576,764	4,654,569
Transfer of Other Funds for Prior Year Commitments	236,116	213,713	217,774	235,322	236,130	245,127	249,294	253,532
Transfer to Information Technology Fund	-	-	-	19,952,046	19,095,718	19,823,265	20,160,261	20,502,985
Transfer to Insurance Reserve	3,931,988	3,770,868	3,545,988	3,480,835	3,611,115	3,748,698	3,812,426	3,877,237
Total Transfers	50,531,551	56,145,663	55,109,082	68,855,842	74,839,007	77,376,688	78,692,091	80,029,856
Total Year End Expenditures & Transfers	588,028,474	631,919,513	578,373,870	657,052,284	673,534,674	604,974,803	652,854,974	654,045,071
Reserves Designated								
TABOR Reserve	9,854,398	9,973,038	11,011,445	12,071,750	12,658,196	13,433,114	13,666,458	13,898,314
Reserved for Multi-Year Obligations	10,975,952	10,975,952	10,975,952	9,921,570	11,924,375	11,490,155	11,042,668	10,581,622
Contingency Reserve - 3% Per Board Policy	8,405,314	8,800,277	10,126,932	11,294,908	-	-	-	-
Encumbrances and Carryover	1,496,917	192,335	262,476	-	-	-	-	-
Designated Reserve Commitments	318,725,670	244,484,033	223,731,730	209,537,834	196,617,303	191,814,630	177,719,358	168,029,647
School Carryforward	896,211	367,987	3,205,597	-	2,623,766	-	-	-
CPP Reserve	-	-	-	-	-	-	-	-
Assigned	-	12,967,403	1,784,470	-	-	-	-	-
Designated Override Reserve	21,585,123	24,603,476	27,023,428	26,130,093	17,340,862	15,774,649	13,176,020	10,579,645
Unassigned	8,415,598	12,429,285	11,796,149	6,406,249	20,091,344	21,260,158	21,562,377	21,854,877
Ending Fund Balance	380,355,183	324,793,786	299,918,180	275,362,404	261,255,846	253,772,705	237,166,881	224,944,106
Total Appropriations	\$ 968,383,660	\$ 956,713,299	\$ 878,292,051	\$ 932,414,688	\$ 934,790,520	\$ 858,747,508	\$ 890,021,856	\$ 878,989,177

- Listed above is a consolidated summary of all funds for an eight year period from Fiscal Year 2018-19 through Fiscal Year 2025-26. Revenue is listed by major source and expenditures are summarized by objects.

- Declining fund balance explained on each individual fund where applicable.

ADAMS 12 FIVE STAR SCHOOLS
SUMMARY OF ALL FUNDS - TOTAL RESOURCES
FISCAL YEARS 2021-2022 TO 2022-2023

	2021-2022 Amended Budget			2022-2023 Adopted Budget		
	Beginning Fund Balance	Revenues / Transfers In	Total Resources	Beginning Fund Balance	Revenues / Transfers In	Total Resources
Operating Funds						
General Fund	72,574,854	415,984,738	488,559,592	79,506,141	441,537,340	521,043,481
Insurance Reserve Fund	4,820,568	3,481,935	8,302,503	4,310,728	3,611,115	7,921,843
Information Technology Fund	-	19,952,046	19,952,046	1,549,147	19,095,718	20,644,865
Instructional Revenue Fund	8,464,354	4,457,756	12,922,110	10,407,771	4,730,199	15,137,970
Special Revenue Funds						
Governmental Designated-Purpose Grants Fund	-	81,508,540	81,508,540	-	56,805,234	56,805,234
Interscholastic Athletic Fund	368,804	2,470,387	2,839,191	382,710	4,530,520	4,913,230
Pupil Activity Special Revenue Fund	4,242,727	3,970,896	8,213,623	4,896,571	3,665,912	8,562,483
Other Special Revenue Fund	2,470,487	1,911,256	4,381,743	2,608,695	1,987,112	4,595,807
Food Service Fund	6,615,690	16,142,414	22,758,104	8,812,491	13,043,113	21,855,604
Before, After, and Summer Enrichment Program Fund (BASE)	1,074,731	6,071,362	7,146,093	1,616,240	6,465,940	8,082,180
Capital Improvement Funds						
Capital Reserve Capital Projects Fund	28,658,694	5,810,311	34,469,005	23,404,356	6,607,024	30,011,380
Building Capital Projects Fund	58,970,177	3,703,419	62,673,596	40,994,690	2,648,847	43,643,537
Debt Service Fund						
Bond Redemption Debt Service Fund	111,657,094	67,031,448	178,688,542	119,210,142	72,362,764	191,572,906
Total Resources	\$ 299,918,180	\$ 632,496,508	\$ 932,414,688	\$ 297,699,682	\$ 637,090,838	\$ 934,790,520

- Details of declining fund balance explained in the Other Funds section where applicable.
- Revenues consist of State, Local, Federal, and Other Support which are explained in more detail on pages 85-87 and the Other Funds section.
- Major variances in Revenue/Transfers consist of the following:
 1. General Fund - Details of increase included on pages 85-87.
 2. Information Technology Fund - Transfer reduced in 2022-2023 due to beginning fund balance for projects being transferred into the fund in 2021-2022.
 3. Governmental Grants Fund - All increases/decreases detailed on page 101.
 4. Interscholastic Athletic Fund - Increase in the transfer in from the General Fund to cover addition of 2 sports at each Middle and K-8 schools.
 5. Food Service Fund - Decrease in federal revenue due to the sunset of the Seamless Summer Option waiver, the program will return to the National School Lunch Program.
 6. Building Capital Projects Fund - Decrease in Other Misc. revenue due to decrease in e-rate reimbursements and earnings on investment.
 7. Bond Redemption Fund - Increase in Property Tax revenue.

ADAMS 12 FIVE STAR SCHOOLS
SUMMARY OF ALL FUNDS - TOTAL EXPENDITURES AND TRANSFERS OUT
FISCAL YEARS 2021-2022 TO 2022-2023

	2021-2022 Amended Budget			2022-2023 Adopted Budget		
	Expenditures	Transfers Out	Total Expenditures & Transfers	Expenditures	Transfers Out	Total Expenditures & Transfers
Operating Funds						
General Fund	355,399,650	68,855,842	424,255,492	387,113,680	74,839,007	461,952,687
Insurance Reserve Fund	4,133,007	-	4,133,007	3,975,195	-	3,975,195
Information Technology Fund	16,206,743	-	16,206,743	18,865,291	-	18,865,291
Instructional Revenue Fund	4,504,445	-	4,504,445	4,286,797	-	4,286,797
Special Revenue Funds						
Governmental Designated Purpose Grants Fund	81,508,540	-	81,508,540	56,805,234	-	56,805,234
Interscholastic Athletic Fund	2,550,042	-	2,550,042	4,505,657	-	4,505,657
Pupil Activity Special Revenue Fund	4,697,858	-	4,697,858	3,571,383	-	3,571,383
Other Special Revenue Fund	2,451,308	-	2,451,308	2,659,779	-	2,659,779
Food Service Fund	14,083,336	-	14,083,336	14,164,018	-	14,164,018
Before, After, and Summer Enrichment Program Fund (BASE)	6,081,601	-	6,081,601	6,409,487	-	6,409,487
Capital Improvement Funds						
Capital Reserve Capital Projects Fund	10,895,246	-	10,895,246	6,983,124	-	6,983,124
Building Capital Projects Fund	26,205,516	-	26,205,516	29,855,447	-	29,855,447
Debt Service Fund						
Bond Redemption Debt Service Fund	59,479,150	-	59,479,150	59,500,575	-	59,500,575
Total Expenditures & Transfers Out	\$ 588,196,442	\$ 68,855,842	\$ 657,052,284	\$ 598,695,667	\$ 74,839,007	\$ 673,534,674

- Details of changes in expenditures detailed on individual fund pages.
- Transfers out of General Fund include Charter School allocations in addition to the Transfers in the Total Resources chart above.

ADAMS 12 FIVE STAR SCHOOLS
SUMMARY OF OPERATING AND SPECIAL REVENUE FUNDS
REVENUE BY SOURCE
EXPENDITURES BY OBJECT AND FUND RESERVES
FISCAL YEAR 2022-2023

	General Fund	Insurance Reserve Fund	Information Technology Fund	Instructional Revenue Fund	Sub-Total Operating Funds
Beginning Fund Balance					
and Net Assets	\$ 79,506,141	\$ 4,310,728	\$ 1,549,147	\$ 10,407,771	\$ 95,773,787
Local Support					
Property Tax	156,703,153	-	-	-	156,703,153
Specific Ownership Taxes	13,183,230	-	-	-	13,183,230
Other Local	19,112	-	-	-	19,112
State Support					
State Equalization	244,046,027	-	-	-	244,046,027
State Categorical	25,637,332	-	-	-	25,637,332
Audit Adjustment & Other	-	-	-	-	-
Federal Support					
Federal Revenue	-	-	-	-	-
Other Support					
Tuition & Fees	1,145,274	-	-	395,106	1,540,380
Community Use	395,912	-	-	-	395,912
Transfer In From Other Funds	-	3,611,115	19,095,718	4,335,093	27,041,926
Earnings on Investment	175,000	-	-	-	175,000
Other Miscellaneous	232,300	-	-	-	232,300
Total Revenue	441,537,340	3,611,115	19,095,718	4,730,199	468,974,372
Total Available Resources	521,043,481	7,921,843	20,644,865	15,137,970	564,748,159
Expenditures					
Employee Salaries	269,592,889	275,967	6,163,386	602,260	276,634,502
Employee Benefits	91,616,120	88,516	1,870,229	227,335	93,802,200
Purchased Services	11,896,200	3,541,866	8,707,677	-	24,145,743
Supplies & Materials	8,094,927	20,000	172,275	3,456,602	11,743,804
Utilities	9,084,981	-	39,600	-	9,124,581
Property/Equipment	471,840	846	2,538,207	-	3,010,893
Debt Services	-	-	-	-	-
Internal Charges/Reimbursements	(4,627,526)	46,500	(1,025,500)	-	(5,606,526)
Other Expenditures	301,782	1,500	8,720	600	312,602
Contingency Reserve	682,467	-	390,697	-	1,073,164
Total Expenditures	387,113,680	3,975,195	18,865,291	4,286,797	414,240,963
Transfers					
Allocations to Charter Schools	40,974,228	-	-	-	40,974,228
Charter School Service Charges	(1,199,448)	-	-	-	(1,199,448)
Transfer to Governmental Designated Grant Fund	-	-	-	-	-
Transfer to BASE Fund	-	-	-	-	-
Transfer for Athletic Subsidy	3,618,320	-	-	-	3,618,320
Transfer to Capital Reserve	4,167,851	-	-	-	4,167,851
Transfer to Instructional Revenue Fund	4,335,093	-	-	-	4,335,093
Transfer of Other Funds for Prior Year Commitments	236,130	-	-	-	236,130
Transfer to Information Technology Fund	19,095,718	-	-	-	19,095,718
Transfer to Insurance Reserve	3,611,115	-	-	-	3,611,115
Total Transfers	74,839,007	-	-	-	74,839,007
Total Year End Expenditures & Transfers	461,952,687	3,975,195	18,865,291	4,286,797	489,079,970
Reserves Designated					
TABOR Reserve	12,105,079	-	-	11,853	12,116,932
Reserved for Multi-Year Obligations	9,262,272	-	-	-	9,262,272
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-
Designated Reserve Commitments	3,305,622	3,946,648	1,613,853	5,889,243	14,755,366
School Carryforward	2,623,766	-	-	-	2,623,766
CPP Reserve	-	-	-	-	-
Designated Override Reserve	11,702,711	-	165,721	4,950,077	16,818,509
Unassigned	20,091,344	-	-	-	20,091,344
Ending Fund Balance	59,090,794	3,946,648	1,779,574	10,851,173	75,668,189
Total Appropriations	\$ 521,043,481	\$ 7,921,843	\$ 20,644,865	\$ 15,137,970	\$ 564,748,159

- Operating funds listed above include the General Fund, Insurance Reserve, Information Technology, and Instructional Revenue Funds. These funds provide for the daily operations of the district.

ADAMS 12 FIVE STAR SCHOOLS
SUMMARY OF OPERATING AND SPECIAL REVENUE FUNDS
REVENUE BY SOURCE
EXPENDITURES BY OBJECT AND FUND RESERVES
FISCAL YEAR 2022-2023

	Governmental Designated Purpose Grants Fund	Interscholastic Athletic Fund	Pupil Activity Special Revenue Fund	Other Special Revenue Fund	Food Service Fund	Before, After & Summer Enrichment Program Fund	Sub-Total Special Revenue Funds
Beginning Fund Balance and Net Assets	\$ -	\$ 382,710	\$ 4,896,571	\$ 2,608,695	\$ 8,812,491	\$ 1,616,240	\$ 18,316,707
Local Support							
Property Tax	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-
Other Local	-	200,300	1,772,150	1,421,563	2,249,134	6,465,940	12,109,087
State Support							
State Equalization	-	-	-	-	-	-	-
State Categorical	7,810,594	-	-	-	535,822	-	8,346,416
Audit Adjustment & Other	-	-	-	-	-	-	-
Federal Support							
Federal Revenue	48,994,640	-	-	-	10,235,157	-	59,229,797
Other Support							
Tuition & Fees	-	406,900	1,657,632	-	-	-	2,064,532
Community Use	-	305,000	-	478,557	-	-	783,557
Transfer In From Other Funds	-	3,618,320	236,130	-	-	-	3,854,450
Earnings on Investment	-	-	-	-	13,000	-	13,000
Other Miscellaneous	-	-	-	86,992	10,000	-	96,992
	56,805,234	4,530,520	3,665,912	1,987,112	13,043,113	6,465,940	86,497,831
	56,805,234	4,913,230	8,562,483	4,595,807	21,855,604	8,082,180	104,814,538
Expenditures							
Employee Salaries	19,941,172	1,360,018	93,840	464,349	4,861,174	4,064,641	30,785,194
Employee Benefits	6,675,588	330,117	21,443	140,782	1,261,292	1,328,228	9,757,450
Purchased Services	4,316,561	189,846	884,173	108,421	384,651	500,353	6,384,005
Supplies & Materials	4,172,372	1,907,826	2,374,080	1,344,890	6,510,053	265,018	16,574,239
Utilities	2,000	-	-	-	660	16,560	19,220
Property/Equipment	2,173,379	18,500	36,016	65,109	66,798	10,000	2,369,802
Debt Services	-	-	-	-	-	-	-
Internal Charges/Reimbursements	4,289,156	215,750	133,905	16,596	1,073,898	223,347	5,952,652
Other Expenditures	15,235,006	7,650	27,926	507,256	5,492	1,340	15,784,670
Contingency Reserve	-	475,950	-	12,376	-	-	488,326
Total Expenditures	56,805,234	4,505,657	3,571,383	2,659,779	14,164,018	6,409,487	88,115,558
Transfers							
Allocations to Charter Schools	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-
Transfer to Governmental Designated Grant Fund	-	-	-	-	-	-	-
Transfer to BASE Fund	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-
Transfer to Instructional Revenue Fund	-	-	-	-	-	-	-
Transfer of Other Funds for Prior Year Commitments	-	-	-	-	-	-	-
Transfer to Information Technology Fund	-	-	-	-	-	-	-
Transfer to Insurance Reserve	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	56,805,234	4,505,657	3,571,383	2,659,779	14,164,018	6,409,487	88,115,558
Reserves Designated							
TABOR Reserve	-	27,366	102,893	59,613	84,239	193,978	468,089
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-
Designated Reserve Commitments	-	380,207	4,470,153	1,876,415	7,607,347	1,478,715	15,812,837
School Carryforward	-	-	-	-	-	-	-
CPP Reserve	-	-	-	-	-	-	-
Designated Override Reserve	-	-	418,054	-	-	-	418,054
Unassigned	-	-	-	-	-	-	-
Ending Fund Balance	-	407,573	4,991,100	1,936,028	7,691,586	1,672,693	16,698,980
Total Appropriations	\$ 56,805,234	\$ 4,913,230	\$ 8,562,483	\$ 4,595,807	\$ 21,855,604	\$ 8,082,180	\$ 104,814,538

**ADAMS 12 FIVE STAR SCHOOLS
SUMMARY OF ALL FUNDS
REVENUE BY SOURCE
EXPENDITURES BY OBJECT AND FUND RESERVES
FISCAL YEAR 2022-2023**

	Total Operating/ Special Revenue Funds	Bond Redemption Fund	Capital Reserve Fund	Building Fund	Total All Funds
Beginning Fund Balance	\$ 114,090,494	\$ 119,210,142	\$ 23,404,356	\$ 40,994,690	\$ 297,699,682
Local Support					
Property Tax	156,703,153	72,362,764	-	-	229,065,917
Specific Ownership Taxes	13,183,230	-	-	-	13,183,230
Other Local	12,128,199	-	367,865	-	12,496,064
State Support					
State Equalization	244,046,027	-	-	-	244,046,027
State Categorical	33,983,748	-	-	-	33,983,748
Audit Adjustment & Other	-	-	-	-	-
Federal Support					
Federal Revenue	59,229,797	-	-	-	59,229,797
Other Support					
Tuition & Fees	3,604,912	-	-	-	3,604,912
Community Use	1,179,469	-	2,071,308	-	3,250,777
Transfer In From Other Funds	30,896,376	-	4,167,851	-	35,064,227
Earnings on Investment	188,000	-	-	20,440	208,440
Other Miscellaneous	329,292	-	-	2,628,407	2,957,699
Total Revenue	555,472,203	72,362,764	6,607,024	2,648,847	637,090,838
Total Available Resources	669,562,697	191,572,906	30,011,380	43,643,537	934,790,520
Expenditures					
Employee Salaries	307,419,696	-	65,646	-	307,485,342
Employee Benefits	103,559,650	-	24,093	-	103,583,743
Purchased Services	30,529,748	16,000	1,686,829	3,640,672	35,873,249
Supplies & Materials	28,318,043	-	508,000	258,260	29,084,303
Utilities	9,143,801	-	-	-	9,143,801
Property/Equipment	5,380,695	-	1,481,512	25,956,515	32,818,722
Debt Services	-	59,484,575	3,211,861	-	62,696,436
Internal Charge/Reimbursements	346,126	-	25	-	346,151
Other Expenditures	16,097,272	-	100	-	16,097,372
Contingency Reserve	1,561,490	-	5,058	-	1,566,548
Total Expenditures	502,356,521	59,500,575	6,983,124	29,855,447	598,695,667
Transfers					
Allocations to Charter Schools	40,974,228	-	-	-	40,974,228
Charter School Service Charges	(1,199,448)	-	-	-	(1,199,448)
Transfer to Governmental Designated Grant Fund	-	-	-	-	-
Transfer to BASE Fund	-	-	-	-	-
Transfer for Athletic Subsidy	3,618,320	-	-	-	3,618,320
Transfer to Cap Reserve	4,167,851	-	-	-	4,167,851
Transfer to Instructional Revenue Fund	4,335,093	-	-	-	4,335,093
Transfer of Other Funds for Prior Year Commitments	236,130	-	-	-	236,130
Transfer to Information Technology Fund	19,095,718	-	-	-	19,095,718
Transfer to Insurance Reserve	3,611,115	-	-	-	3,611,115
Total Transfers	74,839,007	-	-	-	74,839,007
Total Year End Expenditures & Transfers	577,195,528	59,500,575	6,983,124	29,855,447	673,534,674
Reserves Designated					
TABOR Reserve	12,585,021	-	73,175	-	12,658,196
Reserved for Multi-Year Obligations	9,262,272	-	2,662,103	-	11,924,375
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-
Designated	30,568,203	132,072,331	20,188,679	13,788,090	196,617,303
School Carryforward	2,623,766	-	-	-	2,623,766
CPP Reserve	-	-	-	-	-
Designated Override Reserve	17,236,563	-	104,299	-	17,340,862
Unassigned	20,091,344	-	-	-	20,091,344
Ending Fund Balance	92,367,169	132,072,331	23,028,256	13,788,090	261,255,846
Total Appropriations	\$ 669,562,697	\$ 191,572,906	\$ 30,011,380	\$ 43,643,537	\$ 934,790,520

General Fund Assumptions

Assumptions and Planning Criteria

The General Fund and its sub funds are the main operating funds for Adams 12 Five Star Schools. The budgets for the schools and most departments are included in the General Fund. The funding is comprised largely from state and local sources. The main driver is provided by the Public School Finance Act (PSFA) of 1994, and as amended each year by the state General Assembly. Major factors that impact funding include changes in student enrollment and an inflationary factor based on the Denver/Aurora/Lakewood consumer price index.

The majority of the expenditures for the General Fund are salaries and benefits. The projections are impacted by student enrollment, inflationary salary increases, as well as increased costs for the district's retirement program through the Public Employees' Retirement Association (PERA).

Major Revenue Sources

Program funding mandated by state statute C.R.S. 22-54-104 requires school districts to be funded on a per pupil basis. Funding is driven by the PSFA and is based on enrollment and a statewide base amount per pupil. Additional factors are then applied to the formula to arrive at each district's funding. For the Fiscal Year 2022-23 budget, the district's funded pupil count projection was determined by the planning department and may differ slightly from spreadsheets found on the Colorado Department of Education's website. The funded pupil count is projected to be 36,189.5 which includes 3,737.5 Charter school students. The district uses an extended 5 year enrollment plan for forecasting future funding, planned expenditures, and new school needs.

Public School Finance Act

The statewide base in Fiscal Year 2022-23 will be \$7,478, an increase of \$253 (or 3.50 percent) over the Fiscal Year 2021-22 base of \$7,225. Total Program per pupil district revenues, as adjusted by the funding factors below, is expected to be \$9,411 per funded pupil and will amount to \$340.6 million for Fiscal Year 2022-23.

State Funding Factors

- **Personnel Cost Factor:** Varies by school district and is based on enrollment. The factor ranges from 79.92 to 90.50 percent. It is currently at 90.50 percent for Adams 12 Five Star Schools.
- **Cost-of-Living Factor:** Reflects differences among districts for costs of goods, services, and housing. The factor ranges from 1.011 to 1.650 percent and is applied only to the statewide base per pupil funding allocated for personnel costs. It is currently 1.226 percent for Adams 12 Five Star Schools.
- **Non-Personnel Cost Factor:** The difference between 100 percent and the Personnel Cost Factor (currently 9.50 percent).
- **District Size Factor:** Based on enrollment and per pupil expenditures with the largest size factors given to districts with low enrollment. The factor ranges from 1.0297 to 2.4312 percent. It is 1.0297 percent for Adams 12 Five Star Schools in Fiscal Year 2022-23.
- **Budget Stabilization Factor:** Formerly called the 'negative factor', this is a method used by the state to balance its budget. It was first introduced when economic conditions placed financial hardships on the state and caused extensive reductions. The current Budget Stabilization Factor for all districts is 3.67 percent, an improvement over the final Fiscal Year 2021-22 supplemental budget factor of 5.93 percent, but still amounts to \$14.7 million in decreased funding.

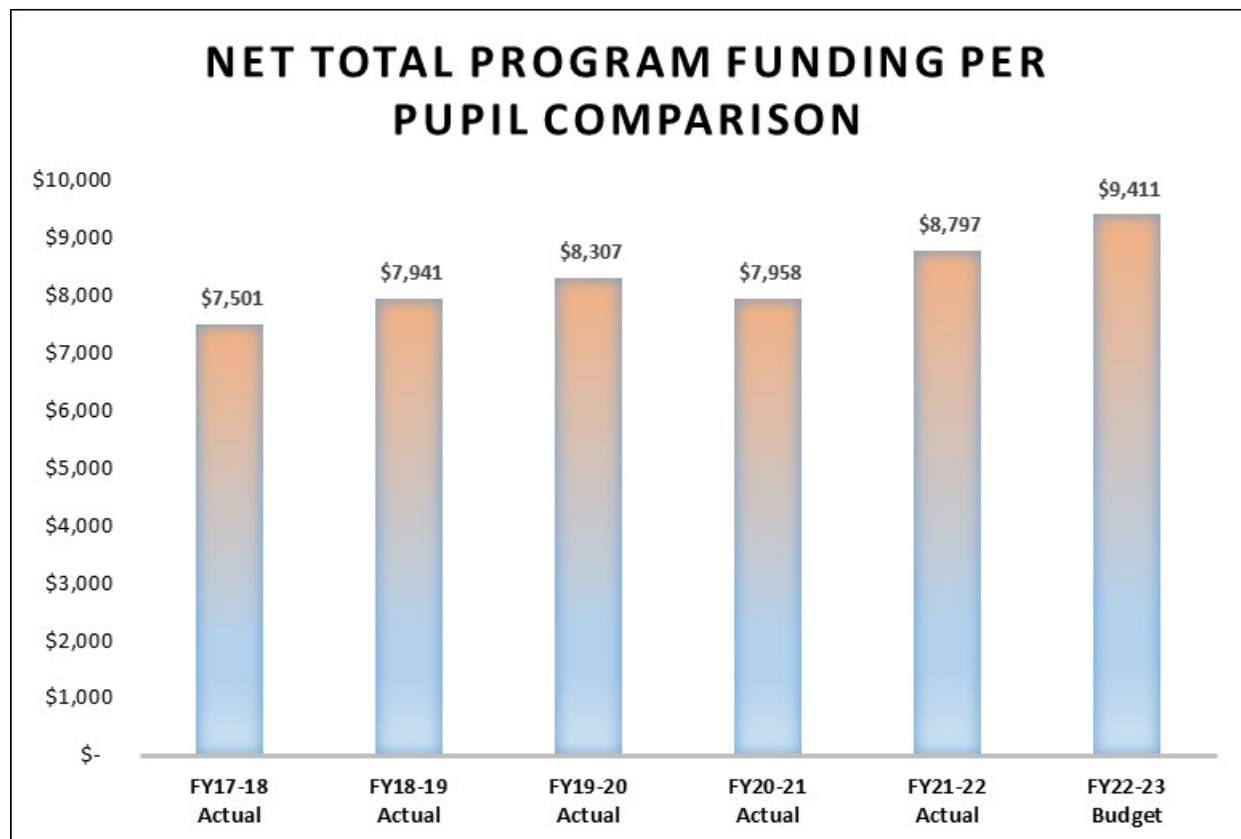
At-Risk Funding

Beginning in Fiscal Year 2021-22 state legislation changed the definition of at-risk pupils by adding those pupils eligible for reduced-priced lunch under the federal school lunch program and removing the subset of English Language Learner (ELL) pupils. The projected district at-risk enrollment is 15,823.6 students according to Total Program Funding, and will provide nearly \$17.7 million in additional funding for Fiscal Year 2022-23.

ELL Funding

Beginning in Fiscal Year 2021-2022, the Total Program Funding calculation includes funding for students identified as English Language Learners. In prior fiscal years, English Language Learners who did not qualify for free and reduced lunch were included in the at-risk funding calculation. ELL funding is equal to 8.00 percent of preliminary per pupil funding multiplied by ELL enrollment. The projected district ELL enrollment is 3,564 and will provide nearly \$2.6 million in additional funding towards Total Program.

Total Program Funding Formula



Property Taxes

Property tax revenue consists of: 1) Property tax levy to finance local share of Total Program funding, 2) mill levy overrides, and 3) Abatements. Property tax revenues are projected to be \$156.7 million for Fiscal Year 2022-23.

- Each school district is required to impose a property tax levy to finance its local share of Total Program Funding. The mill rate is set by the state and is currently 27.00 mills. With a projected assessed valuation of \$3.3 billion for properties within the district, the base property tax revenue is \$91.5 million.
- Mill levy overrides are additional revenues that have been approved by district voters. Adams 12 Five Star Schools have successfully passed five mill levy overrides that total \$65.2 million in additional annual revenues.
- Abatements are estimated to be \$0.6 million.

Specific Ownership Taxes

Specific ownership taxes are collected by counties when vehicles are purchased and registered. A portion of the tax collected must be used as a source of program funding as required by the Public School Finance Act. The overall tax amounts are projected to be \$13.2 million, of which \$5.1 million will be used as the local share of Total Program Funding.

Special Education Funding

Funding for Special Education programs is made available through the Colorado Exceptional Children's Educational Act (ECEA) of 2013. In Fiscal Year 2022-2023 Adams 12 Five Star Schools will receive an additional \$2.9 million in Special Education funding with the passage of SB 22-127 which increases the allocation for each child who receives special education services from \$1,250 to \$1,750. This amount will increase with inflation each budget year starting in Fiscal Year 2024-25. Total projected funding of \$12.7 million is planned for Fiscal Year 2022-23.

Career and Technical Education

Funding for career and technical education is provided through the State Board for Community Colleges and Occupational Education. Funding is to cover the cost of instruction personnel, supplies, equipment, and instructional services provided by cooperating agencies or institutions. Estimated revenue of \$1.8 million is projected for Fiscal Year 2022-23.

English Language Proficiency Act (ELPA)

The ELPA program is a state categorical program. Prior to Fiscal Year 2022-23 ELPA was recorded in the Governmental Designated-Purpose Grants Fund. The goal of the program is to increase the English language proficiency and academic performance of English Language Learners. Funding is based on identified English Language Learners during Student October Count. Estimated revenue of \$1.3 million is projected in Fiscal Year 2022-23. This revenue is in addition to the funding from the ELL factor in the Total Program Funding.

Other Revenue Support

Other revenues consist of tuition and fees from Special Education services billing for out-of-district students, preschool tuition, summer school tuition, community use of antenna leases, and the Five Star and 1st Bank stadiums, earnings on investments, and other miscellaneous revenue which consists of credit card rebates, transcript purchases, Print Studio revenue, and revenue from the use of the district's wash station. Estimated other revenue of \$1.9 million is projected for Fiscal Year 2022-23.

Expenditures

The General Fund accounts for the vast majority of the district's expenditures. General Fund expenditures and transfers are budgeted at \$462.0 million for Fiscal Year 2022-23. Internal charges/reimbursements is associated with the consolidation of Title I funding. A change in allocations between schools and district wide Title I budgets created a reduction in total funds consolidated creating an overall decrease of \$3.0 million from the Fiscal Year 2021-22 Amended budget.

Included in the expenditures is a salary increase associated with a certified step and a step equivalent for administrators and classified staff. A cost of living adjustment (COLA) of 2.3 percent was also planned for certified and administrative staff and the classified salary schedule received an additional \$5.2 million to increase starting wages and adjust longevity compensation. Fifteen gifted and talented advocates were added to the budget, and nearly 20 FTE were added in the special education department to meet the growing needs of students. Benefit expenses increased by 1.8 percent for medical insurance premiums. The PERA employer rate for Fiscal Year 2022-23 increased to 21.40 percent due to the required auto adjust.

Other adjustments include a variety of increases in both recurring and one time expenditures. As required by law and Board Policy the district's expenditure increases match the recurring and one time funding sources. Sixty five percent of the expenditure increases are recurring with the remaining being one time. In some cases, a portion of a recurring expenditure (gifted and talented advocates) was funded with one time revenue and that will be the first budget requirement added in Fiscal Year 2023-24.

Transfers

The transfers to other funds total \$74.8 million. This includes \$4.2 million for the Capital Reserve Fund, \$3.6 million for the Insurance Reserve Fund, \$19.1 million for the Information Technology Fund, \$3.6 million for the Athletic Fund, \$4.3 million for the Instructional Revenue Fund, \$0.2 million to the Pupil Activity Special Revenue Fund, and \$39.8 million to the district's 4 charter schools.

Reserves

The ending fund balance for Fiscal Year 2022-23 is projected to decrease by \$5.2 million to \$59.1 million. This decrease is the direct result of the implementation of a teacher leadership program as planned in the mill levy override that was passed in 2018 (5C) and spending of 5c fund balance on one time compensation increases. Reserves have been established to meet requirements under Article X, Section 20 of the Colorado Constitution (TABOR). The TABOR reserve is estimated to be \$12.1 million. The multi-year obligation budgeted at \$9.3 million covers post employment benefit stipends paid to former eligible certified and classified employees. Approximately 50 certified and 40 classified staff budgeted for this benefit in Fiscal Year 2022-23, and the forecast remains the same for the next 3 years. During Fiscal Year 2021-22 the Board voted on new policy language regarding the Contingency Reserve and Unassigned Fund Balance. Policy 2.4.1.b now requires a sum no less than 4 percent and no more than 8 percent of general fund revenue will be held as unassigned fund balance. The Fiscal Year 2022-23 budget includes unassigned fund balance of 4.5 percent.

Post-Employment Benefits

Previously, the district provided employees with a financial incentive for early retirement. Certified and Classified employees with at least thirteen years of service in the district could elect early retirement. These benefits are based on years of service and a percentage of current base salary. This option is no longer available for Certified employees hired after January 2007, or Classified employees hired after January 2011. The budget is adopted at levels that will support annual payments to individuals after they retire as required by Board of Education approved agreements, resolutions, and retirement incentive plans.

Currently, the General Fund pays retirement incentive payments for most of the eligible employees regardless of whether the employee was paid from the General Fund during all of their employment. The exception is the Before, After, and Summer Enrichment and Food Service funds, which pay their own post-employment benefits. In Fiscal Year 2021-22, \$5.3 million is budgeted for post-employment benefits in the General Fund.

Other Post-Employment Benefits (OPEB)

The district contributes to the Health Care Trust Fund (HCTF), which is a cost-sharing multiple-employer, post-employment health care plan administered by PERA. The HCTF provides a health care premium subsidy to PERA-participating benefit recipients and their eligible beneficiaries. This district is required to contribute at a rate of 1.02 percent of covered salary for all PERA members as set by State of Colorado statute. No member contributions are required.

General Fund Multi-Year Projections

The revenue projections assume base per pupil revenue increasing by inflation, 7 percent in Fiscal Year 2023-24 and 3.8 percent in Fiscal Year 2024-25, the budget stabilization factor is the same dollar amount in Fiscal Year 2023-24 and brought down to \$0 in Fiscal Year 2024-25. Both of these revenue increases are offset by the impact of continued declining enrollment, however the district maintains the use of 5 year averaging over the reporting period. Increases in expenditures assume salary adjustments for a step and step equivalent, health insurance premium adjustments of 5 percent each year, there is a 0.5 percent increase for PERA contribution in Fiscal Year 22-23 (increase to 21.4 percent) and it remains constant in the other years, staffing adjustments associated with enrollment and programmatic changes, and contractual increases in annual software license renewals. Compensation increases will create additional pressure on district expenditures and conversations regarding staffing levels will occur to accommodate increased salary costs. The fund balance is expected to decrease in the forecasted fiscal years but at no time is the unassigned fund balance planned to be less than 4.5 percent. The district monitors and manages fund balance to ensure future uncertainties are addressed without significant interruptions to core educational services.

General Fund revenues and the beginning fund balance are projected to be \$521.0 million in Fiscal Year 2022-23. Estimated expenditures of \$387.1 million and transfers out to other funds of \$74.9 million will leave an estimated ending fund balance of \$59.1 million at the end of the Fiscal Year 2022-23. For the Fiscal Year 2023-24 through 2025-26, per-pupil revenue is projected to increase due to inflation and a reduction of the budget stabilization factor, and these are offset by the continued decline in enrollment. Expenditures in the forecasted years will increase due to increased compensation pressure and inflationary adjustments associated with purchased services and supplies. In all forecasted fiscal years, assumptions include reducing staffing and annual step and step equivalent increases.

Mill Levy Override Elections

Adams 12 Five Star Schools was successful in passing 5 mill levy override elections. These mill levy override elections provide \$65.2 million annually as funding resources for the district.

<u>Year</u>	<u>Amount of Override</u>
1991	\$ 5,400,000
2000	10,200,000
2004	9,900,000
2008	9,900,000
<u>2018</u>	<u>29,829,702</u>
Total	\$ 65,229,702

The mill levy override elections provide funding to continue delivering a high quality education to district students. Examples of how these funds are used are provided below and on the following page.

- Limit class size increases
- Maintain individualized teacher support for struggling students
- Meet the needs of multilingual learners
- Expand CTE programming



- Provide up-to-date textbooks for students
- Continue academic achievement in reading, writing, math, and science
- Maintain the district's rigorous graduation requirements

- Add Counselors and Social Workers at all school levels
- Install facility access cards and add Campus Supervisors at high schools



- Incorporate technology improvements into the curriculum
- Telecommunication enhancements
- Continue to provide Special Education opportunities for students



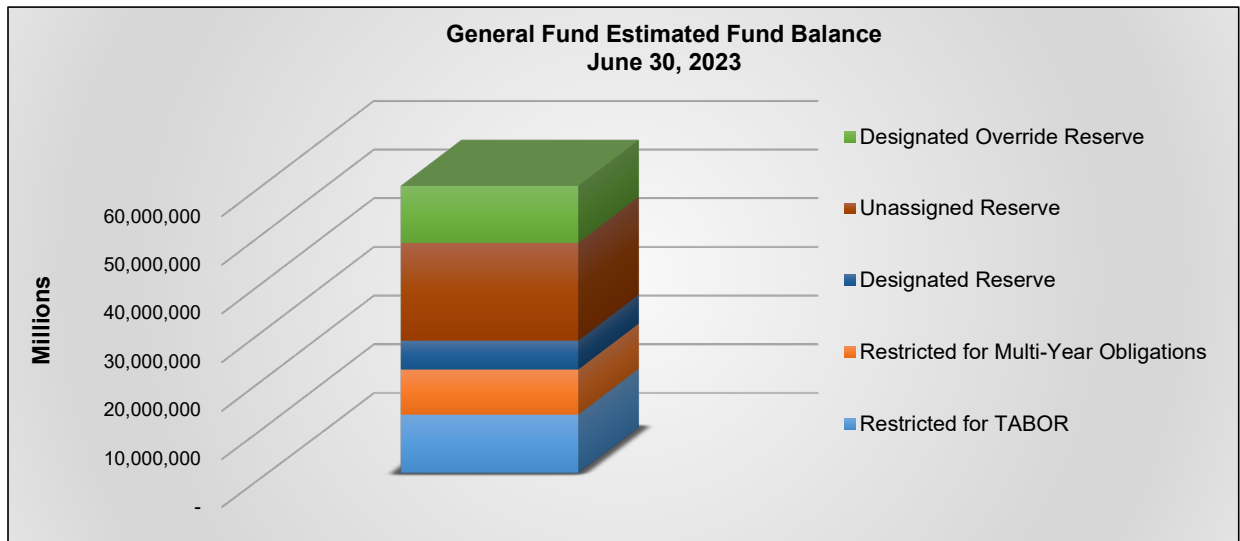
- Smaller Class Sizes
- Teacher Leadership
- Gifted and Talented
- Retention of highly qualified staff
- Increase safety and security

- Maintain excellent district facilities
- Maintenance support
- Offset the increased cost of utilities
- Expand the current senior citizen tax work-off program to more senior citizens



**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND BALANCE
FISCAL YEARS 2018-2019 TO 2022-2023**

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Amended Budget	2022-2023 Adopted Budget
Beginning Fund Balance	\$ 43,657,259	\$ 63,489,960	\$ 81,246,746	\$ 72,574,854	\$ 79,506,141
Revenues	388,913,241	408,824,777	381,593,573	415,984,738	441,537,340
Transfers In	-	-	-	-	-
Total Revenue Sources	388,913,241	408,824,777	381,593,573	415,984,738	441,537,340
Total Resources Available	432,570,500	472,314,737	462,840,319	488,559,592	521,043,481
Expenditures	318,548,988	334,922,328	335,156,383	355,399,650	387,113,680
Transfers Out	50,531,551	56,145,663	55,109,082	68,855,842	74,839,007
Total Expenditures and Transfers Out	369,080,539	391,067,991	390,265,465	424,255,492	461,952,687
Total Revenue Over (Under) Total Expenditures and Transfers Out	19,832,702	17,756,786	(8,671,892)	(8,270,754)	(20,415,347)
Ending Fund Balance:	\$ 63,489,961	\$ 81,246,746	\$ 72,574,854	\$ 64,304,100	\$ 59,090,794



Fiscal Year 2022-2023 Estimated Ending Fund Balance	Amount
Restricted for TABOR	12,105,079
Restricted for Multi-Year Obligations	9,262,272
Designated Reserve	5,929,388
Designated Override Reserve	11,702,711
Unassigned Reserve	20,091,344
Total	\$ 59,090,794

ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2018-2019 TO 2025-2026

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 43,657,259	\$ 63,489,960	\$ 81,246,746	\$ 72,574,854	\$ 79,506,141	\$ 59,090,794	\$ 54,454,271	\$ 50,376,177
Local Support								
Property Taxes	130,386,136	145,201,116	146,491,394	153,297,627	156,703,153	160,088,631	161,958,960	163,857,344
Specific Ownership Taxes	14,314,978	13,704,723	13,025,604	11,914,116	13,183,230	13,446,895	13,648,598	13,853,327
Other Local	33,449	25,122	14,930	16,599	19,112	19,494	19,787	20,083
State Support								
State Equalization	221,675,173	226,389,820	207,218,434	228,680,168	244,046,027	263,147,540	267,625,754	271,540,140
State Categorical	17,607,545	18,596,386	13,094,424	20,241,786	25,637,332	26,117,065	26,508,821	26,906,453
Audit Adjustment & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	1,080,709	902,363	1,029,983	1,039,000	1,145,274	1,168,179	1,185,702	1,203,488
Community Use	389,521	327,350	345,841	325,000	395,912	403,830	409,888	416,036
Transfer In From Other Funds	-	-	-	-	-	-	-	-
Earnings on Investment	2,996,834	3,347,434	162,820	189,042	175,000	178,500	181,178	183,895
Other Miscellaneous	428,895	330,464	210,144	281,400	232,300	236,947	240,500	244,108
Total Revenue	388,913,241	408,824,777	381,593,573	415,984,738	441,537,340	464,807,081	471,779,188	478,224,874
Total Available Resources	432,570,500	472,314,737	462,840,319	488,559,592	521,043,481	523,897,875	526,233,459	528,601,051
Expenditures								
Employee Salaries	219,103,469	232,061,958	237,514,751	247,992,015	269,592,889	271,523,057	273,626,912	275,747,072
Employee Benefits	71,882,393	76,124,115	73,835,679	82,849,057	91,616,120	92,165,817	92,880,102	93,599,474
Purchased Services	16,096,438	15,860,228	15,744,999	12,025,084	11,896,200	11,967,577	12,060,326	12,153,345
Supplies & Materials	7,418,359	6,107,758	6,071,558	9,944,768	8,094,927	8,143,497	8,206,609	8,269,761
Utilities	8,179,138	7,221,677	7,907,403	8,328,373	9,084,981	9,139,491	9,210,322	9,281,253
Property/Equipment	1,826,451	2,629,895	812,125	958,814	471,840	474,671	478,350	481,608
Debt Service	527,979	527,980	-	-	-	-	-	(449)
Internal Charge/Reimbursements	(6,651,605)	(5,808,357)	(6,913,390)	(7,659,369)	(4,627,526)	(4,655,291)	(4,691,370)	(4,728,177)
Other Expenditures	166,366	197,075	183,257	248,693	301,782	303,593	305,946	307,868
Contingency Reserve	-	-	-	712,215	682,467	686,562	691,883	696,796
Total Expenditures	318,548,988	334,922,328	335,156,383	355,399,650	387,113,680	389,748,974	392,769,080	395,808,551
Transfers								
Allocations to Charter Schools	29,981,478	35,487,122	34,423,655	38,336,199	40,974,228	42,221,661	42,939,428	43,669,398
Charter School Service Charges	(828,854)	(1,120,322)	(1,125,164)	(1,198,779)	(1,199,448)	(1,245,147)	(1,266,314)	(1,287,841)
Transfer to Governmental								
Designated Grant Fund	-	-	-	-	-	-	-	-
Transfer to BASE Fund	80,461	-	2,278,610	-	-	-	-	-
Transfer for Athletic Subsidy	1,428,019	1,333,019	1,423,719	1,517,237	3,618,320	3,756,178	3,820,033	3,884,974
Transfer to Capital Reserve	11,526,056	6,911,056	6,803,436	2,075,226	4,167,851	4,326,646	4,400,199	4,475,002
Transfer to Instructional Special Revenue Fund	4,176,287	9,550,207	7,541,064	4,457,756	4,335,093	4,500,260	4,576,764	4,654,569
Transfer to Other Funds for Prior Year Commitments	236,116	213,713	217,774	235,322	236,130	245,127	249,294	253,532
Transfer to Information Technology Fund	-	-	-	19,952,046	19,095,718	19,823,265	20,160,261	20,502,985
Transfer to Insurance Reserve	3,931,988	3,770,868	3,545,988	3,480,835	3,611,115	3,748,698	3,812,426	3,877,237
Total Transfers	50,531,551	56,145,663	55,109,082	68,855,842	74,839,007	77,376,688	78,692,091	80,029,856
Total Year End Expenditures & Transfers	369,080,539	391,067,991	390,265,465	424,255,492	461,952,687	467,125,662	471,461,171	475,838,407
Reserves Designated								
TABOR Reserve	8,405,314	8,800,277	10,126,932	11,294,908	12,105,079	12,718,056	12,927,219	13,136,382
Reserved for Multi-Year Obligations	10,975,952	10,975,952	10,975,952	9,921,570	9,262,272	9,262,272	9,262,272	9,262,272
Contingency Reserve - 3% Per Board Policy	8,405,314	8,800,277	10,126,932	11,294,908	-	-	-	-
Encumbrances and Carryover	1,496,917	192,335	262,476	-	-	-	-	-
Designated Reserve Commitments	6,095,819	6,511,054	1,839,435	3,915,925	3,305,622	3,305,622	3,305,622	3,305,622
School Carryforward	896,211	367,987	3,205,597	-	2,623,766	-	-	-
CPP Reserve	-	-	-	-	-	-	-	-
Assigned	-	12,967,403	1,784,470	-	-	-	-	-
Designated Override Reserve	18,798,836	20,202,175	22,456,911	21,470,540	11,702,711	10,226,105	7,714,798	5,203,491
Unassigned	8,415,598	12,429,285	11,796,149	6,406,249	20,091,344	21,260,158	21,562,377	21,854,877
Ending Fund Balance	\$ 63,489,960	\$ 81,246,746	\$ 72,574,854	\$ 64,304,100	\$ 59,090,794	\$ 56,772,213	\$ 54,772,288	\$ 52,762,644
Total Appropriations	432,570,499	472,314,737	462,840,319	488,559,592	521,043,481	523,897,875	526,233,459	528,601,051

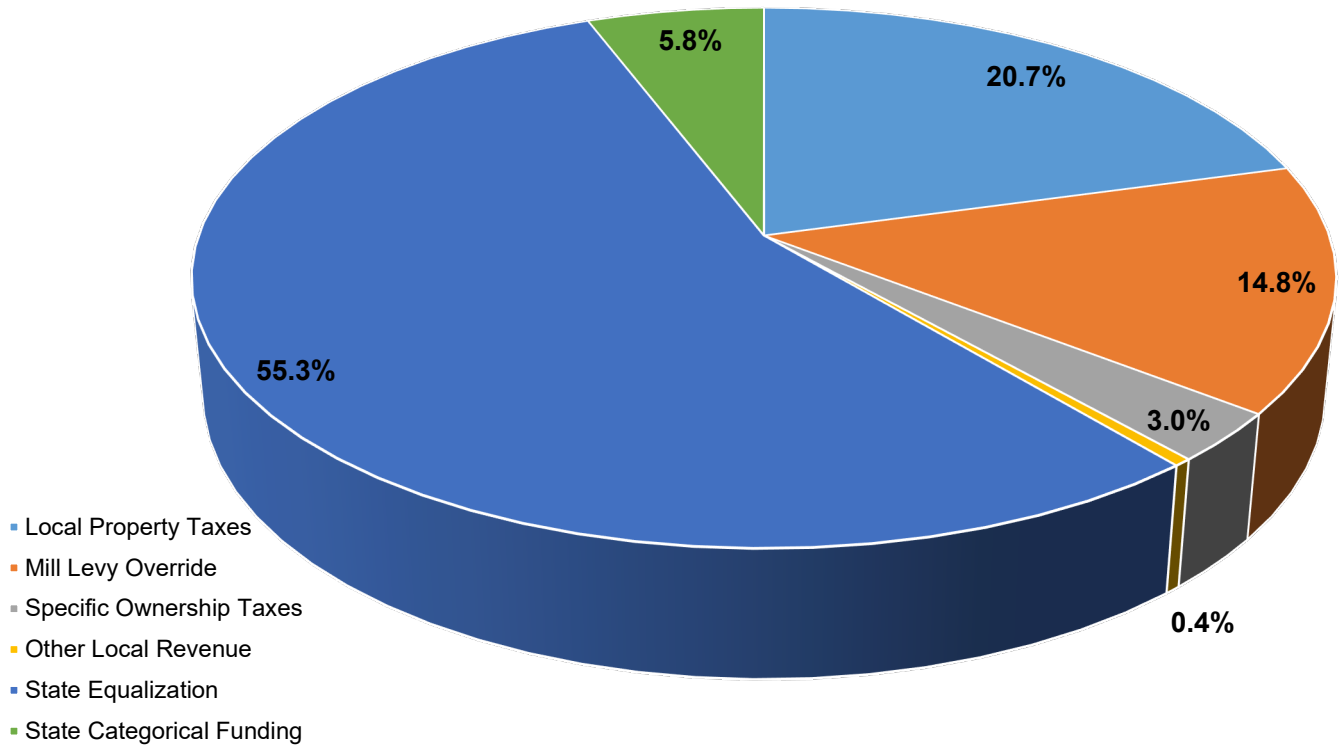
- Appropriations include total expenses, transfers, and designated reserves, inclusive of the charter school per pupil allocation as required by CRS-22-44-105 and CRS-22-30.5-112.

**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF REVENUES
FISCAL YEARS 2018-2019 TO 2022-2023**

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	Actual	Actual	Actual	Amended Budget	Adopted Budget
Local Revenues					
Base Property Taxes	\$ 67,803,836	\$ 81,824,789	\$ 82,277,888	\$ 88,571,484	\$ 90,911,478
Mill Levy Override Elections	62,400,000	63,129,000	63,655,851	64,220,968	65,229,702
Delinquent Taxes	182,300	247,327	557,655	505,175	561,973
Specific Ownership Taxes	14,314,978	13,704,723	13,025,604	11,914,116	13,183,230
Community Use	389,521	327,350	345,841	325,000	395,912
Investment Earnings	2,996,834	3,347,434	162,820	189,042	175,000
Tuition/Fees	1,080,709	902,363	1,029,983	1,039,000	1,145,274
Other Local	462,345	355,585	225,073	297,999	251,412
Total Local Revenues	149,630,524	163,838,572	161,280,715	167,062,784	171,853,981
State Revenues					
State Equalization	221,675,173	226,389,820	207,218,434	228,680,168	244,046,027
Special Education	7,716,229	9,057,632	9,127,092	9,573,286	12,693,754
Transportation	2,128,639	2,156,762	2,235,208	2,136,790	2,109,379
Career and Technical Education	1,296,718	986,662	1,323,064	2,159,507	1,787,889
Gifted and Talented Program	368,117	374,494	373,459	375,628	374,121
English Language Proficiency Act	-	-	-	-	1,345,809
Hold Harmless Full Day Kindergarten	200,108	-	-	-	-
State Other	5,897,734	6,020,835	35,601	5,996,575	7,326,380
Total State Revenues	239,282,718	244,986,205	220,312,858	248,921,954	269,683,359
Total Revenues	388,913,242	408,824,777	381,593,573	415,984,738	441,537,340
Transfers In	-	-	-	-	-
Total Revenues and Transfers In	\$ 388,913,241	\$ 408,824,777	\$ 381,593,573	\$ 415,984,738	\$ 441,537,340

- In Fiscal Year 2018-19, the district passed a mill levy override for \$27 million, which will increase with inflation in subsequent years.
- Prior to Fiscal Year 2008-09, CPP had a full-day kindergarten component in which preschool slots were set aside for full day kindergarten. When the set aside was eliminated, a "hold harmless" provision was established that essentially provided funding in perpetuity. Due to legislation passed in Fiscal Year 2018-19 to fully fund kindergarten, this funding source is eliminated.

**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF REVENUES
FISCAL YEAR 2022-2023**



General Fund Revenue Summary	Amount	Percent
Local Property Taxes	\$ 91,473,451	20.7%
Mill Levy Override	65,229,702	14.8%
Specific Ownership Taxes	13,183,230	3.0%
Other Local Revenue	1,967,598	0.4%
State Equalization	244,046,027	55.3%
State Categorical Funding	25,637,332	5.8%
Total Revenue	\$ 441,537,340	100.0%

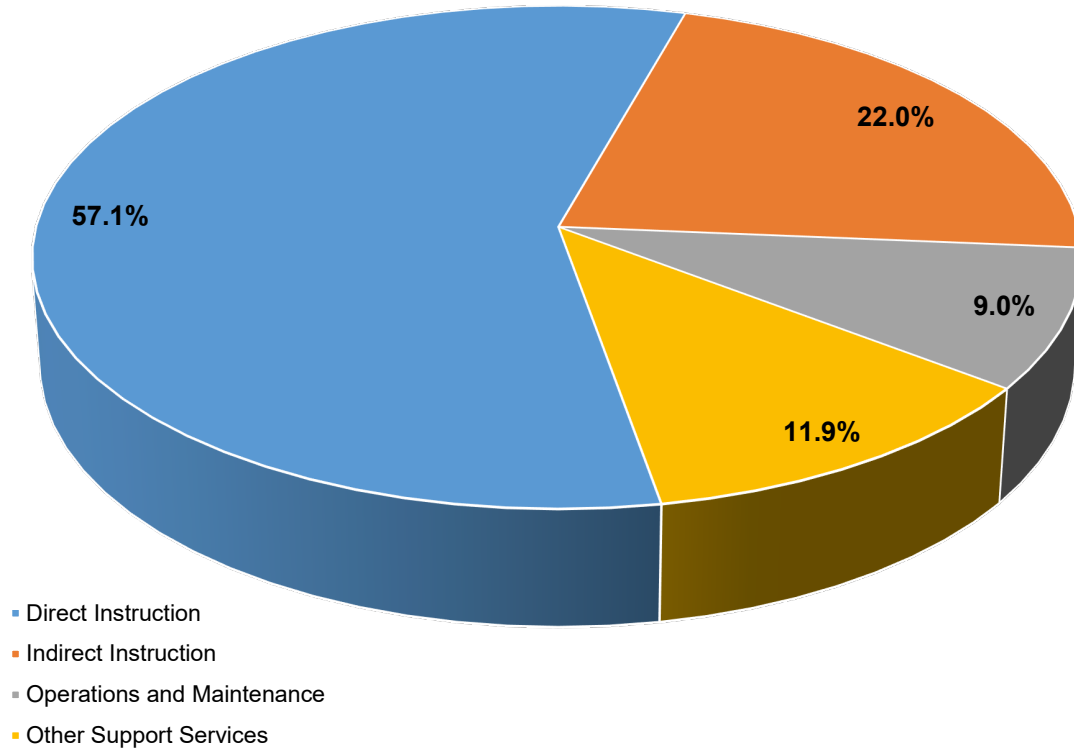
**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
EXPENDITURES BY PROGRAM
FISCAL YEARS 2018-2019 TO 2022-2023**

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2022-2023 Budget	Percent by Type
Direct Instruction						
Elementary Education	\$ 55,467,712	\$ 54,735,689	\$ 56,088,677	\$ 57,417,115	\$ 62,397,441	16.1%
K-8 Education	11,029,448	12,638,410	13,118,187	13,151,827	15,415,376	4.0%
Middle School Education	29,090,094	28,248,407	29,553,354	26,184,968	28,312,272	7.3%
High School Education	41,251,212	40,394,159	41,556,153	39,658,402	44,388,955	11.5%
Other Regular Education	20,240,125	27,380,734	26,260,755	27,774,969	28,776,691	7.4%
Special Education	35,484,014	35,689,907	36,450,476	40,250,435	41,940,281	10.8%
Total - Direct Instruction	192,562,605	199,087,306	203,027,602	204,437,716	221,231,016	57.1%
Indirect Instruction						
Student Support Services	17,606,460	18,959,061	21,193,106	22,760,543	23,362,056	6.0%
Instructional Staff Services	18,485,795	22,560,515	21,664,450	27,379,588	29,695,486	7.7%
School Administration	27,303,056	28,103,170	28,078,843	32,907,192	31,935,677	8.2%
Total - Indirect Instruction	63,395,311	69,622,746	70,936,399	83,047,323	84,993,219	21.9%
Total Instruction	255,957,916	268,710,052	273,964,001	287,485,039	306,224,235	79.0%
Other Programs						
General Administration	2,557,758	2,348,410	2,319,697	2,814,203	3,290,376	0.8%
Business/Fiscal Services	2,913,842	2,743,076	2,762,039	3,555,886	3,202,857	0.8%
Procurement and Warehouse	1,887,902	1,740,542	1,514,505	1,559,544	1,444,924	0.4%
Printing, Publishing, and Duplicating	(81,600)	198,178	256,672	16,391	-	0.0%
Operations and Maintenance	17,585,482	17,471,333	17,616,401	20,607,300	21,247,765	5.5%
Energy/Utilities	7,827,083	7,515,947	7,928,714	8,097,284	8,876,920	2.3%
Safety Services	3,592,094	3,961,402	4,007,474	4,683,600	4,802,583	1.2%
Pupil Transportation Services	12,256,501	12,853,492	9,385,593	12,289,625	12,711,800	3.3%
Communications	539,177	645,149	572,739	623,838	767,887	0.2%
Staff Services	3,490,955	3,990,324	4,062,251	4,989,016	5,984,229	1.5%
Information Technology	9,549,491	9,998,698	10,946,417	603,962	606,591	0.2%
Other Support Services	1,600,782	2,665,298	2,128,972	3,298,734	4,889,128	1.3%
Community Services	210,040	234,404	234,407	393,525	250,258	0.1%
Construction and Facility Development	260,603	405,016	491,385	327,066	1,415,837	0.4%
Debt Service	527,980	527,980	-	-	-	0.0%
District-Wide Indirect Costs	(2,127,018)	(1,086,973)	(3,034,884)	(4,611,153)	(2,114,794)	-0.5%
Other District-Wide	-	-	-	8,665,790	13,513,084	3.5%
Total Other Programs	62,591,072	66,212,276	61,192,382	67,914,611	80,889,445	21.0%
Total Expenditures Before Transfers	318,548,988	334,922,328	335,156,383	355,399,650	387,113,680	100.0%
Transfers Out	50,531,551	56,145,663	55,109,082	68,855,842	74,839,007	
Total Expenditures and Transfers	\$ 369,080,539	\$ 391,067,991	\$ 390,265,465	\$ 424,255,492	\$ 461,952,687	

- Other District-Wide category includes budget additional pay items not already placed in each location's budget. These allocations will be moved moved to the appropriate schools and departments in the Amended Budget.

- Beginning in Fiscal Year 2021-2022, Printing, Publishing, and Duplicating along with the Information Technology programs moved into their own fund.

**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
EXPENDITURES BY PROGRAM
FISCAL YEAR 2022-2023**



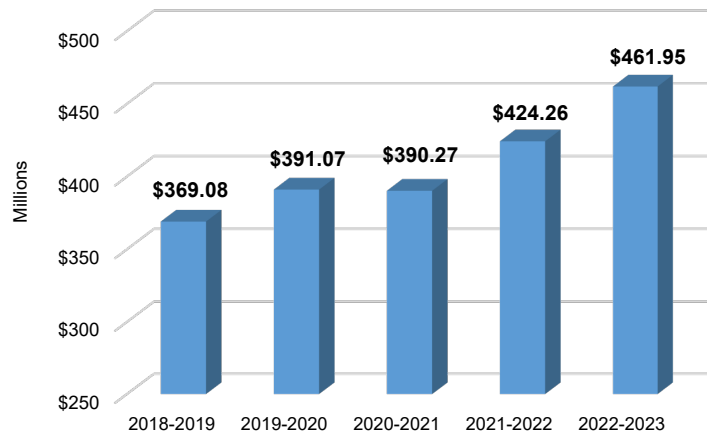
79.1% of General Fund expenditures consist of instructional program costs

General Fund Expenditures by Program		Amount	Percent
Direct Instruction	\$	221,231,016	57.1%
Indirect Instruction		84,993,219	22.0%
Operations and Maintenance		34,927,268	9.0%
Other Support Services		45,962,177	11.9%
Total	\$	387,113,680	100.0%

**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF EXPENDITURES BY OBJECT
FISCAL YEARS 2018-2019 TO 2022-2023**

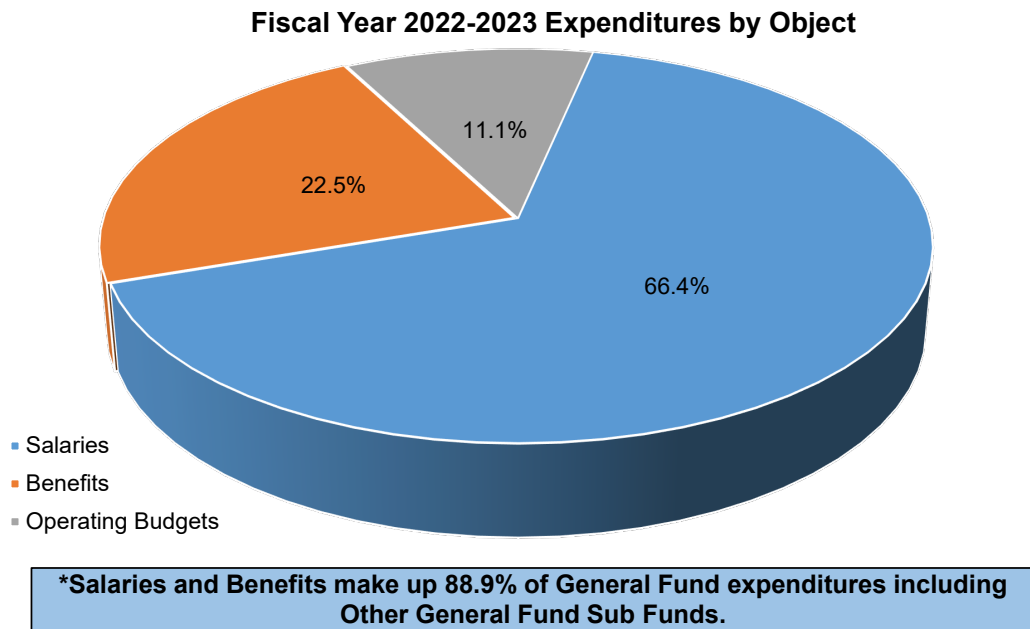
	2018-2019		2019-2020	
	Actual	% of Total	Actual	% of Total
Salaries				
Administrative	\$ 15,280,539	4.8%	\$ 15,974,677	4.8%
Certified	148,399,820	46.6%	156,022,173	46.6%
Professional/Technical	10,814,950	3.4%	12,679,192	3.8%
Paraprofessionals	15,579,339	4.9%	17,289,261	5.2%
Office Support	10,689,536	3.4%	11,224,139	3.4%
Crafts, Trades, and Services	18,339,285	5.8%	18,872,516	5.6%
Total Salaries	219,103,469	68.9%	232,061,958	69.4%
Benefits				
PERA and Medicare	44,481,306	14.0%	47,595,202	14.2%
Insurances and Other Benefits	27,401,086	8.6%	28,528,913	8.5%
Total Benefits	71,882,392	22.6%	76,124,115	22.7%
Total Salaries and Benefits	290,985,861	91.5%	308,186,073	92.1%
Operating Budgets	27,563,127	8.7%	26,736,255	8.0%
Transfers to Other Funds	50,531,551		56,145,663	
Total - Expenditures and Transfers	\$ 369,080,539		\$ 391,067,991	

**Five-Year Comparison
of Total Expenditures & Transfers**



**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF EXPENDITURES BY OBJECT
FISCAL YEARS 2018-2019 TO 2022-2023**

	2020-2021		2021-2022		2022-2023	
	Actual	% of Total	Amended Budget	% of Total	Adopted Budget	% of Total
Salaries						
Administrative	\$ 16,296,603	4.9%	\$ 17,538,429	4.9%	\$ 18,817,139	4.9%
Certified	162,252,577	48.4%	163,481,961	46.0%	178,364,389	46.1%
Professional/Technical	13,032,851	3.9%	9,867,053	2.8%	11,644,932	3.0%
Paraprofessionals	16,928,722	5.1%	22,778,867	6.4%	25,500,973	6.6%
Office Support	11,451,299	3.4%	13,090,511	3.7%	13,734,145	3.5%
Crafts, Trades, and Services	17,552,699	5.2%	21,235,194	6.0%	21,531,311	5.6%
Total Salaries	237,514,751	70.9%	247,992,015	69.8%	269,592,889	69.7%
Benefits						
PERA and Medicare	50,135,780	15.0%	54,233,320	15.3%	60,003,976	15.5%
Insurances and Other Benefits	23,699,899	7.1%	28,615,737	8.1%	31,612,144	8.2%
Total Benefits	73,835,679	22.1%	82,849,057	23.4%	91,616,120	23.7%
Total Salaries and Benefits	311,350,430	93.0%	330,841,072	93.2%	361,209,009	93.4%
Operating Budgets	23,805,953	7.1%	24,558,578	6.9%	25,904,671	6.7%
Transfers to Other Funds	55,109,082		68,855,842		74,839,007	
Total - Expenditures and Transfers	\$ 390,265,465		\$ 424,255,492		\$ 461,952,687	



* When calculating the percentage of salaries and benefits to total expenditures, transfers out to General Fund Sub Funds associated with salary and benefits were included in the calculation.

**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF FULL TIME EQUIVALENT (FTE) STAFFING
FISCAL YEARS 2018-2019 TO 2022-2023**

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023 Net Change
Schools						
Elementary Schools	842.96	874.15	841.73	895.64	868.15	(27.49)
K-8 Schools	170.74	202.40	208.25	216.03	210.66	(5.37)
Middle Schools	418.00	432.79	423.41	410.69	387.28	(23.41)
High Schools/Alternative Schools	667.20	699.76	727.67	685.33	734.84	49.51
Total Schools	2,098.90	2,209.10	2,201.06	2,207.69	2,200.93	(6.76)
Instructional Departments						
Adams 12 Five Star Online Program	-	-	-	63.90	-	(63.90)
Advanced Academics and Gifted Services	2.65	3.00	2.50	2.50	17.75	15.25
Co-Curricular Activities	2.50	2.50	2.50	2.50	2.50	-
Co-Curricular Electives	1.00	1.00	-	1.00	1.00	-
Counseling, CTE and Concurrent Enrollment	-	1.00	1.00	4.00	5.00	1.00
Culturally & Linguistically Diverse Education	75.20	100.10	100.10	103.87	127.32	23.45
Curriculum and Instruction	16.00	15.00	15.00	16.00	16.00	-
Early Childhood Student Support Services	160.25	189.70	189.97	188.40	187.05	(1.35)
Induction	1.00	1.00	1.00	1.00	1.00	-
Instructional Technology and Library Services	3.00	3.00	3.00	3.00	3.00	-
Learning Services	27.30	90.80	87.80	87.30	91.80	4.50
PEAK	5.76	5.79	5.67	5.67	5.68	0.01
School Effectiveness and Accountability	5.00	6.00	6.00	6.00	6.00	-
Student Engagement Initiatives	57.90	57.61	58.63	63.40	62.37	(1.03)
Student Support Services	504.87	529.55	529.23	535.71	548.61	12.90
Teacher and Principal Professional Learning	1.75	1.75	1.75	0.75	25.60	24.85
Total Instructional Departments	864.18	1,007.80	1,004.15	1,085.00	1,100.68	15.68
Support Departments						
Athletic Venues	4.87	4.87	4.87	4.62	4.62	-
Board of Education	1.00	1.00	1.00	1.00	1.00	-
Business Services	4.14	3.14	3.14	3.14	4.10	0.96
Communication Services	5.20	5.70	6.70	6.20	7.20	1.00
Custodial Services	186.08	186.08	186.08	189.08	189.08	-
Energy and Sustainability	2.95	2.95	2.95	2.95	3.00	0.05
Facilities Planning and Development	0.75	0.75	0.75	0.75	9.00	8.25
Financial Services	21.00	21.00	21.00	22.00	22.00	-
Human Resources	23.50	24.50	25.50	26.50	28.27	1.77
Information Technology/IT Maintenance	38.00	38.00	40.00	-	-	-
Instructional Materials Center	4.00	4.00	4.00	-	-	-
Office of Policy and Legal Services	2.50	2.50	2.50	2.50	2.50	-
Office of Superintendent	1.95	1.50	1.50	1.50	1.50	-
Office of Deputy Superintendent	-	0.95	2.85	4.75	7.00	2.25
Operations and Maintenance	55.00	55.00	56.50	57.50	57.50	-
Print Studio/Records	7.75	7.75	8.00	-	-	-
Procurement	4.00	4.00	4.00	5.00	6.00	1.00
Pupil Transportation Services	171.89	180.91	185.50	186.50	186.50	-
Safe & Secure Environment	0.50	0.50	0.50	0.50	1.00	0.50
Safety Services	12.51	14.48	13.98	15.58	15.58	-
Warehouse	11.00	11.00	11.00	10.00	9.00	(1.00)
Total Support Departments	558.59	570.58	582.32	540.07	554.85	14.78
Total General Fund FTE	3,521.67	3,787.48	3,787.53	3,832.76	3,856.46	23.70

Explanation of Changes in Staffing

Schools

- Due to overall declining enrollment and the use of one-time federal funds in prior years, FTE was reduced at Elementary, K-8, and Middle Schools.
- Adams 12 Five Star Online was classified as a program in Fiscal Year 2021-22, in Fiscal Year 2022-23 it was designated as a school. FTE for High/Alternative Schools increased due to this change, however there was an overall decrease in enrollment for this category.

Instructional Departments

- The Advanced Academics and Gifted Services department added 15.00 GT Advocate FTE.
- The Counseling, CTE, and Concurrent Enrollment department gained a 1.00 STEM Coordinator from the Learning Services department.
- In Fiscal Year 2022-23 funding from the state English Language Proficiency Act was moved from the Designated-Purpose Grant Fund into the General Fund increasing the FTE in the Culturally & Linguistic Diverse Education department.
- The Learning Services department added 2.00 Content Coordinator and 0.50 Literacy Interventionist from the READ Act. Staff previously budgeted in the Adams 12 Five Start Online program moved into Learning Services to include a 1.00 Social Emotional Learning Specialist, 2.00 Instructional Coaches, and 0.50 Academic Interventionist. Other movements include the reduction of 1.00 STEM Coordinator to the Counseling, CTE, and Concurrent Enrollment department and 0.50 Instructional Coach moved to the Teacher and Principal Professional Learning department.
- The Student Support Services department added 6.00 FTE that were previously budgeted in the Adams 12 Five Star Online program. Additionally 7.08 FTE were added to expand programing throughout the district.
- The Teacher and Principal Professional Learning department added 25.00 Instructional Coaches that will work in schools throughout the district. These FTE were funded through the 5c Teacher Leadership program.

Support Departments

The following positions were budgeted in the Building Fund in Fiscal Year 2021-22 as general administration in support of the 2016 Bond projects. The following positions will move to the General Fund in Fiscal Year 2022-23:

- FTE associated with construction support, 8.80 FTE were moved. Positions include Director of Construction, Director of Facilities Design, Construction Project Managers, Facility Planners, Energy & Sustainability and Environmental Managers, and Construction support staff.
- Other district FTE that were partially funded in the Building Fund due to their oversight of the bond include the Chief Operating Officer, Deputy Superintendent, Senior Planning Manager, and Bond Communication Specialist.

Other support department FTE changes during Fiscal Year 2022-23 include:

- 1.77 FTE moved to the Human Resources department from the Insurance Reserve Fund for staff interpreters.
- The Office of Deputy Superintendent added a 1.00 Coordinator of Equity/Engagement and a 1.00 Ombudsman.
- A Senior Buyer position moved from the Warehouse into the Procurement department.



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Other District Funds



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Insurance Reserve - Sub Fund of the General Fund

Statement of Program

The Insurance Reserve Fund is used to account for the resources to self-insure a portion of the district's liability, property, cyber, auto and workers' compensation insurance needs, and also provide essential risk management activities throughout the district. Funding is provided for:

- Safety training programs
- Weather forecasting tools for district safety
- Employee physicals and driver monitoring programs for district safety
- Insurance premiums and deductibles

The district has procured insurance policies from the Colorado School Districts Self Insurance Pool (CSDSIP) for cyber, property, and liability coverage and from Pinnacol Assurance for workers' compensation coverage. Risk Management purchases Foreign Liability Insurance (FLI), a surety bond for Commercial Driver License (CDL) training, and a Workers Compensation (WC) surety bond from Arthur J. Gallagher. Risk Management works with an insurance broker to determine appropriate coverage limits and deductibles. Workers' compensation costs include insurance premiums, deductibles per claim, and claim administration fees charged by Pinnacol Assurance. The district has a \$0.5 million deductible per WC claim which is capped at an annual aggregate of \$1.5 million. The claim handling fee is 8 percent of paid claims which is capped once a claim meets the \$0.5 million deductible. The beginning fund balance is estimated to be \$4.3M for Fiscal Year (FY) 2022-23, based on the forecasted year end instead of the amended budgets ending fund balance. This fund balance amount contains self-insured workers compensation claims of \$1.5M, one month of reserves \$0.3 million, and insurance reserves containing the remaining. The budgeted transfers made to the Insurance Reserve Fund from the general fund will provide additional revenue of \$3.6M to fund insurance premiums, salaries, benefits, and annual increases.

Expenditures for the Insurance Reserve Fund regarding Supplies & Materials, Property & Equipment, Internal Charges/Reimbursements, and Other Expenditures are expected to remain stable over the next few years and will be funded by the insurance reserves. The insurance reserves are budgeted to decrease by \$359,077 used to fund deductibles in FY 2022-23.



**ADAMS 12 FIVE STAR SCHOOLS
INSURANCE RESERVE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2018-2019 TO 2025-2026**

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 4,113,142	\$ 4,393,292	\$ 4,679,883	\$ 4,820,568	\$ 4,310,728	\$ 3,946,648	\$ 3,575,307	\$ 3,225,153
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	-	-	-	-	-	-	-	-
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	3,931,988	3,770,868	3,545,988	3,480,835	3,611,115	3,665,282	3,720,261	3,776,065
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	1,305	194,794	156,412	1,100	-	-	-	-
Total Revenues	3,933,293	3,965,662	3,702,400	3,481,935	3,611,115	3,665,282	3,720,261	3,776,065
Total Available Resources	8,046,435	8,358,954	8,382,281	8,302,503	7,921,843	7,611,930	7,295,568	7,001,218
Expenditures								
Employee Salaries	256,549	297,720	303,598	261,510	275,967	278,768	281,598	284,456
Employee Benefits	73,810	89,148	92,431	83,416	88,516	90,854	91,762	92,679
Purchased Services	3,045,154	3,177,723	3,108,411	3,308,892	3,541,866	3,598,151	3,628,205	3,738,379
Supplies & Materials	20,825	22,344	7,294	20,000	20,000	20,000	20,000	20,000
Utilities	-	240	-	-	-	-	-	-
Property/Equipment	4,448	-	5,273	1,000	846	850	850	850
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	191,200	139,322	64,745	456,689	46,500	46,500	46,500	46,500
Other Expenditures	61,157	(47,427)	(20,037)	1,500	1,500	1,500	1,500	1,500
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	3,653,143	3,679,071	3,561,714	4,133,007	3,975,195	4,036,623	4,070,415	4,184,364
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	3,653,143	3,679,071	3,561,714	4,133,007	3,975,195	4,036,623	4,070,415	4,184,364
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Insurance Reserve Fund	4,393,292	4,679,883	4,820,567	4,169,496	3,946,648	3,575,307	3,225,153	2,816,854
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 4,393,292	\$ 4,679,883	\$ 4,820,567	\$ 4,169,496	\$ 3,946,648	\$ 3,575,307	\$ 3,225,153	\$ 2,816,854
Total Appropriations	\$ 8,046,435	\$ 8,358,954	\$ 8,382,281	\$ 8,302,503	\$ 7,921,843	\$ 7,611,930	\$ 7,295,568	\$ 7,001,218

Informational Technology - Sub Fund of the General Fund

Statement of Program

The Information Technology Fund is used to account for the resources utilized in the provisioning and upkeep of district-wide technology, cybersecurity, and general support needed to ensure that systems are reliable and stable while supporting operations across the district. Funding is provided for various technology needs across the district including:

- Software Applications and Data Systems
- School and District Networks
- End-User Technologies, including Classroom and Instructional Technology
- Cybersecurity, and strategic technology projects

Technology has been the backbone of the district's operations during the pandemic, and many new systems and services were brought online to ensure that the staff and students could engage in teaching and learning in a safe manner throughout the school year. Around 30,000 Chromebooks and 1,000 hotspots were loaned out to students and families, new learning platforms and digital curriculum were rolled out almost overnight, and a new helpdesk for family tech support was established to ensure that thousands of students and families could receive prompt support. Due to the growth involved with Informational Technology, the decision was to move this out of the General Fund departments and create a Sub Fund for future years starting in Fiscal Year 2021-22.



**ADAMS 12 FIVE STAR SCHOOLS
INFORMATION TECHNOLOGY FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2018-2019 TO 2025-2026**

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 1,549,147	\$ 1,779,574	\$ 1,810,738	\$ 1,840,437
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	-	-	-	-	-	-	-	-
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	-	-	19,952,046	19,095,718	19,477,632	19,867,185	20,264,529
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	19,952,046	19,095,718	19,477,632	19,867,185	20,264,529
Total Available Resources	-	-	-	19,952,046	20,644,865	21,257,206	21,677,923	22,104,966
Expenditures								
Employee Salaries	-	-	-	5,741,967	6,163,386	6,379,105	6,602,374	6,833,457
Employee Benefits	-	-	-	1,676,429	1,870,229	1,935,687	2,003,436	2,073,556
Purchased Services	-	-	-	8,863,036	8,707,677	9,007,677	9,107,677	9,207,677
Supplies & Materials	-	-	-	278,513	172,275	172,275	172,275	172,275
Utilities	-	-	-	39,414	39,600	39,600	39,600	39,600
Property/Equipment	-	-	-	286,140	2,538,207	2,538,207	2,538,207	2,538,207
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	-	-	-	(1,057,950)	(1,025,500)	(1,025,500)	(1,025,500)	(1,025,500)
Other Expenditures	-	-	-	8,300	8,720	8,720	8,720	8,720
Contingency Reserve	-	-	-	370,894	390,697	390,697	390,697	390,697
Total Expenditures	-	-	-	16,206,743	18,865,291	19,446,468	19,837,486	20,238,689
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Governmental Designated Grant Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	-	-	-	16,206,743	18,865,291	19,446,468	19,837,486	20,238,689
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Information Technology Fund	-	-	-	3,556,255	1,613,853	1,645,017	1,674,716	1,700,556
CPP Reserve	-	-	-	-	-	-	-	-
Designated Override Reserve	-	-	-	189,048	165,721	165,721	165,721	165,721
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ 3,745,303	\$ 1,779,574	\$ 1,810,738	\$ 1,840,437	\$ 1,866,277
Total Appropriations	\$ -	\$ -	\$ -	\$ 19,952,046	\$ 20,644,865	\$ 21,257,206	\$ 21,677,923	\$ 22,104,966

- The Information Technology Fund is new in Fiscal Year 2021-2022, expenditures were previously in the General Fund.

Instructional Revenue Fund

Statement of Program

This fund was originally created in Fiscal Year 2016-17 for the purpose of recording revenues collected from tuition and expenses incurred for the Extended Day Kindergarten Program (EDKP), as well as revenues and expenditures for textbooks. In Fiscal Years 2018-19 through 2022-23 revenues for tuition based Preschool at participating locations are included in this budget.

Beginning in Fiscal Year 2019-20, due to the passage of HB19-1262, which increased state funding for Kindergarten students from 0.58 to 1.00 FTE in pupil funding, the district no longer charges or collects tuition for full-day Kindergarten students. Fiscal Year 2020-21 was the last year the General Fund transferred funds into the Instructional Revenue Fund to cover half the cost of certified staff and paraprofessional associated with kindergarten classrooms. Beginning in Fiscal Year 2021-22 those expenditures are now budgeted as part of the General Fund. Remaining budgeted expenditures for Fiscal Year 2022-23 include mill levy override funds allocated for textbooks, Preschool at participating locations, and a small remaining fund balance for literacy.



**ADAMS 12 FIVE STAR SCHOOLS
INSTRUCTIONAL REVENUE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2018-2019 TO 2025-2026**

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 4,723,594	\$ 6,990,678	\$ 10,234,340	\$ 8,464,354	\$ 10,407,771	\$ 10,851,173	\$ 11,825,699	\$ 12,806,214
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	-	-	-	-	-	-	-	-
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	14,140	964,185	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	2,349,713	360,219	41,823	-	395,106	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	4,176,287	9,550,207	7,541,064	4,457,756	4,335,093	4,500,260	4,576,764	4,654,569
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	6,540,140	10,874,611	7,582,887	4,457,756	4,730,199	4,500,260	4,576,764	4,654,569
Total Available Resources	11,263,733	17,865,289	17,817,227	12,922,110	15,137,970	15,351,433	16,402,463	17,460,783
Expenditures								
Employee Salaries	1,686,296	3,823,896	3,603,948	146,261	602,260	-	-	-
Employee Benefits	539,982	1,213,027	1,158,885	47,857	227,335	-	-	-
Purchased Services	46,400	120,672	79,173	82,728	-	-	-	-
Supplies & Materials	1,985,672	1,126,203	4,165,148	4,227,599	3,456,602	3,525,734	3,596,249	3,668,174
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	14,140	1,345,774	345,234	-	-	-	-	-
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	566	1,377	484	-	-	-	-	-
Other Expenditures	-	-	-	-	600	-	-	-
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	4,273,056	7,630,950	9,352,872	4,504,445	4,286,797	3,525,734	3,596,249	3,668,174
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Transfer to Insurance Reserve	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	4,273,056	7,630,950	9,352,872	4,504,445	4,286,797	3,525,734	3,596,249	3,668,174
Reserves Designated								
TABOR Reserve	196,204	326,238	227,487	133,733	11,853	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Instructional Special Revenue Fund	4,008,186	5,506,801	4,628,944	4,457,106	5,889,243	6,974,624	8,052,160	9,133,636
CPP Reserve	-	-	-	-	-	-	-	-
Designated Override Reserve	2,786,287	4,401,301	3,607,923	3,826,826	4,950,077	4,851,075	4,754,054	4,658,973
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 6,990,677	\$ 10,234,340	\$ 8,464,354	\$ 8,417,665	\$ 10,851,173	\$ 11,825,699	\$ 12,806,214	\$ 13,792,609
Total Appropriations	\$ 11,263,733	\$ 17,865,290	\$ 17,817,226	\$ 12,922,110	\$ 15,137,970	\$ 15,351,433	\$ 16,402,463	\$ 17,460,783

Governmental Designated-Purpose Grants Fund

The Governmental Designated-Purpose Grants fund is provided to maintain separate accounting for fully funded Federal and State grant programs. These programs are restricted as to the type of expenditures permitted and normally have a different fiscal period than that of the district. This may leave some resources available for use in the next fiscal year. These grant funds are intended to supplement the district's regular educational programs.

The total Fiscal Year 2022-23 Governmental Designated-Purpose Grant Fund budget is \$56.8 million and includes one-time Federal funds from the Elementary and Secondary School Emergency Relief (ESSER) Fund totaling \$17.0 million. When compared to the Fiscal Year 2021-22 amended budget, the Grant Fund budget has decreased a net of \$24.7 million. The decrease can be attributed to the spend down of one-time COVID relief in Federal funding of \$20.4 million and a reduction in State grants of \$4.3 million.

The State funding decrease of \$4.3 million is due to the transition of the English Language Proficiency Act (ELPA) grant to the general fund as well as the spend down of the Building Excellent Schools Today (BEST) grant funds. In Fiscal Year 2021-22 the district budgeted Coronavirus Relief Funds (CRF) and ESSER funds of \$7.6 million and in Fiscal Year 2022-23 the District is budgeting \$18.8 million for ESSER and potential future federal funds in support of COVID-19.

State Grants

Building Excellent Schools Today (BEST)

Established with the signing of C.R.S.22-43.7, BEST grants provide funding in the form of competitive grants to school districts. BEST grants require a match provided by the district to be used for the construction of new schools, as well as general construction and renovation of existing school facility systems and structures. Projects qualify and are prioritized as follows: 1) Projects that address safety hazards or health concerns at existing public school facilities, including public school facility security; 2) Projects that incorporate technology into the educational environment; 3) Projects that relieve overcrowding in public school facilities, and 4) All others.

School Counselor Corps Grant Program (SCCGP)

The purpose of this program is to increase the availability of effective school-based counseling within secondary schools and is awarded on a competitive basis to eligible school districts. These funds are also used to increase the level of school counseling services provided to improve the graduation rate and increase the percentage of students who appropriately prepare for, apply to, and continue into postsecondary education.

Colorado Reading to Ensure Academic Development Act (READ Act)

The READ Act focuses on early literacy development for all students, especially students at risk for not achieving 3rd grade reading proficiency. Funding used to focuses on kindergarten through 3rd grade literacy development, literacy assessment, and individual READ Act plans for students identified with a significant reading deficiency.

Other State Grants (continued)

School to Work Alliance Program (SWAP)

The purpose of SWAP is to assist young adults in making the transition from school to employment, provide successful employment outcomes, increase community linkages, and new patterns of service for young adults within all categories of disabilities. The program's goals include:

- Building on current transition planning efforts.
- Creating a career pathway through pre-employment transition services.
- Filling the case management gap for the targeted population.
- Supporting collaboration between DVR and local school districts/BOCES.

SWAP is intended to provide employment-related assistance to young adults with disabilities, who are experiencing mild to moderate barriers to employment. Disabilities can include but are not limited to physical, emotional, or learning disabilities. SWAP provides opportunities for young adults to practice and improve workplace skills, consider their career interests, and obtain real world work experience that will lead to competitive, integrated employment in today's high demand industries.

Career Development Incentive Program (CDIP)

The Career Development Incentive Program (CDIP), passed under House Bill 18-1266, provides financial incentives for school districts and charter schools to encourage high school students to complete the following:

- Qualified industry credential programs
- Internships, residencies, construction pre-apprenticeship or apprenticeship programs
- Qualified Advanced Placement (AP) courses.

A list of qualifying programs/courses is developed based on Colorado labor market data, existing secondary programs that correspond with high growth, high demand occupations and business industry feedback. The specific dollar amount of each incentive depends on the total number of completed programs in the state and the number and type of completed programs reported by districts. The funding is distributed in tiers based on the identified completed objective listed above.

Expelled and At-Risk Student Services (EARSS)

The EARSS grant is a competitive grant opportunity to provide additional education and support services to expelled students, students at risk of being expelled, enrolled truant students, and students at risk of being declared habitually truant. The EARSS program is considered to be an early intervention program. Support is intended to assist school districts in meeting statutory obligations to identify students at-risk of disciplinary action (i.e. violating the Code of Conduct) and habitual truancy as early as possible. Early detection allows support plans to be made in conjunction with the student's family so that the student works to avoid future disciplinary action.

School Health Professional Grant (SHPG)

The SHPG is designed to provide funds to eligible education providers to enhance the presence of school health professionals in both elementary and secondary schools. This grant program intends to increase the presence of licensed school health professionals to provide behavioral health education and intervention to students who are enrolled in elementary and secondary schools. Providing training and resources to school staff for the implementation of evidence-based programming associated with behavioral health education to care for all students. This allows school health professionals to connect students enrolled in elementary and secondary schools for treatment and counseling through services provided by community-based organizations.

Federal Grants

Title Programs

Title I, Part A: Improving the Academic Achievement of the Disadvantaged

Title I ensures that all children have a fair, equal, and significant opportunity to obtain a high-quality education and close the achievement gap between high and low-performing children. Especially achievement gaps between minority and nonminority students along with disadvantaged children and more advantaged peers.

The district currently chooses to participate in a school-wide program within identified Title I schools, which consolidates all funds into a single pool of funds allowing for more flexibility. A school-wide program is a comprehensive reform strategy designed to upgrade the entire educational program at the school, in order to improve the achievement of all students.

Title II, Part A: Supporting Effective Instruction

Title II is intended to increase student academic achievement consistent with challenging state academic standards, improve the quality and effectiveness of educators, increase the number of educators who are effective in improving student academic achievement in schools, and provide low-income and minority students greater access to effective educators.

Title III, Part A: Language Instruction for Limited English Proficient and Immigrant Students

Title III is designed to improve and enhance the education of English Language Learners (ELL) in becoming proficient in English in addition to meeting challenging state academic content and student academic achievement standards. The Title III Immigrant Set-Aside grant resides within this program and provides opportunities for the district to enhance instructional opportunities for immigrant students and their families.

Title IV, Part A: Student Support and Academic Enrichment (Well-Rounded)

Title IV is intended to 1) Provide all students with access to a well-rounded education, 2) Improve school conditions for student learning, and 3) Improve the use of technology in order to increase the academic achievement and digital literacy of all students. Within each of these areas, districts have broad flexibility to use these funds for a variety of activities to improve student outcomes and address the opportunity gaps identified through a comprehensive needs assessment.

Other Federal Awards (continued)

21st Century Community Learning Centers (CCLC)

This program supports the establishment or expansion of community learning centers that provide students, particularly those attending high-poverty or low-performing schools, with academic enrichment opportunities during non-school hours. The program helps students meet state and local standards in core academic subjects, and offers students a broad array of enrichment activities and literacy along with other educational services to the families of participating children.

Individuals with Disabilities Education Act (IDEA)

IDEA Part B and C grants represent the federal government's assistance to local education institutions toward meeting the excess costs of providing Special Education and related services to children with disabilities. Funds under this program are combined with state and local funds to provide a Free Appropriate Public Education (FAPE) to children with disabilities that is tailored to their individual needs. Children and youth (ages 3-21) receive Special Education and related services under IDEA Part B. Infants and toddlers with disabilities (birth-2) and their families receive early intervention services under IDEA Part C.

Carl D. Perkins Career and Technical Education (CTE) Act (Perkins)

Carl D. Perkins funds are made available to develop the academic, career, and technical skills of secondary and postsecondary students who elect to enroll in CTE programs. Funds assist in offering programs to develop the academic, vocational, and technical skills of students in alternative and high schools. Funds from this Federal Award are designed to improve CTE programs and ensure access to students who are members of populations with special needs.

Medicaid

The Medicaid reimbursement program allows school districts to seek partial reimbursement from Medicaid for providing qualifying health-related services to students. Districts are required to use reimbursement funds for additional or enhanced health and health-related services to all students. Funds are also used to increase the district's outreach to uninsured students and families, and to provide assistance with access to health care.

American Rescue Plan - Elementary and Secondary School Emergency Relief (ESSER III) Fund

The American Rescue Plan (ARP) Act was signed into law on March 11, 2021. The ARP ESSER III funding from the ARP Act provides support for K-12 schools with a total of nearly \$122.0 billion to states and school districts to help safely open and sustain the safe operations of schools and address the impacts of the coronavirus pandemic on the nation's students. The district was allocated \$32.8 million for ESSER III. The district has also received supplemental ESSER III funding to provide additional supports to special education, and native students totaling \$0.4 million.

Other Federal Awards (continued)

ESSER III Fund (continued)

The U.S. Department of Education under section 2001(b)(1) of the American Rescue Plan (ARP) Act of 2021 is providing additional funding to help support school districts in serving students experiencing homelessness. The purposes of this funding includes increasing the identification of homeless children and youth, providing wrap around services considering the impact of the COVID-19 pandemic, and providing assistance needed to enable homeless children and youth to attend school and participate fully in school activities.

American Rescue Plan IDEA Fund

On March 11, 2021, the American Rescue Plan (ARP) Act of 2021 (Public Law 117-2) was signed into law. Of the \$130 billion that was allocated to the U.S. Department of Education, the following amounts were earmarked for IDEA grant awards as supplemental funds: \$2.5 billion IDEA Part B, 611 (3 through 21), \$200.0 million IDEA Part B, 619 (3 through 5). These funds are provided to state educational agencies and lead agencies to help recover from the impact of the coronavirus pandemic and to safely reopen schools and sustain safe options.

Workforce and Child Care Stabilization Grants

The American Rescue Plan (ARP) Act of 2021, signed on March 11, 2021, includes \$23.97 billion for child care stabilization grants to be allocated to licensed child care providers currently in operation based on current Child Care and Development Block Grant (CCDBG) formula. The goal of the Workforce and Child Care Stabilization Grants is to provide financial relief to child care providers to help defray unexpected business costs associated with the pandemic, and to help stabilize their operations so that they may continue to provide care.





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ADAMS 12 FIVE STAR SCHOOLS
GOVERNMENTAL DESIGNATED-PURPOSE GRANTS FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2018-2019 TO 2025-2026

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	-	-	-	-	-	-	-	-
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	6,119,320	5,738,624	7,372,249	11,930,626	7,810,594	5,863,832	4,562,984	3,825,958
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	18,376,626	33,803,603	49,614,340	69,577,914	48,994,640	33,529,674	23,420,471	22,988,206
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	-	-	-	-	-	-	-
Earnings on Investment	-	11,696	5,249	-	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	24,495,946	39,553,923	56,991,838	81,508,540	56,805,234	39,393,506	27,983,455	26,814,164
Total Available Resources	24,495,946	39,553,923	56,991,838	81,508,540	56,805,234	39,393,506	27,983,455	26,814,164
Expenditures								
Employee Salaries	13,611,178	25,104,572	25,555,125	17,837,229	19,941,172	13,828,878	9,823,441	9,412,968
Employee Benefits	4,080,830	6,613,997	7,156,044	5,655,123	6,675,588	4,629,412	3,288,535	3,151,124
Purchased Services	1,713,481	2,024,837	5,417,298	5,501,442	4,316,561	2,993,465	2,126,429	2,037,576
Supplies & Materials	476,942	659,195	4,970,892	1,421,271	4,172,372	2,893,472	2,055,398	1,969,513
Utilities	1,858	2,016	2,457	1,996	2,000	1,387	985	944
Property/Equipment	680,127	673,969	7,567,371	5,716,270	2,173,379	1,507,203	1,070,652	1,025,915
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	3,914,644	4,453,160	6,301,518	9,340,283	4,289,156	2,974,460	2,112,929	2,024,640
Other Expenditures	16,886	22,176	21,132	36,034,926	15,235,006	10,565,229	7,505,085	7,191,484
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	24,495,946	39,553,923	56,991,838	81,508,540	56,805,234	39,393,506	27,983,454	26,814,164
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	24,495,946	39,553,923	56,991,838	81,508,540	56,805,234	39,393,506	27,983,454	26,814,164
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Grants Fund	-	-	-	-	-	-	-	-
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$ 24,495,946	\$ 39,553,923	\$ 56,991,838	\$ 81,508,540	\$ 56,805,234	\$ 39,393,506	\$ 27,983,454	\$ 26,814,164

Adams 12 Five Star Schools
Governmental Designated-Purpose Grant Fund
Statement of Revenue by Grant
Fiscal Years 2018-2019 to 2025-2026

	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Amended Budget	2022-2023 Adopted Budget	2023-2024 Projected	2024-2025 Projected	2025-2026 Projected
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Support								
Property Tax	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	-	11,697	5,249	-	-	-	-	-
Subtotal Local Support	-	11,697	5,249	-	-	-	-	-
State Support								
English Language Proficiency Act (ELPA)	2,510,319	2,786,128	2,772,419	3,115,241	-	-	-	-
Building Excellent Schools Today (BEST)	231,607	426,076	854,779	1,743,517	2,054,542	956,000	-	-
Counselor Corps	400,000	409,338	63,965	381,697	426,949	360,000	360,000	-
Reading To Ensure Academic Development Act (READ)	2,255,010	1,325,840	1,399,089	1,484,052	1,376,819	1,343,501	1,343,501	1,343,501
Student Work Alliance Program (SWAP)	355,069	373,090	503,661	498,288	520,846	520,846	520,846	520,846
Career Development Incentive Program	9,430	23,269	80,880	1,248,743	1,437,000	1,188,000	888,000	688,000
Expelled & At-Risk Stndt Services (EARSS)	-	-	156,831	503,568	277,343	221,874	177,025	-
School Health Professional Grant	-	-	-	343,484	393,484	-	-	-
School Security Disbursement Grant and SAFER	184,897	34,212	635,139	194,388	-	-	-	-
Other State Grants	172,988	360,671	905,486	2,603,967	1,323,611	1,273,611	1,273,611	1,273,611
Subtotal State Support	6,119,320	5,738,624	7,372,249	12,116,945	7,810,594	5,863,832	4,562,983	3,825,958
Federal Support								
Title I: Education for the Disadvantaged	4,257,202	4,711,362	4,340,180	5,377,885	6,113,928	5,847,550	5,847,550	5,847,550
Title IC: Migrant Education	656	1,946	11,674	15,000	15,000	15,000	15,000	15,000
Title II: Improving Teacher Quality	933,109	832,138	874,647	1,039,459	1,152,981	984,058	984,058	984,058
Title III: Instruction for Limited English Proficient Students	489,033	443,945	507,327	853,366	623,727	507,534	507,534	507,534
Title IV: Well Rounded Education	153,652	263,373	274,548	584,733	462,431	364,714	364,714	364,714
Title VI: Indian Education	45,058	36,455	41,059	39,997	39,929	39,929	39,929	39,929
Title IX: McKinneyVento Homeless	42,295	49,165	72,424	65,299	75,000	75,000	75,000	-
21st Century Community Learning Centers (CCLC)	998,966	711,176	942,351	1,057,009	1,035,000	840,000	-	-
Individuals with Disabilities Education Act (IDEA)	6,551,389	6,552,253	6,980,992	7,614,280	8,758,993	8,391,719	8,391,719	8,391,719
Perkins - Vocational Secondary	230,322	231,425	223,496	263,744	263,744	263,744	263,744	263,744
Medicaid	4,551,850	4,706,893	5,141,993	6,322,446	6,011,662	5,928,341	4,931,223	4,573,958
Other Federal Grants	123,094	708,859	9,477,952	4,761,152	2,000,000	2,000,000	2,000,000	2,000,000
Subtotal Federal Support	18,376,626	19,248,990	28,888,643	27,994,370	26,552,395	25,257,589	23,420,471	22,988,206
Federal Support through COVID 19 Funds								
Coronavirus Relief Funds (CRF)	-	14,554,612	6,383,917	-	-	-	-	-
Elementary and Secondary School Emergency Relief ESSER I	-	-	2,861,598	2,325,219	-	-	-	-
Elementary and Secondary School Emergency Relief ESSER II	-	-	11,478,249	2,162,732	-	-	-	-
ESSER II - Supplemental (Native, SPED)	-	-	-	406,236	234,861	-	-	-
American Rescue Plan - Elementary and Secondary School Emergency Relief (ESSER III)	-	-	-	32,793,281	14,200,142	8,272,085	-	-
ESSER III Supplemental (Native, SPED)	-	-	-	-	383,279	-	-	-
ARP Homeless Children and Youth	-	-	1,933	149,117	303,822	-	-	-
American Rescue Plan IDEA Fund	-	-	-	31,760	1,431,961	-	-	-
Workforce and Child Care Stabilization Grant	-	-	-	3,322,905	3,661,562	-	-	-
Other Federal COVID 19 Grants	-	-	-	205,975	2,226,618	-	-	-
Subtotal Federal Support through COVID 19 Funds	-	14,554,612	20,725,697	41,397,225	22,442,245	8,272,085	-	-
Total Available Resources	24,495,946	39,553,923	56,991,838	81,508,540	56,805,234	39,393,506	27,983,454	26,814,164

-Other State Grants include grants awarded under \$200,000, such as Concurrent Enrollment Expansion grant, Connecting Colorado Students, Education Stability, and Comprehensive Sexual Education. Additionally, the district will continue to pursue grant funding that will support and enhance the learning experience for our students.

-For future Federal grant opportunities or allocation adjustments based on final Federal budget approvals, as well as other Federal grant opportunities that become available prior to the Amended budget being approved by the Board of Education.

-Other Federal COVID-19 Grants include grants awarded under \$300,000 and additional funding for future Federal COVID-19 related grant opportunities. Examples include Extended Learning Opportunities, ESSER K-3 READ Act Instructional Programming Grant, as well as other potential opportunities.

Interscholastic Athletic - Special Revenue Fund

Statement of Program

The Interscholastic Athletic Fund provides the funding for the day-to-day operation of 6-8 grade and high school athletic programs. The Colorado High School Activities and Athletics Association (CHSAA) sanctions athletic sports for all high schools in Colorado.

Currently, Adams 12 Five Star Schools offers 4 sports opportunities for middle school students and 24 sports opportunities for high school students. High school students are charged an athletic fee of \$150 per sport per student, and the fee is capped to the first two sports. At this time, 6-8 grade students are not charged to participate in athletics. Revenue is also generated from gate receipts at high school athletic events.

Financial support for a portion of student athlete transportation, athletic uniforms, materials and supplies, equipment, facility maintenance, game officials, game workers, student athlete awards, and league and state membership dues are all provided by the Athletic Fund.

Focus Areas for the Athletic Fund

- The Athletic Program provides students with the opportunity to participate in healthy and safe student activities that promote fair play and reward hard work in a supervised, competitive environment.
- Participation in athletic programs provides students with a sense of belonging and ownership in their school and community.
- Research has shown that participants in co-curricular activities, like athletics, have higher grade-point averages, better attendance in school, higher graduation rates, and better standardized test scores than students who do not participate in extra school activities.



**ADAMS 12 FIVE STAR SCHOOLS
INTERSCHOLASTIC ATHLETIC FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2018-2019 TO 2025-2026**

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 418,858	\$ 580,311	\$ 396,442	\$ 368,804	\$ 382,710	\$ 407,573	\$ 412,739	\$ 397,758
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	211,348	191,500	29,832	205,500	200,300	202,303	204,326	206,369
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	472,507	258,841	404,004	440,250	406,900	413,817	420,852	428,006
Community Use	356,491	247,956	154,188	305,000	305,000	310,185	315,458	320,821
Transfer In From Other Funds	1,428,019	1,333,019	1,423,719	1,517,237	3,618,320	3,618,320	3,618,320	3,618,320
Earnings on Investment	4,836	7,056	-	2,400	-	-	-	-
Other Miscellaneous	-	8,000	-	-	-	-	-	-
Total Revenues	2,473,200	2,046,371	2,011,744	2,470,387	4,530,520	4,544,625	4,558,956	4,573,516
Total Available Resources	2,892,058	2,626,682	2,408,186	2,839,191	4,913,230	4,952,198	4,971,695	4,971,274
Expenditures								
Employee Salaries	1,222,195	1,263,020	1,205,861	1,281,519	1,360,018	1,387,218	1,414,962	1,439,016
Employee Benefits	263,220	284,439	284,767	301,531	330,117	336,719	343,453	349,292
Purchased Services	355,835	301,411	258,556	354,976	189,846	189,846	189,846	189,846
Supplies & Materials	228,023	190,922	225,309	144,800	1,907,826	1,907,826	1,907,826	1,907,826
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	10,829	7,811	-	18,500	18,500	18,500	18,500	18,500
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	202,599	154,070	32,929	214,950	215,750	215,750	215,750	215,750
Other Expenditures	29,046	28,567	31,961	22,414	7,650	7,650	7,650	7,650
Contingency Reserve	-	-	-	211,352	475,950	475,950	475,950	475,950
Total Expenditures	2,311,747	2,230,240	2,039,382	2,550,042	4,505,657	4,539,459	4,573,937	4,603,830
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	2,311,747	2,230,240	2,039,382	2,550,042	4,505,657	4,539,459	4,573,937	4,603,830
Reserves Designated								
TABOR Reserve	74,196	61,391	60,352	74,112	27,366	27,789	28,219	28,656
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Athletic Fund	506,115	335,051	308,452	215,037	380,207	384,950	369,539	338,788
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 580,311	\$ 396,442	\$ 368,804	\$ 289,149	\$ 407,573	\$ 412,739	\$ 397,758	\$ 367,444
Total Appropriations	\$ 2,892,058	\$ 2,626,682	\$ 2,408,186	\$ 2,839,191	\$ 4,913,230	\$ 4,952,198	\$ 4,971,695	\$ 4,971,274

Pupil Activity - Special Revenue Fund

Statement of Program

This special revenue fund is used to track revenue and expenditure activities tied to the collection of student fees and fines, afterschool activities, student clubs, and student group fundraising. Expenditures in this fund are associated with intrascholastic and interscholastic activities, student event fundraisers, classroom materials, student clubs or group supplies and materials, and replacement or repairs of damages to property and equipment.

All resources tracked in this fund are managed in accordance with district policies, have administrative oversight and involvement, and are controlled by the district.

The funding is primarily driven by student enrollment and activities. Therefore revenue and expenditures may fluctuate overtime as pupil enrollment and participation fluctuate.



ADAMS 12 FIVE STAR SCHOOLS
PUPIL ACTIVITY SPECIAL REVENUE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2018-2019 TO 2025-2026

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 3,735,477	\$ 3,961,199	\$ 4,278,658	\$ 4,242,727	\$ 4,896,571	\$ 4,991,100	\$ 4,755,440	\$ 4,464,016
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	2,679,534	2,131,256	593,107	2,329,213	1,772,150	1,789,872	1,807,770	1,825,848
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	2,380,067	1,733,378	678,220	1,401,861	1,657,632	1,657,632	1,657,632	1,657,632
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	213,713	213,713	217,774	235,322	236,130	240,853	245,670	250,583
Earnings on Investment	11,095	21,190	145	4,500	-	-	-	-
Other Miscellaneous	-	1,109	-	-	-	-	-	-
Total Revenues	5,284,409	4,100,646	1,489,246	3,970,896	3,665,912	3,688,357	3,711,072	3,734,063
Total Available Resources	9,019,886	8,061,845	5,767,904	8,213,623	8,562,483	8,679,457	8,466,512	8,198,079
Expenditures								
Employee Salaries	92,460	112,339	21,340	92,430	93,840	95,717	97,631	99,584
Employee Benefits	19,883	24,271	5,015	20,658	21,443	21,872	22,309	22,755
Purchased Services	1,498,664	978,491	298,889	1,259,070	884,173	1,183,062	1,206,723	1,230,857
Supplies & Materials	3,163,589	2,437,018	1,156,697	2,958,059	2,374,080	2,421,562	2,469,993	2,519,393
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	12,111	28,314	26,678	56,118	36,016	36,736	37,471	38,220
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	243,170	168,651	9,050	263,903	133,905	136,583	139,315	142,101
Other Expenditures	28,810	34,103	7,508	47,620	27,926	28,485	29,054	29,635
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	5,058,687	3,783,187	1,525,177	4,697,858	3,571,383	3,924,017	4,002,496	4,082,546
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	5,058,687	3,783,187	1,525,177	4,697,858	3,571,383	3,924,017	4,002,496	4,082,546
Reserves Designated								
TABOR Reserve	158,532	122,348	44,677	119,127	102,893	110,651	111,332	112,022
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Pupil Activity Special Revenue Fund	3,802,667	4,156,310	3,797,662	2,978,584	4,470,153	4,222,554	3,926,227	3,572,789
CPP Reserve	-	-	-	-	-	-	-	-
Designated Override Balance	-	-	400,388	418,054	418,054	422,235	426,457	430,721
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 3,961,199	\$ 4,278,658	\$ 4,242,727	\$ 3,515,765	\$ 4,991,100	\$ 4,755,440	\$ 4,464,016	\$ 4,115,533
Total Appropriations	\$ 9,019,886	\$ 8,061,845	\$ 5,767,904	\$ 8,213,623	\$ 8,562,483	\$ 8,679,457	\$ 8,466,512	\$ 8,198,079

Other Special Revenue Fund

Statement of Program

The Other Special Revenue Fund is used to manage funds associated with school activities such as fundraising and social events, vending sales, vendor rebates, locally sourced grants, and community use. Resources supporting this fund are externally received and used for the purpose solicited. However, as this fund has diverse purposes, some resources may be less restrictive than others.

Revenue and Expenditures include:

- Revenues and expenditures from local grants (used in accordance with the guidelines required in funding documents).
- Revenues and expenditures from fundraising and school activity collections (used in accordance with event guidelines)
- The Surplus Auction Program, designed to manage the sale of district assets.
- Community use of school facilities.
- Salaries and benefits for community use personnel.

All resources tracked in this fund are managed in accordance with district policies, controlled by the district and have administrative involvement.



**ADAMS 12 FIVE STAR SCHOOLS
OTHER SPECIAL REVENUE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2018-2019 TO 2025-2026**

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 2,246,841	\$ 3,164,852	\$ 3,534,588	\$ 2,470,487	\$ 2,608,695	\$ 1,936,028	\$ 2,110,633	\$ 2,426,932
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	1,689,201	2,041,823	2,033,546	382,000	1,421,563	1,800,000	2,000,000	2,100,000
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	356	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	2,027	7,304	3,044	-	-	-	-	-
Community Use	914,549	716,587	177,447	460,776	478,557	492,914	507,701	522,932
Transfer In From Other Funds	22,403	-	-	-	-	-	-	-
Earnings on Investment	28,553	16,602	984	-	-	-	-	-
Other Miscellaneous	129,356	104,396	53,189	1,068,480	86,992	90,000	90,000	90,000
Total Revenues	2,786,445	2,886,712	2,268,210	1,911,256	1,987,112	2,382,914	2,597,701	2,712,932
Total Available Resources	5,033,286	6,051,564	5,802,799	4,381,743	4,595,807	4,318,942	4,708,334	5,139,864
Expenditures								
Employee Salaries	509,246	503,815	861,838	383,577	464,349	482,923	502,240	522,330
Employee Benefits	136,583	145,457	254,870	117,632	140,782	146,413	152,270	158,361
Purchased Services	499,667	787,844	271,473	11,400	108,421	111,674	115,024	118,475
Supplies & Materials	659,668	915,862	1,110,853	1,936,149	1,344,890	1,385,237	1,426,794	1,469,598
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	40,480	126,199	730,846	-	65,109	67,062	69,074	71,146
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	19,104	33,444	81,134	2,550	16,596	15,000	16,000	16,000
Other Expenditures	3,686	4,354	21,298	-	507,256	-	-	-
Contingency Reserve	-	-	-	-	12,376	-	-	-
Total Expenditures	1,868,434	2,516,976	3,332,312	2,451,308	2,659,779	2,208,309	2,281,402	2,355,910
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	1,868,434	2,516,976	3,332,312	2,451,308	2,659,779	2,208,309	2,281,402	2,355,910
Reserves Designated								
TABOR Reserve	128,358	48,566	65,719	57,338	59,613	71,487	77,931	81,388
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Other Special Revenue Fund	3,036,494	3,486,022	2,404,768	1,873,097	1,876,415	2,039,146	2,349,001	2,702,566
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 3,164,852	\$ 3,534,588	\$ 2,470,487	\$ 1,930,435	\$ 1,936,028	\$ 2,110,633	\$ 2,426,932	\$ 2,783,954
Total Appropriations	\$ 5,033,286	\$ 6,051,564	\$ 5,802,799	\$ 4,381,743	\$ 4,595,807	\$ 4,318,942	\$ 4,708,334	\$ 5,139,864

Food Service - Special Revenue Fund

Statement of Program

Based on the Colorado Department of Education (CDE) requirements, the Food Service Fund is designated as a Special Revenue Fund. This fund accounts for all financial activities associated with the district's school breakfast, lunch, snack, and summer food service programs along with the fresh fruit and vegetable grant programs. The program operates on a financially self-supporting basis. Food Service operations are financed and operated in a manner similar to private enterprises in typical years, where the cost of providing goods or services to the general public is financed or recovered primarily by user charges.

In Fiscal Year 2021-22, due to the coronavirus pandemic, the United States Department of Agriculture (USDA) created the Seamless Summer Option (SSO) program, where meals were served to children free of charge, every student was reimbursed to the district at the full 'free' reimbursement rates. In Fiscal Year 2022-23, districts will return to the pre-pandemic National School Lunch Program (NSLP) where student lunches are reimbursed based on the student's Free & Reduced eligibility.

Fund balance for the Food Service Fund is projected to be above the three months of operating reserves after Fiscal Year 2022-23. The district has a multi-year plan to reduce the fund balance and return to the required reserve limits. This plan includes expenditures for updating equipment and covering the anticipated increase in labor and supply chain costs.

Focus Areas for Food Service

- Provide healthy and nutritious meals to support student learning.
- Continue to focus on operational efficiencies and consistency throughout the 46 Nutrition Programs.
- Continue to assist schools to conform and comply with USDA Reauthorization Acts as they are released, and the Authorized Personnel in School Kitchens Superintendent policy.
- Provide opportunities and resources to assist in teaching students healthy behaviors and to contribute to the overall learning environment.

ADAMS 12 FIVE STAR SCHOOLS
FOOD SERVICE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2018-2019 TO 2025-2026

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 3,506,913	\$ 3,593,201	\$ 3,156,533	\$ 6,615,690	\$ 8,812,491	\$ 7,691,586	\$ 5,927,611	\$ 3,746,215
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	3,705,025	3,078,625	178,662	1,076,109	2,249,134	2,294,116	2,339,999	2,386,798
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	259,802	272,402	104,091	103,633	535,822	546,538	557,469	568,619
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	7,470,929	8,018,145	13,415,195	14,939,672	10,235,157	10,439,860	10,648,657	10,861,630
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	-	-	-	-	-	-	-
Earnings on Investment	18,262	13,278	-	13,000	13,000	13,000	13,000	13,000
Other Miscellaneous	34,859	15,289	5,700	10,000	10,000	10,000	10,000	10,000
Total Revenues	11,488,877	11,397,739	13,703,648	16,142,414	13,043,113	13,303,514	13,569,125	13,840,047
Total Available Resources	14,995,790	14,990,940	16,860,181	22,758,104	21,855,604	20,995,100	19,496,736	17,586,262
Expenditures								
Employee Salaries	4,001,318	4,157,147	3,634,416	4,642,230	4,861,174	5,104,233	5,359,444	5,627,417
Employee Benefits	1,262,291	1,312,929	1,197,962	1,456,365	1,261,292	1,324,357	1,390,574	1,460,103
Purchased Services	368,322	347,435	275,215	462,967	384,651	403,884	424,078	445,282
Supplies & Materials	4,901,868	4,625,657	4,201,052	6,341,106	6,510,053	7,030,857	7,312,092	7,604,575
Utilities	1,087	843	612	660	660	660	660	660
Property/Equipment	78,803	516,767	245,365	94,798	66,798	70,138	73,645	77,327
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	783,579	868,561	684,405	1,079,819	1,073,898	1,127,593	1,183,973	1,243,171
Other Expenditures	5,322	5,068	5,465	5,391	5,492	5,767	6,055	6,358
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	11,402,589	11,834,407	10,244,491	14,083,336	14,164,018	15,067,489	15,750,521	16,464,893
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	11,402,589	11,834,407	10,244,491	14,083,336	14,164,018	15,067,489	15,750,521	16,464,893
Reserves Designated								
TABOR Reserve	120,205	101,330	8,635	36,082	84,239	85,910	87,614	89,353
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Food Service Fund	3,472,996	3,055,203	6,607,055	8,638,686	7,607,347	5,841,701	3,658,601	1,032,016
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 3,593,201	\$ 3,156,533	\$ 6,615,690	\$ 8,674,768	\$ 7,691,586	\$ 5,927,611	\$ 3,746,215	\$ 1,121,369
Total Appropriations	\$ 14,995,790	\$ 14,990,940	\$ 16,860,181	\$ 22,758,104	\$ 21,855,604	\$ 20,995,100	\$ 19,496,736	\$ 17,586,262

Before, After, and Summer Enrichment Program (BASE) Fund

Statement of Program

The Before, After, and Summer Enrichment Program (BASE) is a fee-based program that operates year round. BASE services include the Before and After School program and the Summer Camp.

BASE is available in most district elementary and K-8 schools. The purpose of the program is to provide safe, quality, and affordable childcare in the school setting, whereby each student is enriched with various experiences conducive to their academic, social, and physical development. The BASE programs provide care for students during the school year as well as during the summer.

Due to the coronavirus pandemic, the BASE program fund balance was used to continue to pay the temporarily reassigned staff during program closures when tuition was not being collected. In Fiscal Year 2021-22, the program returned to normal operations, and the fund balance is returning to meet the one-month operating reserve requirements.

For Fiscal Year 2022-23, tuition rates were increased to support the increase in salaries due to the new classified salary schedules, as well as cover increased costs for BASE programs like field trips and transportation, snacks, and other supplies needed for enrichment programs.

The BASE program has been awarded funds from the American Rescue Plan Act (ARPA) as part of the Child Care Stabilization Grant. These funds will be used for workforce retention, restore program elements, and provide tuition assistance to enrolled families. Additionally, these funds will help to restore fund balances that were depleted during the coronavirus pandemic.

Focus Areas for BASE

- Provide a nurturing environment where students can develop positive peer relationships and appropriate social skills.
- Continue to use Love and Logic methodology to encourage positive behaviors.
- Continue to evaluate program operations for efficiency and to ensure continued consistency.
- Provide opportunities to enhance learning with Everyday Math, Literacy, Science, crafts, and edible art.
- Continue to conform and comply with School-Aged Childcare regulations as overseen by the Colorado Department of Human Services.

ADAMS 12 FIVE STAR SCHOOLS
BEFORE, AFTER, AND SUMMER ENRICHMENT PROGRAM FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2018-2019 TO 2025-2026

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 1,051,159	\$ 742,201	\$ 275,160	\$ 1,074,731	\$ 1,616,240	\$ 1,672,693	\$ 1,652,187	\$ 1,722,401
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	8,516,991	6,299,298	2,772,282	6,071,362	6,465,940	6,789,237	7,092,914	7,442,560
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	80,461	-	2,278,610	-	-	-	-	-
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	-	695	70	-	-	-	-	-
Total Revenues	8,597,452	6,299,993	5,050,962	6,071,362	6,465,940	6,789,237	7,092,914	7,442,560
Total Available Resources	9,648,611	7,042,194	5,326,122	7,146,093	8,082,180	8,461,930	8,745,101	9,164,961
Expenditures								
Employee Salaries	5,116,084	4,642,731	3,009,551	3,918,982	4,064,641	4,186,580	4,312,178	4,484,665
Employee Benefits	1,559,893	1,430,287	1,042,290	1,192,100	1,328,228	1,381,357	1,436,611	1,494,076
Purchased Services	506,172	368,668	177,625	464,800	500,353	505,357	510,410	515,514
Supplies & Materials	246,320	155,162	23,857	253,414	265,018	278,269	292,182	306,791
Utilities	16,508	18,095	11,861	17,290	16,560	16,726	16,893	17,062
Property/Equipment	11,922	1,832	1,020	12,000	10,000	10,000	10,000	10,000
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	1,448,203	148,925	(15,333)	221,320	223,347	430,047	442,949	465,096
Other Expenditures	1,310	1,333	520	1,695	1,340	1,407	1,477	1,551
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	8,906,410	6,767,034	4,251,391	6,081,601	6,409,487	6,809,743	7,022,700	7,294,755
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	8,906,410	6,767,034	4,251,391	6,081,601	6,409,487	6,809,743	7,022,700	7,294,755
Reserves Designated								
TABOR Reserve	257,924	189,000	151,529	182,141	193,978	203,677	212,787	223,277
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated BASE Fund	484,277	86,160	923,202	882,351	1,478,715	1,448,510	1,509,614	1,646,929
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 742,201	\$ 275,160	\$ 1,074,731	\$ 1,064,492	\$ 1,672,693	\$ 1,652,187	\$ 1,722,401	\$ 1,870,206
Total Appropriations	\$ 9,648,611	\$ 7,042,194	\$ 5,326,122	\$ 7,146,093	\$ 8,082,180	\$ 8,461,930	\$ 8,745,101	\$ 9,164,961



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Bond Redemption - Debt Service Fund

Statement of Program

The Bond Redemption Fund is used to account for property taxes levied to provide for payment of long-term debt. The district's long-term debt, in the form of general obligation bonds including interest, totals \$621.1 million as of June 30, 2022. The budgeted amount for this debt service in Fiscal Year 2022-23 is \$59.5 million. Property taxes provide the revenue for this fund.

State statute limits the amount of general obligation debt a school district may issue to the greater of 20 percent of the latest valuation for assessment of the taxable property in the district, or six percent of the most recent determination of the actual value of the taxable property in the district, as certified by the county assessor to the board of commissioners (C.R.S. 22-42-104). In the fiscal year ending June 30, 2022, the debt limitation for the school district under the 6.00 percent of actual valuation is \$2.2 billion, which is \$1.9 billion in excess of the school district's outstanding general obligation debt of \$0.3 billion.

The district's board last approved a bond issue request and the voters approved \$350.0 million of bonds in November 2016. In December 2016, \$285.0 million of bonds were issued and used to invest in every school in the district to relieve overcrowding via the new PK-8 school (Thunder Vista), expand career and technical education (Future Forward Washington Square), update critical communication systems, provide instructional upgrades to meet learning needs, fund renovations and repairs to existing buildings, and improve safety and security in schools. The remaining \$65.0 million of bonds were issued in December 2018. This kicked off the second phase of the bond program, and has allowed the district to continue updating aging building systems, renovate classrooms, and update outdoor play spaces.

The district has partnered with Cooperative Strategies to develop Blueprint 2032, a comprehensive, long range academic and facilities plan. As part of the plan Five Star Schools invited district partners, including students, parents, staff and community members to attend a series of community dialogue to provide input to this plan. An overview of important district data including building and facility conditions, enrollment trends and academic programs were share in ordered the opportunity for interactive feedback on values and priorities as they relate to district facilities and academic offerings.

The property tax collections are sufficient to cover the debt payment structure. The Board of Education will approve the mill levy in December that will be used for the property tax assessments with the majority of taxes are collected during the months of February to June.

Debt payments are made in December and June. The ending fund balance has maintained at the minimum requirement level to make the debt service payments for the subsequent eighteen months.

Projections for future years include planned revenue to support the debt payments through Fiscal Year 2025-26. Principal and interest payments have remained consistent over the time presented.

Bond Ratings

	<u>Moody's</u>	<u>Standard and Poor's</u>
General obligation bonds	Aa1	AA
Certificates of participation	Aa3	A

Moody's rating scale runs from a high of Aaa to a low of C and has 21 tiers. It is divided into two sections: investment grade and speculative grade. The lowest investment-grade rating is Baa3; the highest speculative-grade rating is Ba1. The district's long-term debt is in the high-grade category.

Standard and Poor's ratings range from "AAA" to "D". The ratings from "AA" to "CCC" may be modified by the addition of a plus (+) or minus (-) sign to show relative standing within the major rating categories. A long-term debt rating of "A+" differs from the highest-rated obligations only to a small degree. The

obligor's capacity to meet its financial commitment on the obligation is very strong. An obligation rated "A" is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher-rated categories. However, the obligor's capacity to meet its financial commitment on the obligation is still strong.

Debt Guidelines

The Adams 12 Five Star Schools Board of Education may submit to the registered voters of the school district, at any regular school election or at a special election called for the purpose, the question of contracting a bonded indebtedness for any of the following purposes:

- Constructing or erecting school buildings.
- Enlarging, improving, remodeling, repairing, or making additions to any school building.
- Acquiring or purchasing buildings or land.
- Improving school grounds.
- Equipping or furnishing any school building, but only in conjunction with a construction project for a new building, an addition to an existing building, or in conjunction with a project for substantial remodeling, improvement, or repair of an existing building.
- Fund floating indebtedness.

Before such a bond election, the specific needs for facilities shall be made clear to the general public with careful estimates as to the amounts required for the sites, buildings, and equipment.

Following approval by the voters, the bonds to be issued will be advertised in newspapers and national financial journals, with the date of the issue being coordinated with tax collection dates, payments on bonds already outstanding, and favorable market conditions. The bonds will be sold by public sale on the basis of sealed bids. The Board reserves the right to reject any and all bids.

After a successful bond election, taxes are levied and subsequently deposited into the Bond Redemption Debt Service Fund for the purpose of paying the debt.

The initial receipts from the sale of the bonds are deposited into the Building Fund. Expenditures for sites, buildings and equipment are made from the Building Fund. The Board of Education will adopt an annual budget resolution authorizing the withdrawal from the fund of the amounts needed to meet the payments due to architects, contractors, and other individuals or firms. The Board receives periodic reports on the expenditures made from the Building Fund with a comparison of the original appropriations for the various projects.

Qualified tax credit bonds do adhere to IRC Section 54A, so 100.00 percent of the available project proceeds must be spent for a qualified purpose within 3 years of the date the bonds were issued. An issuer may be able to get an extension of the allocation period.

ADAMS 12 FIVE STAR SCHOOLS
BOND REDEMPTION DEBT SERVICE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2018-2019 TO 2025-2026

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 66,411,355	\$ 73,611,261	\$ 90,302,546	\$ 111,657,094	\$ 119,210,142	\$ 87,037,331	\$ 138,085,097	\$ 129,205,030
Local Support								
Property Taxes	54,684,787	65,036,100	65,951,224	67,031,448	72,362,764	71,533,516	71,533,516	72,606,519
Specific Ownership Taxes	344,015	-	-	-	-	-	-	-
Other Local	-	-	-	-	-	-	-	-
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	-	-	-	-	-	-	-
Earnings on Investment	170,460	1,141,660	214,849	-	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	55,199,262	66,177,760	66,166,073	67,031,448	72,362,764	71,533,516	71,533,516	72,606,519
Total Available Resources	121,610,617	139,789,021	156,468,619	178,688,542	191,572,906	158,570,847	209,618,613	201,811,549
Expenditures								
Employee Salaries	-	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-	-
Purchased Services	7,500	14,500	14,500	16,000	16,000	16,000	16,000	16,000
Supplies & Materials	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	-	-	-	-	-	-	-	-
Debt Service	47,991,856	49,471,975	44,797,025	59,463,150	59,484,575	20,469,750	80,397,583	80,399,500
Internal Charge/Reimbursements	-	-	-	-	-	-	-	-
Other Expenditures	-	-	-	-	-	-	-	-
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	47,999,356	49,486,475	44,811,525	59,479,150	59,500,575	20,485,750	80,413,583	80,415,500
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	47,999,356	49,486,475	44,811,525	59,479,150	59,500,575	20,485,750	80,413,583	80,415,500
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Bond Fund	73,611,261	90,302,546	111,657,094	119,209,392	132,072,331	138,085,097	129,205,030	121,396,049
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 73,611,261	\$ 90,302,546	\$ 111,657,094	\$ 119,209,392	\$ 132,072,331	\$ 138,085,097	\$ 129,205,030	\$ 121,396,049
Total Appropriations	\$ 121,610,617	\$ 139,789,021	\$ 156,468,619	\$ 178,688,542	\$ 191,572,906	\$ 158,570,847	\$ 209,618,613	\$ 201,811,549

- Beginning fund balance for Fiscal Year 2023-24 assumes the payoff of the 2012 Series bonds.

Capital Reserve - Capital Projects Fund

Statement of Program

The Capital Reserve Fund is funded by rental revenue, common area maintenance fees, cash in lieu payments, and a transfer from the General Fund. In Fiscal Year 2022-23, Cash in Lieu is expected to increase due to the construction of large housing developments in Adams County. Revenue from leases at the Education Support Center are also expected to increase due to new negotiated rates during the last contract renewal.

Expected expenditures are for the ongoing capital needs of the district beyond the 2016 Bond plan, such as site acquisitions, building additions and improvements, safety and security, ADA compliance, and purchases of equipment, vehicles, property, and furniture. Capital Reserve funding is allocated per the following categories:

- Americans with Disabilities Act (ADA)
- Safety and Security
- Equipment
- Deferred Maintenance
- Furniture Replacement
- Major Construction
- Site Improvements

Major projects expected for Fiscal Year 2022-23 include the lease, set-up, and equipment of the Five Star Online space, the continued work of the door and card access upgrades across the district, repairs and repaving of parking lots at the Educational Support Center and purchases of busses and fleet vehicles.

Funding requests for capital reserve projects, are prepared by requesting departments in conjunction with the Construction and Facilities Design department. Requests are submitted for review and are prioritized given available funds and other needs within the school and throughout the district.

Fund balance is expected to decrease slightly over Fiscal Year 2023-24 through 2025-26, and expenditures are projected to increase at a slightly higher rate than the increase in revenues due to delays in payment of cash-in-lieu to the district.

ADAMS 12 FIVE STAR SCHOOLS
CAPITAL RESERVE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2018-2019 TO 2025-2026

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 15,109,495	\$ 23,044,801	\$ 26,253,435	\$ 28,658,694	\$ 23,404,356	\$ 23,028,256	\$ 22,880,791	\$ 22,560,437
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local ¹	2,213,928	875,008	154,936	200,000	367,865	404,652	445,117	489,628
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	1,657,759	1,679,155	1,608,696	1,509,528	2,071,308	2,112,734	2,154,989	2,198,089
Transfer In From Other Funds ^{2, 3}	11,526,056	6,911,056	6,803,436	2,075,226	4,167,851	4,642,287	4,752,036	4,859,133
Earnings on Investment	1,418,051	572,844	26,991	50,000	-	25,142	26,399	27,719
Other Miscellaneous	306,363	758,191	2,276,410	1,975,557	-	-	-	-
Total Revenues	17,122,157	10,796,254	10,870,468	5,810,311	6,607,024	7,184,815	7,378,541	7,574,569
Total Available Resources	32,231,652	33,841,055	37,123,903	34,469,005	30,011,380	30,213,071	30,259,332	30,135,006
Expenditures								
Employee Salaries	88,606	57,310	74,810	62,581	65,646	68,928	72,375	75,993
Employee Benefits	33,913	21,248	25,615	21,723	24,093	25,298	26,563	27,891
Purchased Services	2,041,895	1,285,065	1,526,891	3,868,692	1,686,829	1,771,170	1,859,729	1,952,715
Supplies & Materials	90,021	310,771	1,576,021	323,700	508,000	533,400	560,070	588,074
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	1,117,116	3,422,966	2,755,453	3,610,583	1,481,512	1,555,588	1,633,367	1,715,035
Debt Service	5,777,296	2,477,750	2,473,600	3,007,842	3,211,861	3,372,454	3,541,077	3,718,131
Internal Charge/Reimbursements	1,845	12,269	32,747	25	25	26	28	29
Other Expenditures	36,160	241	72	100	100	105	110	116
Contingency Reserve	-	-	-	-	5,058	5,311	5,576	5,855
Total Expenditures	9,186,851	7,587,620	8,465,209	10,895,246	6,983,124	7,332,280	7,698,895	8,083,839
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	9,186,851	7,587,620	8,465,209	10,895,246	6,983,124	7,332,280	7,698,895	8,083,839
Reserves Designated								
TABOR Reserve	513,665	323,888	326,114	174,309	73,175	215,544	221,356	227,237
Reserved for Multi-Year Obligations	-	-	-	-	2,662,103	2,227,883	1,780,396	1,319,350
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Capital Reserve Fund	22,531,136	25,929,548	27,774,374	23,173,825	20,188,679	20,327,851	20,443,695	20,383,841
CPP Reserve	-	-	-	-	-	-	-	-
Designated Override Reserve	-	-	558,206	225,625	104,299	109,513	114,990	120,739
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 23,044,801	\$ 26,253,435	\$ 28,658,694	\$ 23,573,759	\$ 23,028,256	\$ 22,880,791	\$ 22,560,437	\$ 22,051,167
Total Appropriations	\$ 32,231,652	\$ 33,841,055	\$ 37,123,903	\$ 34,469,005	\$ 30,011,380	\$ 30,213,071	\$ 30,259,332	\$ 30,135,006

¹ Other Local Revenue reduction in 2019-20 due to lower cash in lieu received from building developments, and Broomfield SEF payments received in 2018-19.

² Reduction in Fiscal Year 2019-20 transfer due to multiple one-time transfers in 2018-19, (IT projects, propane tank expansion, door hardware, etc.)

³ Reduction in Fiscal Year 2021-22 transfer due IT associated projects moved to the Information Technology Fund.

**ADAMS 12 FIVE STAR SCHOOLS
CAPITAL CONSTRUCTION PLAN
FISCAL YEAR 2018-2023**

CAPITAL CONSTRUCTION PLAN 2017-2023	Expected Completion	Expenditures to Date (through May 31, 2022)	Remaining Budget Amount	Total
Major Renovations & New School Addition				
Thunder Vista	Nov-22	\$ 46,246,032	\$ 13,853	\$ 46,259,885
STEM Lab Reconstruction	Nov-22	27,482,289	1,799	27,484,088
Independence Academy Campus	Dec-22	15,352	5,984,648	6,000,000
Expansions/Additions	Nov-22	14,316,128	-	14,316,128
North Park Program	Jun-22	35,750	3,964,250	4,000,000
Land Purchase Program	Dec-22	1,651,071	1,848,929	3,500,000
Major Renovations & New School Addition Subtotal		\$ 89,746,622	\$ 11,813,479	\$ 101,560,101
Aging Buildings				
Interior Renovations	Jun-22	\$ 26,363,260	\$ 1,380,576	\$ 27,743,836
Stadium Renovations	Sep-22	12,461,981	569,644	13,031,625
District Wide Renovations	Sep-22	110,095,422	1,579,851	111,675,273
Exterior Renovations	Jul-22	33,898,403	4,883,406	38,781,809
Aging Buildings Subtotal		\$ 182,819,066	\$ 8,413,477	\$ 191,232,543
Educational Opportunities				
CTE Expansion	Nov-22	\$ 27,671,435	\$ 1,219,199	\$ 28,890,634
Early Childhood Education Renovation	Nov-22	623,053	-	623,053
Educational Opportunities Subtotal		\$ 28,294,488	\$ 1,219,199	\$ 29,513,687
Classroom Needs				
Instructional Upgrades	Dec-22	\$ 12,982,673	\$ 559,220	\$ 13,541,893
Classroom Needs Subtotal		\$ 12,982,673	\$ 559,220	\$ 13,541,893
Technology				
Technology Refresh	Aug-22	\$ 3,381,918	\$ 77,703	\$ 3,459,621
Communications and Alert System	Aug-22	5,594,038	3,911,341	9,505,379
Fiber Project	Jun-22	18,852,600	1,147,400	20,000,000
Controls Project	Dec-22	5,113,755	1,474,245	6,588,000
Device Upgrades	Dec-22	997,880	502,120	1,500,000
Wireless Upgrade Program	Sep-22	6,975,823	324,177	7,300,000
Technology Subtotal		\$ 40,916,014	\$ 7,436,986	\$ 48,353,000
Transportation				
Buses	Mar-22	\$ 3,128,140	\$ 34,462	\$ 3,162,602
Transportation Subtotal		\$ 3,128,140	\$ 34,462	\$ 3,162,602
Safety & Security				
Cameras	Jun-22	\$ 304,661	\$ 118,148	\$ 422,809
Lockdown/Lockout	Dec-22	49,740	601,230	650,970
Fire/Intercom/Access	Mar-22	4,545,463	-	4,545,463
Safety & Security Subtotal		\$ 4,899,864	\$ 719,378	\$ 5,619,242
Facility Renovation & Construction Plan Subtotal		\$ 362,786,867	\$ 30,196,201	\$ 392,983,068
General and Administration	Jun-22	\$ 13,000,000	\$ -	\$ 13,000,000
Future Planned Projects	Dec-22	-	4,335,675	4,335,675
Bond Closing Costs	Dec-22	1,486,242	-	1,486,242
Charter School Allocation	Mar-22	15,338,082	-	15,338,082
Facility Renovation & Construction Plan Total		\$ 392,611,192	\$ 34,531,876	\$ 427,143,068

Capital Construction Plan costs are funded from the 2016 Bond and are used to improve existing facilities, upgrade learning environments, and extend the life of district facilities. These funds are also being used to build a new PK-8 school, Thunder Vista. Funds are allocated based on draw schedules.

Building - Capital Projects Fund

Statement of Program

The Building Fund is a capital projects fund, which accounts for major capital outlays for school facilities, authorized and funded by the issuance of general obligation bonds. A bond is a voter-approved funding source that can only be used for capital improvement such as building repairs, building renovations, or new schools.

Bond Issuance History

- March 2001 - \$95.0 million
- December 2002 - \$85.0 million
- February 2005 - \$95.0 million
- April 2006 - \$38.3 million
- March 2007 - \$42.4 million
- January 2008 - \$4.3 million
- December 2016 - \$285.0 million
- December 2018 - \$65.0 million



Long-Range Planning Advisory Committee

The district's Long-Range Planning Advisory Committee (LRPAC), a community led oversight committee featuring parents and community members of Adams 12 Five Star Schools, serves as the bond oversight and accountability committee for the 2016 Bond Program. The Committee advises on short-range facility issues and the development of long-range facilities plans. The committee meets regularly and provides a high level of accountability, engagement, and communication between district leadership and the citizens of Adams 12 Five Star Schools.

Assessing the Need

In 2015, Adams 12 Five Star Schools completed an assessment of the condition of the district's facilities. With the input from LRPAC, district staff identified and prioritized capital improvement needs across the district. The Capital Construction Plan was designed to reflect several community priorities:

- Aging Buildings
- Overcrowding
- Safety and Security
- Classroom Needs
- Educational Opportunities
- Technology

Building - Capital Projects Fund

Assessing the Need (cont'd.)

In November 2016, voters overwhelmingly approved the issuance of \$350.0 million in general obligation bonds to address the capital improvement needs outlined in the Capital Construction Plan. In December 2016, \$285.0 million of bonds were issued and the proceeds, plus an additional \$34.3 million in premiums, funded the first phase of the bond program. The remaining bonds were sold in December 2018, generating \$65.0 million in proceeds and \$11.0 million in premiums. This kicked off the second phase of the bond program, which allowed the district the opportunity to continue updating aging buildings systems, renovate special classrooms, and update outdoor play spaces.

Capital Construction Plan

The Capital Construction Plan provided an overview of projects and proposed budgets, which will spanned over the course of five years. Nearly 69 percent of the plan committed to extending the life of existing buildings, relieving overcrowding, and expanding educational opportunities. The plan also upgraded learning spaces to support modern instructional practices and equipment.

The first three years of bond work focused on:

- Relieving overcrowding with the construction of Thunder Vista, a new PK-8 in Broomfield, which opened in the 2018-19 school year.
- Eliminating modular classrooms at Arapahoe Ridge and Cotton Creek elementary schools, which brought all students into one building by expanding the existing facilities.
- Reconstructing the east and west wings of the STEM Lab School.
- Renovation and expansion of the Career and Technical Education programs through the renovation of Bollman Tech and the construction of Future Forward at Washington Square, expanding offerings to students across the district.
- Overhaul of the exterior site layout at Federal Heights Elementary improving parking, playgrounds, and building aesthetics for students, staff and the surrounding community.
- Kitchen renovation and modernization at Vantage Point allowing them the opportunity to join the National School Lunch Program.

Throughout 2022-2023, the bond will focus on:

- Construction of a \$6.0 million campus for Independence Academy, greatly expanding access to programming for at-risk middle and high school students throughout the district.
- Districtwide school intercom upgrades, additional door access points and Aiphones, in order to provide greater security and emergency response within district schools.
- HVAC upgrades including \$1.0 million for new roof top units, as well as funding for temperature control upgrades and automation at 6 schools.
- \$4.0 million for the installation of a new roof at Legacy High School.
- \$1.5 million to purchase new staff technology devices, and an additional \$0.5 million to be used for further instructional upgrades, including new classroom furniture and technology.

**ADAMS 12 FIVE STAR SCHOOLS
BUILDING FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2018-2019 TO 2025-2026**

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 212,984,403	\$ 196,783,427	\$ 100,435,455	\$ 58,970,177	\$ 40,994,690	\$ 13,788,090	\$ 3,964,250	\$ -
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	-	-	-	-	-	-	-	-
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	-	-	-	-	-	-	-
Earnings on Investment	6,553,592	3,504,241	146,244	125,587	20,440	271,658	-	-
Other Miscellaneous ¹	76,106,206	5,929,428	1,920,972	3,577,832	2,628,407	984,265	198,415	-
Total Revenues	82,659,798	9,433,669	2,067,216	3,703,419	2,648,847	1,255,923	198,415	-
Total Available Resources	295,644,201	206,217,096	102,502,671	62,673,596	43,643,537	15,044,013	4,162,665	-
Expenditures								
Employee Salaries	1,953,855	1,998,397	1,940,132	1,767,964	-	-	-	-
Employee Benefits	558,605	600,780	588,672	539,702	-	-	-	-
Purchased Services	9,534,704	5,770,635	3,221,335	3,071,058	3,640,672	1,351,103	507,609	-
Supplies & Materials	1,037,085	876,065	715,103	265,310	258,260	95,844	36,008	-
Utilities	-	230	-	-	-	-	-	-
Property/Equipment	85,421,979	96,527,356	37,067,028	20,561,482	25,956,515	9,632,816	3,619,048	-
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	6,179	7,973	80	-	-	-	-	-
Other Expenditures	348,367	206	143	-	-	-	-	-
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	98,860,774	105,781,641	43,532,494	26,205,516	29,855,447	11,079,763	4,162,665	-
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	98,860,774	105,781,641	43,532,494	26,205,516	29,855,447	11,079,763	4,162,665	-
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Building Fund	196,783,427	100,435,455	58,970,177	36,468,080	13,788,090	3,964,250	-	-
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 196,783,427	\$ 100,435,455	\$ 58,970,177	\$ 36,468,080	\$ 13,788,090	\$ 3,964,250	\$ -	\$ -
Total Appropriations	\$ 295,644,201	\$ 206,217,096	\$ 102,502,671	\$ 62,673,596	\$ 43,643,537	\$ 15,044,013	\$ 4,162,665	-

¹ Other Miscellaneous Revenue consists of proceeds from sale of bonds, bond premium, and e-rate reimbursements.

Pupil Activity - Agency Fund

Statement of Program

Implementation of Governmental Accounting Standards Board (GASB) 84 Fiduciary Activities, effective July 1, 2019, required governmental agencies to evaluate funds held in fiduciary and agency funds. New reporting requirements identified in GASB 84 specify that governments that hold funds as a trustee or for custodial purposes with no administrative oversight will be required to change accounting standards and reporting. The district evaluated the remaining funds in the Pupil Activity Agency Fund as having district oversight and administrative approval authority based on current policy. Therefore, in Fiscal Year 2019-20, all funds were reclassified to the Other Special Revenue and Pupil Activity Special Revenue Funds.



**ADAMS 12 FIVE STAR SCHOOLS
PUPIL ACTIVITY AGENCY FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2018-2019 TO 2025-2026**

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 595,614	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	335,328	-	-	-	-	-	-	-
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	-	-	-	-	-	-	-
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	335,328	-	-	-	-	-	-	-
Total Available Resources	930,942	-	-	-	-	-	-	-
Expenditures								
Employee Salaries	-	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-	-
Purchased Services	-	-	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	16,800	-	-	-	-	-	-	-
Other Expenditures	914,142	-	-	-	-	-	-	-
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	930,942	-	-	-	-	-	-	-
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	930,942	-	-	-	-	-	-	-
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Pupil Activity Agency	-	-	-	-	-	-	-	-
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$ 930,942	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



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Uniform Budget Summary



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**ADAMS 12 FIVE STAR SCHOOLS
UNIFORM BUDGET SUMMARY
FISCAL YEAR 2022-2023**

Adams 12 Five Star Schools Adopted Budget per Board of Education Resolution Fiscal Year 2022-2023 Summary Budget	10 General Fund	11 Charter School Fund	18 Insurance Reserve Fund	16 Instructional Revenue Fund	17 Information Technology Fund	19 Preschool CPP Fund	21 Food Service Fund
Adams 12 Five Star Schools Adopted Budget per Board of Education Resolution: 7/15/2022 Budgeted Pupil Count - 36,189.5							
BEGINNING FUND BALANCE	\$ 79,506,141	\$ 16,372,801	\$ 4,310,728	\$ 10,407,771	\$ 1,549,147	\$ -	\$ 8,812,491
REVENUES							
Local Sources	171,853,981	2,357,357	-	395,106	-	-	2,259,134
Intermediate Sources	-	-	-	-	-	-	13,000
State Sources	266,775,372	3,670,649	-	-	-	2,907,987	535,822
Federal Sources	-	840,035	-	-	-	-	10,235,157
TOTAL REVENUES	438,629,353	6,868,041	-	395,106	-	2,907,987	13,043,113
TOTAL BEGINNING FUND BALANCE/REVENUES	518,135,494	23,240,842	4,310,728	10,802,877	1,549,147	2,907,987	21,855,604
TOTAL ALLOCATIONS (TO) / FROM OTHER FUNDS	(39,774,780)	39,774,780	-	-	-	-	-
TRANSFERS (TO) / FROM OTHER FUNDS	(35,064,227)	-	3,611,115	4,335,093	19,095,718	-	-
AVAILABLE BEGINNING FUND BALANCE & REVENUES (Plus or Minus (if Revenue) Allocations and Transfers)	443,296,487	63,015,622	7,921,843	15,137,970	20,644,865	2,907,987	21,855,604
EXPENDITURES							
Instruction - Program 0010 to 2099							
Salaries	159,568,332	22,642,634	-	602,260	-	7,277,026	-
Employee Benefits	56,647,865	7,813,637	-	227,335	-	2,673,526	-
Purchased Services	4,727,099	9,503,684	-	-	-	338,270	-
Supplies & Materials	3,526,449	2,969,236	-	3,040,850	-	111,222	-
Property	82,179	4,887,481	-	-	-	49,100	-
Other	(294,568)	1,742,630	-	600	-	37,600	-
Total Instruction	224,257,356	49,559,302	-	3,871,045	-	10,486,744	-
Supporting Services							
Students - Program 2100							
Salaries	15,643,069	-	-	-	-	1,578,229	-
Employee Benefits	5,047,311	-	-	-	-	487,157	-
Purchased Services	497,751	-	-	-	-	300	-
Supplies & Materials	105,217	-	-	-	-	2,875	-
Property	8,000	-	-	-	-	-	-
Other	(7,853)	-	-	-	-	-	-
Total Students	21,293,495	-	-	-	-	2,068,561	-
Instructional Staff - Program 2200							
Salaries	21,479,528	-	-	-	-	631,969	-
Employee Benefits	6,599,444	-	-	-	-	179,656	-
Purchased Services	1,468,857	-	-	-	-	6,500	-
Supplies & Materials	437,394	-	-	415,752	-	1,500	-
Property	26,000	-	-	-	-	-	-
Other	(1,135,362)	-	-	-	-	-	-
Total Instructional Staff	28,875,861	-	-	415,752	-	819,625	-
General Administration - Program 2300							
Salaries	1,733,533	-	-	-	-	-	-
Employee Benefits	544,071	-	-	-	-	-	-
Purchased Services	759,554	-	-	-	-	-	-
Supplies & Materials	56,230	-	-	-	-	-	-
Property	-	-	-	-	-	-	-
Other	196,988	-	-	-	-	-	-
Total General Administration	3,290,376	-	-	-	-	-	-
School Administration - Program 2400							
Salaries	22,290,522	-	-	-	-	-	-
Employee Benefits	7,038,769	-	-	-	-	-	-
Purchased Services	321,047	-	-	-	-	-	-
Supplies & Materials	1,275,966	-	-	-	-	-	-
Property	100,000	-	-	-	-	-	-
Other	909,373	-	-	-	-	-	-
Total School Administration	31,935,677	-	-	-	-	-	-
Business Services - Program 2500							
Salaries	3,244,933	-	-	-	672,278	-	-
Employee Benefits	1,045,521	-	-	-	230,750	-	-
Purchased Services	219,576	-	-	-	918,777	-	-
Supplies & Materials	53,313	-	-	-	142,275	-	-
Property	37,538	-	-	-	51,140	-	-
Other	(1,012,696)	-	-	-	(1,028,780)	-	-
Total Business Services	3,588,185	-	-	-	986,440	-	-
Operations and Maintenance - Program 2600							
Salaries	16,943,814	-	-	-	-	-	-
Employee Benefits	6,093,873	-	-	-	-	-	-
Purchased Services	3,716,766	-	15,000	-	-	-	-
Supplies & Materials	7,984,893	-	15,000	-	-	-	-
Property	148,500	-	-	-	-	-	-
Other	39,222	-	-	-	-	200	-
Total Operations and Maintenance	34,927,068	-	30,000	-	-	200	-

**ADAMS 12 FIVE STAR SCHOOLS
UNIFORM BUDGET SUMMARY
FISCAL YEAR 2022-2023**

Adams 12 Five Star Schools Adopted Budget per Board of Education Resolution Fiscal Year 2022-2023 Summary Budget	22 Governmental Designated Grants Fund	23 Pupil Activity Fund	(26-29) Other Special Revenue Funds	31 Bond Redemption Fund	41 Building Fund	43 Capital Reserve Fund	TOTAL
Adams 12 Five Star Schools Adopted Budget per Board of Education Resolution: 7/15/2022 Budgeted Pupil Count - 36,189.5							
BEGINNING FUND BALANCE	\$ -	\$ 4,896,571	\$ 4,607,645	\$ 119,210,142	\$ 40,994,690	\$ 23,404,356	\$ 314,072,483
REVENUES							
Local Sources	-	3,429,782	9,365,252	72,362,764	2,648,847	2,439,173	267,111,396
Intermediate Sources	-	-	-	-	-	-	13,000
State Sources	7,810,594	-	-	-	-	-	281,700,424
Federal Sources	48,994,640	-	-	-	-	-	60,069,832
TOTAL REVENUES	56,805,234	3,429,782	9,365,252	72,362,764	2,648,847	2,439,173	608,894,652
TOTAL BEGINNING FUND BALANCE/REVENUES	56,805,234	8,326,353	13,972,897	191,572,906	43,643,537	25,843,529	922,967,135
TOTAL ALLOCATIONS (TO) / FROM OTHER FUNDS	-	-	-	-	-	-	-
TRANSFERS (TO) / FROM OTHER FUNDS	-	236,130	3,618,320	-	-	4,167,851	-
AVAILABLE BEGINNING FUND BALANCE & REVENUES (Plus or Minus (If Revenue) Allocations and Transfers)	56,805,234	8,562,483	17,591,217	191,572,906	43,643,537	30,011,380	922,967,135
EXPENDITURES							
Instruction - Program 0010 to 2099							
Salaries	9,676,651	93,840	1,261,813	-	-	-	201,122,556
Employee Benefits	3,284,762	21,443	287,753	-	-	-	70,956,321
Purchased Services	2,366,724	884,173	284,387	-	-	-	18,104,337
Supplies & Materials	3,762,671	2,374,080	2,671,448	-	-	-	18,455,956
Property	207,971	36,016	24,741	-	-	-	5,287,488
Other	12,071,777	161,831	1,215,576	-	-	-	14,935,446
Total Instruction	31,370,556	3,571,383	5,745,718	-	-	-	328,862,104
Supporting Services							
Students - Program 2100							
Salaries	7,002,679	-	-	-	-	-	24,223,977
Employee Benefits	2,272,581	-	-	-	-	-	7,807,049
Purchased Services	374,689	-	-	-	-	-	872,740
Supplies & Materials	134,501	-	346,334	-	-	-	588,927
Property	50,000	-	-	-	-	-	58,000
Other	777,417	-	-	-	-	-	769,564
Total Students	10,611,867	-	346,334	-	-	-	34,320,257
Instructional Staff - Program 2200							
Salaries	1,863,776	-	153,472	-	-	-	24,128,745
Employee Benefits	613,364	-	55,629	-	-	-	7,448,093
Purchased Services	392,350	-	3,880	-	-	-	1,871,587
Supplies & Materials	19,901	-	189,471	-	-	-	1,064,018
Property	-	-	-	-	-	-	26,000
Other	1,625,920	-	-	-	-	-	490,558
Total Instructional Staff	4,515,311	-	402,452	-	-	-	35,029,001
General Administration - Program 2300							
Salaries	-	-	-	-	-	-	1,733,533
Employee Benefits	-	-	-	-	-	-	544,071
Purchased Services	-	-	-	-	-	-	759,554
Supplies & Materials	-	-	-	-	-	-	56,230
Property	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	196,988
Total General Administration	-	-	-	-	-	-	3,290,376
School Administration - Program 2400							
Salaries	608,513	-	-	-	-	-	22,899,035
Employee Benefits	210,476	-	-	-	-	-	7,249,245
Purchased Services	-	-	-	-	-	-	321,047
Supplies & Materials	-	-	865	-	-	-	1,276,831
Property	-	-	-	-	-	-	100,000
Other	73,110	-	-	-	-	-	982,483
Total School Administration	892,099	-	865	-	-	-	32,828,641
Business Services - Program 2500							
Salaries	-	-	50,751	-	-	-	3,967,962
Employee Benefits	-	-	19,308	-	-	-	1,295,579
Purchased Services	-	-	-	-	-	642,471	1,780,824
Supplies & Materials	-	-	-	-	-	200,000	395,588
Property	-	-	-	-	-	981,512	1,070,190
Other	1,839,474	-	2,000	-	-	-	(200,002)
Total Business Services	1,839,474	-	72,059	-	-	1,823,983	8,310,141
Operations and Maintenance - Program 2600							
Salaries	-	-	320,056	-	-	65,646	17,329,516
Employee Benefits	-	-	103,441	-	-	24,093	6,221,407
Purchased Services	-	-	10,000	-	-	912,919	4,654,685
Supplies & Materials	-	-	25,800	-	-	308,000	8,333,693
Property	-	-	9,352	-	-	-	157,852
Other	-	-	17,426	-	-	5,183	62,031
Total Operations and Maintenance	-	-	486,075	-	-	1,315,841	36,759,184

**ADAMS 12 FIVE STAR SCHOOLS
UNIFORM BUDGET SUMMARY
FISCAL YEAR 2022-2023**

Adams 12 Five Star Schools Adopted Budget per Board of Education Resolution Fiscal Year 2022-2023 Summary Budget	10 General Fund	11 Charter School Fund	18 Insurance Reserve Fund	16 Instructional Revenue Fund	17 Information Technology Fund	19 Preschool CPP Fund	21 Food Service Fund
Student Transportation - Program 2700							
Salaries	8,697,588	-	-	-	-	-	-
Employee Benefits	3,119,384	-	-	-	-	-	-
Purchased Services	533,181	-	-	-	-	-	-
Supplies & Materials	1,245,347	-	-	-	-	-	-
Property	12,500	-	-	-	-	-	-
Other	(896,200)	-	-	-	-	-	-
Total Student Transportation	12,711,800	-	-	-	-	-	-
Central Support - Program 2800							
Salaries	4,658,780	-	275,967	-	5,491,108	-	-
Employee Benefits	1,321,495	-	88,516	-	1,639,479	-	-
Purchased Services	1,586,078	-	3,526,866	-	7,828,500	-	-
Supplies & Materials	27,134	-	5,000	-	30,000	-	-
Property	7,000	-	846	-	2,487,067	-	-
Other	24,385	-	48,000	-	402,697	-	-
Total Central Support	7,624,872	-	3,945,195	-	17,878,851	-	-
Other Support - Program 2900							
Salaries	4,327,800	-	-	-	-	-	-
Employee Benefits	295,163	-	-	-	-	-	-
Purchased Services	-	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Other Support	4,622,963	-	-	-	-	-	-
Food Service Operations - Program 3100							
Salaries	-	-	-	-	-	-	4,861,174
Employee Benefits	-	-	-	-	-	-	1,261,292
Purchased Services	-	-	-	-	-	-	385,311
Supplies & Materials	-	-	-	-	-	-	6,510,053
Property	-	-	-	-	-	-	66,798
Other	(1,055,198)	-	-	-	-	-	1,079,390
Total Other Support	(1,055,198)	-	-	-	-	-	14,164,018
Enterprise Operating - Program 3200							
Salaries	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-
Purchased Services	-	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Enterprise Operations	-	-	-	-	-	-	-
Community Services - Program 3300							
Salaries	473,689	-	-	-	-	-	-
Employee Benefits	193,661	-	-	-	-	-	-
Purchased Services	2,000	-	-	-	-	-	-
Supplies & Materials	39,592	-	-	-	-	-	-
Property	-	-	-	-	-	-	-
Other	(458,684)	-	-	-	-	-	-
Total Community Services	250,258	-	-	-	-	-	-
Total Supporting Services	148,065,357	-	3,975,195	415,752	18,865,291	2,888,386	14,164,018
Property - Program 4000							
Salaries	1,044,077	-	-	-	-	-	-
Employee Benefits	329,224	-	-	-	-	-	-
Purchased Services	13,604	-	-	-	-	-	-
Supplies & Materials	18,393	-	-	-	-	-	-
Property	1,023	-	-	-	-	-	-
Other	9,516	-	-	-	-	-	-
Total Property	1,415,837	-	-	-	-	-	-
Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an Expenditure							
Salaries	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-
Purchased Services	-	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-	-
TOTAL EXPENDITURES	373,738,550	49,559,302	3,975,195	4,286,797	18,865,291	13,375,130	14,164,018
RESERVES							
Reserve for TABOR 3%: 93210	12,105,079	-	-	11,853	-	-	84,239
Res. for TABOR - Multi-Year Obligations: 93220	9,262,272	-	-	-	-	-	-
District Emergency Reserve: 93230	-	-	-	-	-	-	-
Encumbrances and Carryover:	-	-	-	-	-	-	-
Other Reserved Fund Balance: 9900	17,632,099	-	3,946,648	10,839,320	1,779,574	-	7,607,347
Other Restricted Reserves: 93240	-	-	-	-	-	-	-
Unassigned Reserve: 9900	20,091,344	13,456,320	-	-	-	-	-
TOTAL RESERVES	59,090,794	13,456,320	3,946,648	10,851,173	1,779,574	-	7,691,586
TOTAL EXPENDITURES & RESERVES	\$ 432,829,344	\$ 63,015,622	\$ 7,921,843	\$ 15,137,970	\$ 20,644,865	\$ 13,375,130	\$ 21,855,604
NON-APPROPRIATED RESERVE - Program	-	-	-	-	-	-	-
TOTAL AVAILABLE BEGINNING FUND BALANCE & REVENUES LESS TOTAL EXPENDITURES & RESERVES LESS NON-APPROPRIATED RESERVES (Should Equal Zero (0))	\$ 10,467,143	\$ -	\$ -	\$ -	\$ -	\$ (10,467,143)	\$ -

**ADAMS 12 FIVE STAR SCHOOLS
UNIFORM BUDGET SUMMARY
FISCAL YEAR 2022-2023**

Adams 12 Five Star Schools Adopted Budget per Board of Education Resolution Fiscal Year 2022-2023 Summary Budget	22 Governmental Designated Grants Fund	23 Pupil Activity Fund	(26-29) Other Special Revenue Funds	31 Bond Redemption Fund	41 Building Fund	43 Capital Reserve Fund	TOTAL
Student Transportation - Program 2700							
Salaries	-	-	-	-	-	-	8,697,588
Employee Benefits	-	-	-	-	-	-	3,119,384
Purchased Services	54,519	-	-	-	-	-	587,700
Supplies & Materials	-	-	-	-	-	-	1,245,347
Property	-	-	-	-	2,351,800	-	2,364,300
Other	21,250	-	-	-	-	-	(874,950)
Total Student Transportation	75,769	-	-	-	2,351,800	-	15,139,369
Central Support - Program 2800							
Salaries	414,281	-	-	-	-	-	10,840,136
Employee Benefits	137,774	-	-	-	-	-	3,187,264
Purchased Services	974,746	-	-	-	-	50,000	13,966,190
Supplies & Materials	51,000	-	-	-	-	-	113,134
Property	-	-	-	-	-	-	2,494,913
Other	-	-	-	-	-	-	475,082
Total Central Support	1,577,801	-	-	-	-	50,000	31,076,719
Other Support - Program 2900							
Salaries	-	-	-	-	-	-	4,327,800
Employee Benefits	-	-	-	-	-	-	295,163
Purchased Services	-	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Other Support	-	-	-	-	-	-	4,622,963
Food Service Operations - Program 3100							
Salaries	-	-	-	-	-	-	4,861,174
Employee Benefits	-	-	-	-	-	-	1,261,292
Purchased Services	-	-	-	-	-	-	385,311
Supplies & Materials	-	-	-	-	-	-	6,510,053
Property	-	-	-	-	-	-	66,798
Other	-	-	-	-	-	-	24,192
Total Food Service Operations	-	-	-	-	-	-	13,108,820
Enterprise Operating - Program 3200							
Salaries	-	-	1,152,604	-	-	-	1,152,604
Employee Benefits	-	-	208,948	-	-	-	208,948
Purchased Services	60,000	-	466,691	-	-	-	526,691
Supplies & Materials	147,140	-	44,445	-	-	-	191,585
Property	-	-	10,000	-	-	-	10,000
Other	2,544,432	-	10,625	-	-	-	2,555,057
Total Enterprise Operations	2,751,572	-	1,893,313	-	-	-	4,644,885
Community Services - Program 3300							
Salaries	375,272	-	2,950,312	-	-	-	3,799,273
Employee Benefits	156,631	-	1,124,048	-	-	-	1,474,340
Purchased Services	42,950	-	50,222	-	-	-	95,172
Supplies & Materials	57,159	-	239,371	-	-	-	336,122
Property	-	-	-	-	-	-	-
Other	484,231	-	214,638	-	-	-	240,185
Total Community Services	1,116,243	-	4,578,591	-	-	-	5,945,092
Total Supporting Services	23,380,136	-	7,779,689	-	2,351,800	3,189,824	225,075,448
Property - Program 4000							
Salaries	-	-	-	-	-	-	1,044,077
Employee Benefits	-	-	-	-	-	-	329,224
Purchased Services	52,583	-	-	-	3,640,672	81,439	3,788,298
Supplies & Materials	-	-	-	-	258,260	-	276,653
Property	1,915,408	-	49,516	-	23,604,715	500,000	26,070,662
Other	86,551	-	-	-	-	-	96,067
Total Property	2,054,542	-	49,516	-	27,503,647	581,439	31,604,981
Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an Expenditure							
Salaries	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-
Purchased Services	-	-	-	16,000	-	-	16,000
Supplies & Materials	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-
Other	-	-	-	59,484,575	-	3,211,861	62,696,436
Total Other Uses	-	-	-	59,500,575	-	3,211,861	62,712,436
TOTAL EXPENDITURES	56,805,234	3,571,383	13,574,923	59,500,575	29,855,447	6,983,124	648,254,969
RESERVES							
Reserve for TABOR 3%: 93210	-	102,893	280,957	-	-	73,175	12,658,196
Res. for TABOR - Multi-Year Obligations: 93220	-	-	-	-	-	2,662,103	11,924,375
District Emergency Reserve: 93230	-	-	-	-	-	-	-
Encumbrances and Carryover:	-	-	-	-	-	-	-
Other Reserved Fund Balance: 9900	-	4,888,207	3,735,337	132,072,331	13,788,090	20,292,978	216,581,931
Other Restricted Reserves: 93240	-	-	-	-	-	-	-
Unassigned Reserve: 9900	-	-	-	-	-	-	33,547,664
TOTAL RESERVES	-	4,991,100	4,016,294	132,072,331	13,788,090	23,028,256	274,712,166
TOTAL EXPENDITURES & RESERVES	\$ 56,805,234	\$ 8,562,483	\$ 17,591,217	\$ 191,572,906	\$ 43,643,537	\$ 30,011,380	\$ 922,967,135
NON-APPROPRIATED RESERVE - Program	-	-	-	-	-	-	-
TOTAL AVAILABLE BEGINNING FUND BALANCE & REVENUES LESS TOTAL EXPENDITURES & RESERVES LESS NON-APPROPRIATED RESERVES (Should Equal Zero (0))	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



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Charter School Section

Charter Schools

Prospect Ridge Academy

Prospect Ridge Academy is a K-12 charter school located in the northern part of the district. The school offers an intensified math and science focus along with Core Knowledge programming. During Fiscal Year 2014-15, the campus was expanded to include high school grade levels. In prior years, Prospect Ridge Academy was chartered as a K-8 school.



Stargate School

Stargate offers a variety of programs focused on serving the gifted and talented community for grades kindergarten through eighth grade. Stargate expanded to include ninth grade in the Fall of 2015 and added a grade every year thereafter.



Westgate Community School

Westgate Community School is a small school serving gifted students who are at-risk and underachieving in more traditional educational settings. In November 2011, Adams 12 Five Star Schools approved an extension for high school programming. The program is geared toward gifted and creative students seeking a non-traditional high school model that includes concurrent enrollment with local colleges and competency credit.



New America School

The New America School – Thornton Campus enrolls more than 400 students each year in a location convenient for students in Adams and Denver counties, as well as other communities in metropolitan Denver. The school offers unique opportunities for young parents, former drop outs, and students working full-time to earn high school credits and a diploma.



**ADAMS 12 FIVE STAR SCHOOLS
CHARTER SCHOOLS SUMMARY
STATEMENT OF REVENUES, EXPENDITURES, AND FUND BALANCE
FISCAL YEAR 2022-2023**

	Prospect Ridge Charter School	Stargate Charter School	Westgate Charter School	New America Charter School	2022-2023 Budget Total
Beginning Fund Balance	\$ 7,751,308	\$ 4,657,566	\$ 3,208,731	\$ 755,196	\$ 16,372,801
Revenues					
Local	1,226,387	614,300	260,620	156,050	2,257,357
State	16,590,704	17,873,608	6,113,163	2,867,954	43,445,429
Federal	182,941	172,576	173,853	310,665	840,035
Transfer In	-	100,000	-	-	100,000
Total Revenues	18,000,032	18,760,484	6,547,636	3,334,669	46,642,821
Total Resources Available	25,751,340	23,418,050	9,756,367	4,089,865	63,015,622
Expenditures					
Salaries	9,288,595	8,830,518	3,302,891	1,220,630	22,642,634
Benefits	2,926,763	3,340,402	1,054,961	491,511	7,813,637
Purchased Services	3,083,063	3,956,234	1,266,925	1,197,462	9,503,684
Supplies and Materials	1,694,623	886,519	287,708	100,386	2,969,236
Capital Outlay	4,271,826	20,000	570,655	25,000	4,887,481
Other	20,098	60,474	65,290	32,338	178,200
Debt Service	-	-	-	-	-
Centralized & Direct Cost to District	449,248	476,208	181,742	87,232	1,194,430
Transfer Out	-	370,000	-	-	370,000
Total Expenditures	21,734,216	17,940,355	6,730,172	3,154,559	49,559,302
Ending Fund Balance	\$ 4,017,124	\$ 5,477,695	\$ 3,026,195	\$ 935,306	\$ 13,456,320



School Section

School Based Budgeting Practices and Assumptions

Assumptions and Budgeting Practices

School budgets were prepared using the following considerations:

- Staffing based on standardized classroom ratios using forecasted enrollment. Due to declining enrollment projections, staff were reduced at some locations.
- FTE listed is broken down to individual school/department, so the FTE is rounded up to the nearest hundredths.
- Allocations given for special programming such as International Baccalaureate (IB), STEM, and Expanded Day schools.
- General Operating Expenses categorized as Purchased Services, Supplies, Equipment, and Other Expenditures to include costs for classroom supplies, professional development, printing, transportation, maintenance, software renewals, and other school needs.
- For schools eligible for Title I, the offset of Title I dollars allocated to the school is included in Other Expenditures.
- In Fiscal Year 2022-23 the Advanced Academic and Gifted Services department was approved an additional 15.0 FTE to their annual salary and benefit budget. The goal of this additional FTE is to allocate Gifted and Talented Advocates to 29 schools in order to grow gifted and talented programming.
- In Fiscal Year 2022-23 the 5c Teacher Leadership priority was used to fund an additional 25.0 Instructional Coaches. All Elementary, K-8, and Middle schools will have an least 1.0 Coach in their building and each High school will have 2.0 Coaches.



ARAPAHOE RIDGE ELEMENTARY SCHOOL

13095 West Pecos Street
Westminster, CO 80234
www.arapahoe.adams12.org

Principal: Veronica Sirko
Main Office: 720-972-5740



Mission and Vision:

Arapahoe Ridge joyfully engages all learners to be critical thinkers who are empowered to reach their highest potential.

Arapahoe Ridge believed in the old proverb “it takes a village to raise a child”, and are joyful to engage learners in reaching their highest potential. We are humbled to be the “village” that shares an excitement for learning with your children. We celebrate diversity by valuing each students’ unique contributions to the learning experience and promote valued roles for all students within our school community. We offer a range of club activities from Cursive Club and Battle of the Books to a Jump Rope Club and Robot Club.

Additional Information:

- Certified FTE were decreased 2.00 FTE due to continued projected enrollment decline.
- Paraprofessionals FTE were increased 0.53 to meet needs of the school for Student Monitors and Classroom Assistants.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,993,104	\$ 1,996,680	\$ 1,846,200	\$ 1,844,928
Benefits	665,840	623,424	559,217	592,681
Purchased Services	3,007	4,545	2,150	6,876
Supplies	17,165	31,612	32,686	55,775
Equipment	309	-	-	-
Other	14,754	8,760	13,825	10,933
Total Expenditures	\$ 2,694,179	\$ 2,665,021	\$ 2,454,078	\$ 2,511,193
<u>BUDGETED STAFFING</u>				
Certified	24.50	22.00	22.50	20.50
Paraprofessionals	2.45	2.95	3.50	4.03
Classified	2.06	2.06	2.06	2.05
Administrative and Professional/Technical	2.00	2.00	1.50	1.50
Total Budgeted Staffing	31.01	29.01	29.56	28.08
Projected Student Enrollment	537	497	400	396
Cost per Student	\$ 5,017	\$ 5,362	\$ 6,135	\$ 6,341

CENTENNIAL ELEMENTARY SCHOOL

13200 Westlake Drive
Broomfield, CO 80020
www.centennial.adams12.org

Principal: Geneanne Payne
Main Office: 720-972-5280



Mission and Vision:

We are all Centennial: students, family, staff, and community. We come together as a community of learners dedicated to educating the whole child: physically, emotionally, and intellectually.

We will provide active and innovative instruction in problem solving, 21st century skills, and critical thinking. Students will demonstrate their new learning in all areas of their lives to become well-rounded, productive citizens. We will incorporate learning styles and differentiate instruction while students will continue to progress as learners, and are given multiple opportunities to demonstrate their learning.

Additional Information:

- Certified 1.00 FTE Instructional Coaches moved to Government Designated-Purpose Grant Fund.
- Paraprofessionals FTE increased by 1.15 FTE to meet school needs for Student Monitors.
- Eligible for Title I funding.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,673,256	\$ 1,709,889	\$ 1,937,577	\$ 1,939,291
Benefits	551,503	532,610	565,965	620,008
Purchased Services	1,821	3,482	16,268	11,312
Supplies	26,072	28,264	69,197	70,087
Equipment	-	17,270	-	-
Other	(146,858)	(179,974)	(163,070)	(74,903)
Total Expenditures	\$ 2,105,794	\$ 2,111,541	\$ 2,425,937	\$ 2,565,795
<u>BUDGETED STAFFING</u>				
Certified	21.00	21.00	21.50	20.50
Paraprofessionals	2.83	3.39	3.51	4.66
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	27.83	28.39	29.01	29.16
Projected Student Enrollment	422	411	317	358
Cost per Student	\$ 4,990	\$ 5,138	\$ 7,653	\$ 7,167

CHERRY DRIVE ELEMENTARY

11500 Cherry Drive
Thornton, CO 80233
www.cherry.adams12.org

Principal: Elizabeth Jordan
Main Office: 720-972-5300



Mission and Vision:

The Cherry Drive family will provide a consistent, positive, caring and highly engaging optimal learning environment. To accomplish this we will foster supportive collaboration and hold everyone accountable to consistent high expectations. As a community of diverse learners, we will value and take pride in one another by celebrating growth and success. Together, through this hard work and dedication, we will be productive 21st century citizens and lifelong learners.

As leaders in academic excellence, Cherry Drive Elementary recognizes students of this generation learn and engage in education differently than students in the past. Research has demonstrated students learn best when they are actively involved in their education. Technology engages students in all academic levels.

Additional Information:

- Certified FTE increased by 0.10 due to review of specials allocations to increase hours.
- Paraprofessionals FTE decreased by 0.19 in Student Monitor hours.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,345,337	\$ 1,294,704	\$ 1,238,251	\$ 1,419,820
Benefits	458,901	401,521	377,626	454,926
Purchased Services	2,863	1,241	1,268	1,640
Supplies	64,945	40,416	61,234	41,335
Equipment	-	-	-	-
Other	20,396	11,198	7,070	12,539
Total Expenditures	\$ 1,892,442	\$ 1,749,080	\$ 1,685,449	\$ 1,930,260
<u>BUDGETED STAFFING</u>				
Certified	15.50	13.90	14.90	15.00
Paraprofessionals	2.38	2.31	2.72	2.53
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	21.38	19.71	21.12	21.03
Projected Student Enrollment	305	288	243	271
Cost per Student	\$ 6,205	\$ 6,073	\$ 6,936	\$ 7,123

CORONADO HILLS ELEMENTARY SCHOOL

8300 Downing Drive
Thornton, CO 80229
www.coronado.adams12.org

Principal: Donald Beuke
Main Office: 720-972-5320



Mission and Vision:

At Coronado Hills, we value a student-centered, collaborative approach to learning that develops the whole child. Our students will feel empowered and capable as life-long learners.

Coronado Hills Elementary strives to ignite the culture and passion of learning, so students can reach their highest potential and develop into open-minded, critical thinkers who believe the journey is as great as the destination. Graduates leave the school as inquiring, knowledgeable and caring young people who will help create a better and more peaceful world through intercultural understanding and respect.

Additional Information:

- Certified FTE decreased 3.50 due to continued projected enrollment decline.
- Paraprofessionals FTE increased 0.29 due to match Student Monitor needs.
- Eligible for Title I funding.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,014,048	\$ 2,073,425	\$ 2,114,852	\$ 2,117,286
Benefits	692,090	655,672	645,842	678,469
Purchased Services	5,836	3,503	2,568	2,175
Supplies	46,518	56,053	61,852	55,318
Equipment	3,099	-	-	40,000
Other	(251,686)	(250,985)	(240,187)	(221,202)
Total Expenditures	\$ 2,509,906	\$ 2,537,669	\$ 2,584,927	\$ 2,672,046
<u>BUDGETED STAFFING</u>				
Certified	27.00	27.30	26.50	23.00
Paraprofessionals	3.22	3.21	4.08	4.37
Classified	2.25	2.00	2.50	2.50
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	34.47	34.51	35.08	31.87
Projected Student Enrollment	482	506	419	376
Cost per Student	\$ 5,207	\$ 5,015	\$ 6,169	\$ 7,107

COTTON CREEK ELEMENTARY SCHOOL

11100 Vrain Street
Westminster, CO 80031
www.cotton.adams12.org

Principal: Theresa Gilbreath
Main Office: 720-972-5340



Mission and Vision:

Each student develops the skills, knowledge and confidence to become a lifelong learner and a responsible, constructive member of society. Each student enjoys a positive learning experience within a safe, caring environment. Each student gains self-esteem and the love of learning. Each student celebrates differences and embraces excellence as the norm, not the exception.

Cotton Creek is dedicated to the educational success of each individual through a partnership among students, staff and community. To help develop their unique skills, we offer a range of activities from Choir to Student Council.

Additional Information:

- Certified FTE decreased 2.00 due to enrollment not recovered from Fiscal Year 2021-22 decline.
- Administrative Assistant Principal FTE decreased 0.50 due to projected enrollment decline.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,146,742	\$ 2,290,273	\$ 2,156,982	\$ 2,221,581
Benefits	694,181	698,236	663,022	713,463
Purchased Services	3,124	2,222	1,118	1,704
Supplies	36,590	34,190	40,272	34,967
Equipment	-	-	15,938	-
Other	11,279	12,011	19,588	15,107
Total Expenditures	\$ 2,891,916	\$ 3,036,932	\$ 2,896,920	\$ 2,986,822
<u>BUDGETED STAFFING</u>				
Certified	26.00	25.00	27.50	25.50
Paraprofessionals	3.25	2.75	3.99	4.00
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	1.50
Total Budgeted Staffing	33.25	31.75	35.49	33.00
Projected Student Enrollment	564	551	453	484
Cost per Student	\$ 5,128	\$ 5,512	\$ 6,395	\$ 6,171

COYOTE RIDGE ELEMENTARY SCHOOL

13770 Broadlands Drive
Broomfield, CO 80023
www.coyote.adams12.org

Principal: Mike Keppler
Main Office: 720-972-5780



Mission and Vision:

As a community, we are dedicated to preparing our students to be lifelong learners who strive to achieve their full potential.

At Coyote Ridge, we provide a welcoming atmosphere which supports and encourages family and community partnerships. We are a collaborative staff using innovative and creative teaching practices to meet the needs and enhance the strengths of all students. Students develop their individual talents, critical thinking, and technology skills by actively engaging in the learning process. Staff, parents, and students share the responsibility for ensuring that our students achieve high standards, which they are globally minded and prepared to positively impact an ever-changing world.

Additional Information:

- Certified FTE increased by 0.05 due to increase in Teacher on Special Assignment (TOSA) hours to support learners.
- Paraprofessionals increased by 0.50 FTE to meet school needs for Student Monitors.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,575,298	\$ 1,770,515	\$ 1,757,354	\$ 1,922,053
Benefits	518,437	548,715	537,476	618,125
Purchased Services	2,759	746	2,518	1,546
Supplies	35,267	31,304	80,804	72,744
Equipment	-	-	-	-
Other	11,089	9,660	18,599	16,784
Total Expenditures	\$ 2,142,850	\$ 2,360,939	\$ 2,396,751	\$ 2,631,252
<u>BUDGETED STAFFING</u>				
Certified	21.00	20.20	21.70	21.75
Paraprofessionals	2.15	2.73	3.28	3.62
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	26.65	26.43	28.48	28.87
Projected Student Enrollment	438	419	382	405
Cost per Student	\$ 4,892	\$ 5,635	\$ 6,274	\$ 6,497

EAGLEVIEW ELEMENTARY SCHOOL

4601 Summit Grove Parkway
Thornton, CO 80241
www.eagleview@adams12.org

Principal: Bianca Porter
Main Office: 720-972-5760



Mission and Vision:

Eagleview is dedicated to a child-centered learning environment that will challenge each student to reach their highest potential. Believing that students, parents, and staff are a community of life-long learners, it is our shared responsibility as educational partners so that we ensure that each student has the educational background to be successful with current and future learning by establishing consistency in philosophy, language and instructional approaches. We build on the strengths of each student while facilitating learning in the areas of need, and we can make individualized instructional decisions based on careful assessment of each learner. We support a community of responsible learners who can think, extrapolate information, problem solve, generalize and transfer learning to a variety of situations by using a variety of teaching and learning strategies empowered by technology.

Additional Information:

- Certified FTE decreased 5.00 and Administrative FTE decreased 0.50 due to enrollment not recovered from Fiscal Year 2021-22 decline.
- Paraprofessionals FTE increased 0.75 to meet school needs for Student Monitors.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,166,915	\$ 2,179,581	\$ 2,245,920	\$ 2,129,058
Benefits	697,141	653,825	683,515	687,231
Purchased Services	5,838	3,847	8,200	4,107
Supplies	51,753	42,607	66,814	49,735
Equipment	-	-	-	-
Other	15,533	11,310	30,007	32,875
Total Expenditures	\$ 2,937,179	\$ 2,891,171	\$ 3,034,456	\$ 2,903,006
<u>BUDGETED STAFFING</u>				
Certified	27.50	24.00	28.50	23.50
Paraprofessionals	2.81	3.81	4.74	5.48
Classified	2.88	2.88	2.88	2.88
Administrative and Professional/Technical	2.00	2.00	2.00	1.50
Total Budgeted Staffing	35.19	32.69	38.11	33.36
Projected Student Enrollment	627	554	478	500
Cost per Student	\$ 4,684	\$ 5,219	\$ 6,348	\$ 5,806

FEDERAL HEIGHTS ELEMENTARY SCHOOL

2500 West 96th Avenue
Federal Heights, CO 80260
www.federal.adams12.org

Principal: Grant Underwood
Main Office: 720-972-5360



Mission and Vision:

Federal Heights works to develop learners who are inquisitive, independent, and determined to succeed in reaching their highest potential.

To engage and inspire all students to innovate, achieve, and succeed in a safe and supportive environment by ensuring high quality instruction in every classroom, every day.

After school sports, choir, science club, and council are also offered to help learners succeed.

Additional Information:

- Certified FTE increased by 0.13 for ELD hours based on projected enrollment.
- Paraprofessionals FTE decreased by 0.84 for Classroom Assistants based on school needs.
- Classified FTE decreased 0.22 by removing Office Assistant position.
- Eligible for Title I funding.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,673,265	\$ 1,691,640	\$ 1,920,283	\$ 2,017,582
Benefits	587,273	557,806	591,525	646,518
Purchased Services	2,865	1,969	2,505	1,644
Supplies	19,222	37,859	46,787	50,825
Equipment	-	15,261	3,500	-
Other	(290,201)	(265,167)	(257,613)	(247,354)
Total Expenditures	\$ 1,992,424	\$ 2,039,367	\$ 2,306,987	\$ 2,469,215
<u>BUDGETED STAFFING</u>				
Certified	23.50	21.50	22.00	22.13
Paraprofessionals	3.50	2.74	4.15	3.31
Classified	2.38	2.37	2.37	2.15
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	31.38	28.60	30.52	29.59
Projected Student Enrollment	440	402	344	352
Cost per Student	\$ 4,528	\$ 5,073	\$ 6,706	\$ 7,015

GLACIER PEAK ELEMENTARY SCHOOL

12060 Jasmine Street
Brighton, CO 80602
www.glacier.adams12.org

Principal: Tim Griffin
Main Office: 720-972-5940



Mission and Vision:

Glacier Peak Elementary is a flourishing, community-focused school on the eastern edge of the Adams 12 Five Star Schools district. We offer top-flight education and engaging learning opportunities to students in kindergarten through fifth grade. Our staff is experienced, energetic, and engaged. We strive to maintain an atmosphere that is warm and welcoming for students, parents, staff, and community members. It's important that our families feel well connected to our school because we know that when there's a strong bond between home and school, students thrive.

Additional Information:

- Certified FTE increased by 1.00 due to rise in projected enrollment.
- Paraprofessionals FTE increased by 1.76 as Kindergarten and Media Tech staffing hours increased based on projected student enrollment increase.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,603,527	\$ 1,628,857	\$ 1,828,771	\$ 2,091,696
Benefits	530,463	519,785	552,600	672,233
Purchased Services	3,521	2,102	2,486	5,347
Supplies	13,783	19,409	41,840	37,677
Equipment	-	-	-	-
Other	10,676	5,994	11,598	12,837
Total Expenditures	\$ 2,161,970	\$ 2,176,149	\$ 2,437,295	\$ 2,819,790
<u>BUDGETED STAFFING</u>				
Certified	20.00	20.00	22.50	23.50
Paraprofessionals	2.61	1.99	3.28	5.04
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	26.11	25.49	29.28	32.04
Projected Student Enrollment	445	421	370	444
Cost per Student	\$ 4,858	\$ 5,169	\$ 6,587	\$ 6,351

HILLCREST ELEMENTARY SCHOOL

10335 Croke Drive
Northglenn, CO 80260
www.hillcrest.adams12.org

Principal: Guadalupe Loreda-Rangel
Main Office: 720-972-5380



Mission and Vision:

To work with parents and the community "Educating the Whole Child." Reaching new heights by working together to believe, achieve, and succeed!

Hillcrest Elementary School exists as part of the larger community to educate, nurture, and inspire children to reach their fullest potential and become lifelong learners. Due to our academic gains, we received our highest performance rating ever. Hillcrest has been in Performance for three years!

Additional Information:

- Certified FTE decreased by 1.00 due to projected enrollment decreasing in third grade.
- Paraprofessionals FTE increased by 1.09 by adding Student Monitors based on school needs.
- Administrative FTE decreased by 0.25 by removing Office Assistant position.
- Eligible for Title I funding.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,697,554	\$ 1,690,241	\$ 1,921,255	\$ 2,039,662
Benefits	582,773	554,083	588,005	651,808
Purchased Services	20,908	34,058	24,958	36,994
Supplies	47,299	35,636	36,994	56,052
Equipment	-	-	-	-
Other	(233,243)	(205,982)	(228,075)	(210,233)
Total Expenditures	\$ 2,115,290	\$ 2,108,036	\$ 2,343,137	\$ 2,574,283
<u>BUDGETED STAFFING</u>				
Certified	22.50	21.50	23.00	22.00
Paraprofessionals	2.48	2.35	3.28	4.37
Classified	2.25	2.25	2.25	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	29.23	28.10	30.53	30.37
Projected Student Enrollment	441	398	343	367
Cost per Student	\$ 4,797	\$ 5,297	\$ 6,831	\$ 7,014

HUNTERS GLEN ELEMENTARY SCHOOL

13222 Corona Street
Thornton, CO 80241
hunters.adams12.org

Principal: Christopher Blados
Main Office: 720-972-5440



Mission and Vision:

We believe that the most promising strategy for achieving the mission of Hunters Glen is to function as a professional learning community. We envision a school in which staff, parents, and students unite.

Through mutual respect within the total school community, our children will grow and learn in a positive atmosphere where staff, parents, and students together are engaged in the learning process. Hunters Glen promotes essential learnings aligned with the state standards, administers timely and authentic assessments to guide instruction and monitor progress, along with providing strategies and support designed to achieve high levels of learning for all students.

Additional Information:

- Certified FTE increased by 2.20 due to rise in projected enrollment.
- Paraprofessionals FTE increased by 0.10 to provide additional Classroom Assistance for added classes.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,660,010	\$ 1,697,094	\$ 1,609,005	\$ 1,885,620
Benefits	554,938	538,608	484,197	603,971
Purchased Services	5,931	7,473	13,120	41,609
Supplies	20,339	19,772	28,320	28,231
Equipment	-	-	-	-
Other	7,271	6,433	14,660	26,855
Total Expenditures	\$ 2,248,489	\$ 2,269,380	\$ 2,149,302	\$ 2,586,286
<u>BUDGETED STAFFING</u>				
Certified	20.00	19.00	19.30	21.50
Paraprofessionals	2.00	2.00	2.75	2.85
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	25.50	24.50	25.55	27.85
Projected Student Enrollment	405	401	320	353
Cost per Student	\$ 5,552	\$ 5,659	\$ 6,717	\$ 7,327

LEROY ELEMENTARY SCHOOL

1451 Leroy Drive
Northglenn, CO 80233
www.leroy.adams12.org

Principal: Tracie Stauffer
Main Office: 720-972-5460



Mission and Vision:

Leroy Elementary is a collaborative community where everyone shares the responsibility of meeting our essential agreements with dedication and enthusiasm to prepare our diverse learners in becoming innovative individuals contributing to the evolving society.

The Leroy Elementary community aims to develop students who are active lifelong learners and internationally minded citizens. We will encourage students to be compassionate, reflective, and open-minded. Through inquiry-based learning, students will be academically prepared to embrace opportunities of the future.

Additional Information:

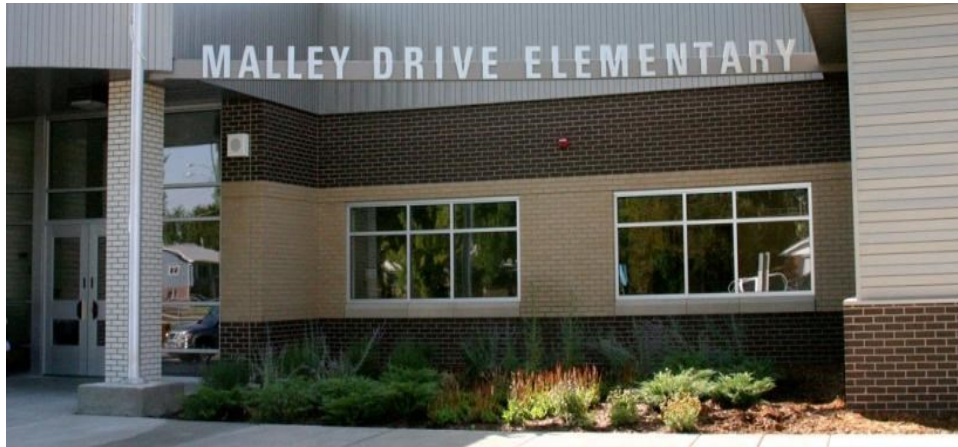
- Certified 1.50 FTE Instructional Coaches moved to Government Designated-Purpose Grant Fund.
- Paraprofessionals FTE increased by 0.05 due to school needs of Student Monitors.
- Eligible for Title I funding.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,783,704	\$ 1,791,488	\$ 1,894,810	\$ 1,983,249
Benefits	605,052	575,875	580,930	635,879
Purchased Services	2,142	22,028	7,318	6,024
Supplies	25,945	29,118	74,660	103,019
Equipment	-	-	-	-
Other	(117,105)	(137,960)	(151,186)	(63,702)
Total Expenditures	\$ 2,299,738	\$ 2,280,549	\$ 2,406,532	\$ 2,664,469
<u>BUDGETED STAFFING</u>				
Certified	22.00	20.50	23.00	21.50
Paraprofessionals	2.75	3.50	3.88	3.93
Classified	2.13	2.13	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	28.88	28.13	30.88	29.43
Projected Student Enrollment	402	364	328	374
Cost per Student	\$ 5,721	\$ 6,265	\$ 7,337	\$ 7,124

MALLEY DRIVE ELEMENTARY SCHOOL

1300 Malley Drive
Northglenn, CO 80233
www.malley.adams12.org

Principal: Kristen Powers
Main Office: 720-972-5480



Mission and Vision:

As a Community School, Malley Drive develops partnerships with community resources, implements positive discipline practices, encourages authentic parent and community engagement, and emphasizes a high quality teaching of culturally relevant curriculum. Focusing on community engagement leads to improved student learning, stronger families, and healthier communities.

At Malley Drive we strive to accept, to persevere, and to become critical thinkers in a safe and loving environment.

Additional Information:

- Certified 1.50 FTE Instructional Coaches moved to Government Designated-Purpose Grant Fund.
- Paraprofessionals FTE increased by 0.62 due to increase of Newcomer and Classroom Assistance.
- Classified FTE increased by 0.38 as school added an Office Assistant position.
- Eligible for Title I funding.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,810,113	\$ 1,787,339	\$ 1,979,494	\$ 2,007,888
Benefits	592,775	568,112	603,978	644,851
Purchased Services	6,193	13,460	6,883	6,185
Supplies	37,845	25,014	39,795	43,076
Equipment	-	-	-	-
Other	(203,460)	(130,802)	(134,887)	(55,038)
Total Expenditures	\$ 2,243,465	\$ 2,263,123	\$ 2,495,263	\$ 2,646,962
<u>BUDGETED STAFFING</u>				
Certified	23.50	19.90	23.00	21.50
Paraprofessionals	2.91	2.72	3.29	3.91
Classified	2.38	2.00	2.00	2.38
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	30.78	26.62	30.29	29.79
Projected Student Enrollment	446	359	342	348
Cost per Student	\$ 5,030	\$ 6,304	\$ 7,296	\$ 7,606

MCELWAIN ELEMENTARY SCHOOL

1020 Dawson Drive
Thornton, CO 80229
www.mcelwain.adams12.org

Principal: Sara Olson
Main Office: 720-972-5500



Mission and Vision:

McElwain is a caring community striving to challenge and empower each mind to achieve his or her greatest potential academically, socially, and emotionally.

We value and cultivate empathy, relational connectedness, resilience, growth mindset, and integrity amongst our learners.

Additional Information:

- Certified FTE decreased by 1.00 as Social Emotional Learning Teacher funding moved to Government Designated-Purpose Grant Fund.
- Paraprofessionals FTE decreased by 0.99 as Computer Classroom Assistant position was removed and the Classroom Assistant was reduced.
- Eligible for Title I funding.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,787,363	\$ 1,821,201	\$ 1,910,439	\$ 2,008,241
Benefits	594,815	574,611	585,328	641,278
Purchased Services	6,962	6,681	4,468	1,715
Supplies	34,338	54,778	41,795	49,990
Equipment	-	-	-	-
Other	(197,999)	(193,873)	(182,044)	(174,030)
Total Expenditures	\$ 2,225,480	\$ 2,263,398	\$ 2,359,986	\$ 2,527,194
<u>BUDGETED STAFFING</u>				
Certified	23.50	22.50	23.00	22.00
Paraprofessionals	3.75	3.75	4.50	3.51
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	31.25	30.25	31.50	29.51
Projected Student Enrollment	412	425	346	340
Cost per Student	\$ 5,402	\$ 5,326	\$ 6,821	\$ 7,433

MERIDIAN ELEMENTARY SCHOOL

14256 McKay Park Circle
Broomfield, CO 80023
www.meridian.adams12.org

Principal: Jason Gooding
Main Office: 720-972-7880



Mission and Vision:

We continually strive to improve our practices and results, while creatively finding solutions to any barriers that may exist to achieving our goals.

The practices we use with our curriculum prepare students for the dynamic world in which we live. These practices include opportunities for creative and critical thinking, communication, collaboration, leadership, use of technology to create digital media products, service learning, and more. You will find that these practices look slightly different in Kindergarten than in a 5th grade classroom. We strive to cultivate these skills at developmentally appropriate levels and are proud of the learning our students demonstrate.

Additional Information:

- Certified FTE decreased by 0.20 as funding for Gifted Talented (GT) teacher moved to Advanced Academics and Gifted Services Department.
- Paraprofessionals FTE increased by 0.32 to meet school needs for additional Student Monitor.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,402,420	\$ 2,378,077	\$ 2,252,466	\$ 2,416,133
Benefits	789,162	734,795	679,950	774,166
Purchased Services	3,312	6,130	1,268	2,447
Supplies	28,747	34,951	58,600	45,881
Equipment	-	-	-	-
Other	13,801	9,148	12,082	43,915
Total Expenditures	\$ 3,237,442	\$ 3,163,100	\$ 3,004,366	\$ 3,282,542
<u>BUDGETED STAFFING</u>				
Certified	29.50	26.70	27.70	27.50
Paraprofessionals	3.38	2.00	3.50	3.82
Classified	3.13	2.88	2.50	2.50
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	38.00	33.58	35.70	35.82
Projected Student Enrollment	643	582	491	544
Cost per Student	\$ 5,035	\$ 5,435	\$ 6,119	\$ 6,034

MOUNTAIN VIEW ELEMENTARY SCHOOL

12401 Perry Street
Broomfield, CO 80020
www.mountain.adams12.org

Principal: Peggy Heath
Main Office: 720-972-5520



Mission and Vision:

Mountain View is proud to be a safe community who knows our students as individuals and learners. Our environment is intentionally designed to inspire every child to take risks, grow be challenged, and realize their potential.

Mountain View is a high achieving, high performing school that serves a diverse population. Most importantly, we pride ourselves on being a caring community where our students ROCK.

Unique Program

- Deaf and Hard of Hearing Program: Serves preschool through fifth-grade Deaf and Hard of Hearing students. The program is based on the total communication philosophy, which embraces all communication choices and utilizes approaches that are most effective for each individual student.

Additional Information:

- Certified FTE decreased by 5.80 and Administrative decreased by 0.50 due to enrollment not recovered from FY2021-22 decline.
- Paraprofessionals increased by 1.04 FTE to add Student Monitors and Classroom Assistant.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,055,426	\$ 2,191,046	\$ 2,184,157	\$ 2,087,569
Benefits	698,215	704,752	659,427	667,634
Purchased Services	2,991	3,064	2,131	2,225
Supplies	25,663	34,639	65,187	52,818
Equipment	-	-	-	-
Other	14,913	6,485	15,722	16,090
Total Expenditures	\$ 2,797,208	\$ 2,939,985	\$ 2,926,624	\$ 2,826,336
<u>BUDGETED STAFFING</u>				
Certified	26.30	26.20	29.30	23.50
Paraprofessionals	2.50	2.44	3.19	4.23
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	1.50
Total Budgeted Staffing	32.80	32.64	36.49	31.23
Projected Student Enrollment	565	539	461	483
Cost per Student	\$ 4,951	\$ 5,455	\$ 6,348	\$ 5,852

NORTH MOR ELEMENTARY SCHOOL

9580 Damon Drive
Northglenn, CO 80260
www.northmor.adams12.org

Principal: Erika Fiorenza
Main Office: 720-972-5540



Mission and Vision:

We envision North Mor Elementary is a welcoming, positive environment which emphasizes academic excellence while fostering self-esteem and mutual respect among staff, students and community.

We believe that staff will hold expectations for their own teaching practices and work collaboratively to encourage each other to achieve their potential along with implementing agreed upon guaranteed and viable curriculum to enhance student academics. Students who understand how they are doing (based on conferences and feedback) will improve their work so that students are aware of lesson, goals and objectives.

Additional Information:

- Certified 1.50 FTE Instructional Coaches moved to Government Designated-Purpose Grant Fund.
- Paraprofessionals FTE increased 1.34 to meet school needs for additional Classroom Assistants.
- Eligible for Title I funding.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,700,436	\$ 1,777,643	\$ 1,766,503	\$ 1,854,811
Benefits	591,543	576,837	535,159	595,775
Purchased Services	2,936	5,366	3,376	3,623
Supplies	33,538	34,513	47,816	73,138
Equipment	5,747	21,525	-	5,000
Other	(181,638)	(134,162)	(137,540)	(73,290)
Total Expenditures	\$ 2,152,561	\$ 2,281,722	\$ 2,215,314	\$ 2,459,057
<u>BUDGETED STAFFING</u>				
Certified	21.50	21.50	20.60	19.10
Paraprofessionals	3.19	3.19	3.94	5.28
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	28.69	28.69	28.54	28.38
Projected Student Enrollment	390	377	317	323
Cost per Student	\$ 5,519	\$ 6,052	\$ 6,988	\$ 7,613

NORTH STAR ELEMENTARY SCHOOL

8740 North Star Drive
Thornton, CO 80260
www.northstar.adams12.org

Principal: Grace Taylor
Main Office: 720-972-5560



Mission and Vision:

At North Star Elementary, we know the elementary school years are an important time in students' lives. It's when they acquire a love of learning, an understanding of how to work with others, and a deep curiosity for the world around them. We believe it's our responsibility to create a warm and engaging environment where students find joy and purpose in school.

Our curriculum prepares students for the dynamic world in which we live. It provides them with opportunities for creative and critical thinking, communication, collaboration, leadership, service learning, and more.

Additional Information:

- Certified increased by 0.50 FTE as Instructional Coach funded by school instead of Learning Services.
- Paraprofessionals FTE decreased by 0.37 to reduce Student Monitor position to match school needs.
- Eligible for Title I funding.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,622,239	\$ 1,657,238	\$ 1,493,391	\$ 1,803,391
Benefits	534,614	522,799	468,865	575,442
Purchased Services	4,918	4,447	5,008	4,108
Supplies	35,663	42,032	62,016	64,246
Equipment	3,205	5,536	1,135	-
Other	(236,397)	(203,563)	(191,150)	(186,675)
Total Expenditures	\$ 1,964,241	\$ 2,028,489	\$ 1,839,265	\$ 2,260,512
<u>BUDGETED STAFFING</u>				
Certified	20.00	20.00	18.50	19.00
Paraprofessionals	3.80	3.68	4.42	4.05
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	27.80	27.68	26.92	27.05
Projected Student Enrollment	384	344	278	303
Cost per Student	\$ 5,115	\$ 5,897	\$ 6,616	\$ 7,460

PRAIRIE HILLS ELEMENTARY SCHOOL

13801 Garfield Place
Thornton, CO 80602
www.prairie.adams12.org

Principal: Stephanie Auday
Main Office: 720-972-8780



Mission and Vision:

Prairie Hills is a gathering place for a community of learners. Through a focus on collaboration and the Teaching Learning Cycle, all students will achieve academic success in a safe, warm, and engaging environment. Our mission is to focus on student learning.

Teachers provide specialized instruction for Special Education, Advanced Academic and Gifted Services and English Language Learners. All students receive a guaranteed curriculum for their grade level. Every student attends art, music, and physical education classes throughout the school year.

Additional Information:

- Certified FTE decreased by 1.00 due to enrollment not recovered from Fiscal Year 2021-22 decline.
- Paraprofessionals FTE increased by 0.07 for Classroom Assistant hours based on school needs.
- Classified FTE decreased by 0.13 by removing the Office Assistant position.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,922,342	\$ 2,015,593	\$ 1,806,289	\$ 1,895,908
Benefits	611,411	592,301	544,221	606,989
Purchased Services	2,602	3,921	1,950	22,097
Supplies	30,913	37,413	41,389	73,550
Equipment	-	1,350	-	-
Other	14,516	10,858	12,985	16,048
Total Expenditures	\$ 2,581,784	\$ 2,661,436	\$ 2,406,834	\$ 2,614,592
<u>BUDGETED STAFFING</u>				
Certified	21.00	22.00	22.50	21.50
Paraprofessionals	2.75	1.85	2.61	2.68
Classified	2.00	2.00	2.13	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	27.25	27.35	28.74	27.68
Projected Student Enrollment	501	487	402	425
Cost per Student	\$ 5,153	\$ 5,465	\$ 5,987	\$ 6,152

RIVERDALE ELEMENTARY SCHOOL

10724 Elm Drive
Thornton, CO 80233
www.riverdale.adams12.org

Principal: Tanya Garcia
Main Office: 720-972-5580



Mission and Vision:

At Riverdale Elementary we are career-bound scholars going from good to better to best to achieve success.

We recently wrote a new mission statement and school change reading Good, better, best, never let it rest, till your good is better, and your better is best.

At Riverdale, every student matters and every moment counts. Students, staff, families, and the community come together and collaborate to help students meet their highest potential and achieve success. Teachers facilitate opportunities for students to evaluate their own data and set high, achievable goals for optimal growth. In the classroom, teachers work to integrate technology into the curriculum, empowering student learning through a variety of tools.

Additional Information:

- Paraprofessionals FTE increased by 0.30 to meet school needs of an additional Student Monitor position.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,373,675	\$ 1,476,112	\$ 1,658,933	\$ 1,815,791
Benefits	475,951	484,623	498,774	583,465
Purchased Services	2,985	4,248	2,955	8,674
Supplies	35,405	33,239	91,533	88,910
Equipment	7,833	12,597	22,067	8,000
Other	12,360	12,427	22,790	32,479
Total Expenditures	\$ 1,908,208	\$ 2,023,246	\$ 2,297,052	\$ 2,537,319
<u>BUDGETED STAFFING</u>				
Certified	18.40	20.00	20.50	20.50
Paraprofessionals	1.50	1.50	2.25	2.55
Classified	2.25	2.25	2.25	2.25
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	23.65	25.25	26.50	26.80
Projected Student Enrollment	375	402	335	351
Cost per Student	\$ 5,089	\$ 5,033	\$ 6,857	\$ 7,229

ROCKY MOUNTAIN ELEMENTARY SCHOOL

3350 West 99th Avenue
Westminster, CO 80031
www.rocky.adams12.org

Principal: Kate Vogel
Main Office: 720-972-5600



Mission and Vision:

At Rocky Mountain Elementary School, we welcome, respect, and trust all who enter here. We hold ourselves and each other to high expectations so every student's educational and social emotional needs are met. We nurture a climate of safety for the RME community.

Learning is active, challenging, meaningful, public, and collaborative. Trust, respect, responsibility, and joy in learning permeate the school culture.

Additional Information:

- Certified FTE decreased by 1.20 due to enrollment not recovered from Fiscal Year 2021-22 decline.
- Paraprofessionals FTE decreased by 0.47 as Family Liaison moved to Government Designated-Purpose Grant Fund.
- Eligible for Title I funding.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,689,740	\$ 1,622,220	\$ 1,508,536	\$ 1,660,673
Benefits	563,014	519,452	464,642	529,458
Purchased Services	4,341	2,555	1,268	4,096
Supplies	20,729	35,336	50,218	43,424
Equipment	-	-	-	-
Other	(181,322)	(178,094)	(183,904)	(177,426)
Total Expenditures	\$ 2,096,500	\$ 2,001,470	\$ 1,840,760	\$ 2,060,225
<u>BUDGETED STAFFING</u>				
Certified	22.50	19.60	18.60	17.40
Paraprofessionals	3.35	3.40	3.22	2.75
Classified	2.13	2.13	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	29.98	27.12	25.82	24.15
Projected Student Enrollment	412	357	266	291
Cost per Student	\$ 5,089	\$ 5,606	\$ 6,920	\$ 7,080

SILVER CREEK ELEMENTARY SCHOOL

15101 Fillmore Street
Thornton, CO 80602
www.silvercreek.adams12.org

Principal: Darren Oliver
Main Office: 720-972-3940



Mission and Vision:

To empower each child to S.O.A.R.* to Excellence in all we do. Through the use of ongoing assessment of school, district, and state standards, we will provide each student individualized instruction. We celebrate and recognize students for academic achievement and growth, positive behavior and improvement, effort, and positive character traits and SOARING behavior. *S.O.A.R.- Safety, Organized, Attitude, Respect

Silver Creek has an active parent community that works to support the school by providing countless volunteers for programs like Watch D.O.G.S. (Dads of Great Students), Crossing Guard and Parent Teacher Organization (PTO). Together, Silver Creek students, parents, and staff collaborate to exceed social, emotional, and academic expectations in order to prepare students to become 21st-century learners and thinkers.

Additional Information:

- Certified FTE decreased by 1.00 due to class size projections resulting in a decrease of fourth grade.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,336,523	\$ 2,386,446	\$ 2,382,340	\$ 2,483,717
Benefits	738,981	719,589	722,522	794,426
Purchased Services	2,833	5,184	1,268	1,726
Supplies	41,227	38,310	73,494	75,640
Equipment	22,596	(3,633)	-	-
Other	16,520	13,746	21,260	53,526
Total Expenditures	\$ 3,158,680	\$ 3,159,643	\$ 3,200,884	\$ 3,409,035
<u>BUDGETED STAFFING</u>				
Certified	26.50	26.50	29.50	28.50
Paraprofessionals	3.50	3.81	4.28	4.27
Classified	2.59	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	34.59	34.31	37.78	36.77
Projected Student Enrollment	614	596	523	583
Cost per Student	\$ 5,144	\$ 5,301	\$ 6,120	\$ 5,847

SKYVIEW ELEMENTARY SCHOOL

5021 East 123rd Avenue
Thornton, CO 80241
www.skyview.adams12.org

Principal: Amanda Beuke
Main Office: 720-972-5620



Mission and Vision:

Skyview aspires to develop the whole child: healthy, productive, critical thinkers of the 21st century.

We provide a warm, engaging and joyful environment for children to learn and grow! Our school offers music, art, and physical education specials daily. A variety of extracurricular opportunities are available including Choir, Battle of the Books, Math, Girls on the Run, Reading, P.E., and Art clubs. Classrooms have access to a computer lab, and one-to-one Chromebook K-5. Our library offers digital literacy instruction tied in with the classroom curriculum and an amazing maker's space.

Students leave Skyview as healthy, productive critical thinkers who are empowered to reach their highest potential in the 21st century.

Additional Information:

- Certified FTE decreased by 1.00 due to enrollment not recovered from Fiscal Year 2021-22 decline.
- Paraprofessionals FTE increased by 0.50 to match school needs of adding a Classroom Assistant.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,689,426	\$ 1,755,975	\$ 1,754,476	\$ 1,848,017
Benefits	528,514	504,574	526,600	592,625
Purchased Services	4,954	2,829	1,376	13,162
Supplies	38,104	48,398	47,851	41,328
Equipment	-	-	1,358	25,000
Other	16,326	11,119	22,130	20,697
Total Expenditures	\$ 2,277,324	\$ 2,322,894	\$ 2,353,791	\$ 2,540,829
<u>BUDGETED STAFFING</u>				
Certified	20.00	20.00	21.50	20.50
Paraprofessionals	2.06	1.94	2.69	3.19
Classified	2.30	2.31	2.30	2.30
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	25.86	25.75	27.99	27.49
Projected Student Enrollment	460	419	354	358
Cost per Student	\$ 4,951	\$ 5,544	\$ 6,649	\$ 7,097

STELLAR ELEMENTARY SCHOOL

3901 East 124th Avenue
Thornton, CO 80241
www.stellar.adams12.org

Principal: Jennifer Buck
Main Office: 720-972-2340



Mission and Vision:

Stellar Elementary empowers children to own a dream and reach beyond their star potential.

Stellar Stars are challenged with rigorous instruction that meets every child where they are academically and motivates them to achieve their highest expectations. At Stellar, we acknowledge and support all learning styles. We encourage students' positive behavior through our school-wide PBIS system.

In partnership with parents, Stellar nurtures student independence and risk taking in a supportive, positive environment. Students are encouraged to set goals that reflect their passions, and students are celebrated along the way through a variety of recognition/award programs and positive behavior incentives.

Additional Information:

- Certified FTE decreased by 2.75 due to continued projected enrollment decline.
- Paraprofessionals FTE increased by 0.25 to match school need of Academic Interventionist.
- Classified decreased 0.05 FTE from the Office Assistant position.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,013,025	\$ 1,891,465	\$ 1,851,917	\$ 1,858,433
Benefits	632,279	566,164	559,078	594,013
Purchased Services	4,161	1,955	1,550	1,674
Supplies	37,809	33,741	81,653	38,700
Equipment	-	-	-	-
Other	16,735	11,267	14,750	17,300
Total Expenditures	\$ 2,704,009	\$ 2,504,592	\$ 2,508,948	\$ 2,510,120
<u>BUDGETED STAFFING</u>				
Certified	26.00	22.00	23.50	20.75
Paraprofessionals	2.03	2.06	2.82	3.07
Classified	2.05	2.05	2.05	2.00
Administrative and Professional/Technical	2.00	1.50	1.50	1.50
Total Budgeted Staffing	32.08	27.61	29.87	27.32
Projected Student Enrollment	591	483	403	394
Cost per Student	\$ 4,575	\$ 5,185	\$ 6,226	\$ 6,371

STUKEY ELEMENTARY SCHOOL

11080 Grant Drive
Northglenn, CO 80233
www.stukey.adams12.org

Principal: Deborah Voelker
Main Office: 720-972-5420



Mission and Vision:

At Stukey Elementary, we work with our community to create a caring environment that empowers scholars to persevere and succeed in life.

We are a neighborhood school who has served our community since 1968. We are proud to learn and grow with our students every day! Stukey Elementary School has built a strong long-term relationship with the many generations of families we've served in our tight-knit Northglenn community. We value this connection because we know a strong community supports each student's education and their families.

Additional Information:

- Certified FTE increased by 1.60 due to projected enrollment increase.
- Paraprofessionals FTE decreased by 0.23 as Family Liaison moved to Government Designated-Purpose Grant Fund.
- Eligible for Title I funding.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,569,838	\$ 1,606,069	\$ 1,820,275	\$ 1,998,272
Benefits	548,515	526,677	561,141	637,317
Purchased Services	5,382	6,101	2,345	2,293
Supplies	13,894	21,266	59,111	71,286
Equipment	-	12,355	-	-
Other	(212,169)	(186,781)	(168,968)	(158,625)
Total Expenditures	\$ 1,925,460	\$ 1,985,688	\$ 2,273,904	\$ 2,550,543
<u>BUDGETED STAFFING</u>				
Certified	22.50	21.50	20.40	22.00
Paraprofessionals	2.63	2.38	3.38	3.15
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	29.13	27.88	27.78	29.15
Projected Student Enrollment	438	377	298	332
Cost per Student	\$ 4,396	\$ 5,267	\$ 7,631	\$ 7,682

TARVER ELEMENTARY SCHOOL

3500 Summit Grove Parkway
Thornton, CO 80241
www.tarver.adams12.org

Principal: Chris Trujillo
Main Office: 720-972-5640



Mission and Vision:

Tarver's mission is to learn our lessons from the past while actively engaging in the activities that will help our students grow into productive citizens who will become independent and responsible members of society.

We also value our long-standing relationships within the community. We believe these partnerships support and enhance the success of our school and are an integral component of our ability to provide a high-quality, community-based education. We learn from the past, and engage in the present so that we may create the future.

Additional Information:

- Certified FTE decreased by 1.50 due to enrollment not recovered from Fiscal Year 2021-22 decline.
- Paraprofessionals FTE increased by 0.52 to match school needs of additional Classroom Assistant.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,642,104	\$ 1,734,248	\$ 1,791,612	\$ 1,893,537
Benefits	525,253	528,598	546,750	607,134
Purchased Services	3,690	3,554	4,234	6,841
Supplies	17,401	22,034	46,299	82,198
Equipment	-	-	-	-
Other	11,865	7,409	13,649	14,150
Total Expenditures	\$ 2,200,314	\$ 2,295,843	\$ 2,402,544	\$ 2,603,860
<u>BUDGETED STAFFING</u>				
Certified	20.00	20.00	23.00	21.50
Paraprofessionals	1.88	1.88	2.75	3.27
Classified	2.06	2.06	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	25.44	25.44	29.25	28.27
Projected Student Enrollment	429	407	382	397
Cost per Student	\$ 5,129	\$ 5,641	\$ 6,289	\$ 6,559

THE STUDIO SCHOOL

10604 Grant Drive
Northglenn, CO 80233
www.thestudioschool.adams12.org

Principal: Sharla Kaczar
Main Office: 720-972-3620



Mission and Vision:

The Studio School is an arts-integration magnet school within the Five Star District. Our mission is to infuse standards-based curriculum with interdisciplinary arts in order to enrich our understanding of culture and character and to improve academic achievement

Student learning is enriched through drama, visual arts, music, and dance in an effort to create a better understanding of culture and character while accelerating academic achievement. Knowledge is brought to life at The Studio School by connecting ideas to interactive sensory experiences. And, students are able to construct meaning of the world through visual and performing arts.

Additional Information:

- Paraprofessionals FTE increased by 0.62 to match school needs of additional Classroom Assistant.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,324,830	\$ 1,377,205	\$ 1,356,875	\$ 1,519,953
Benefits	448,745	442,656	407,396	484,772
Purchased Services	32,633	15,971	26,487	40,414
Supplies	26,994	23,146	62,559	65,851
Equipment	10,089	-	-	-
Other	9,483	8,570	10,688	25,891
Total Expenditures	\$ 1,852,773	\$ 1,867,547	\$ 1,864,005	\$ 2,136,881
<u>BUDGETED STAFFING</u>				
Certified	15.30	14.80	15.80	15.80
Paraprofessionals	1.98	1.98	2.61	3.22
Classified	2.13	2.13	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	20.90	20.40	21.91	22.52
Projected Student Enrollment	286	260	256	273
Cost per Student	\$ 6,478	\$ 7,183	\$ 7,281	\$ 7,827

THORNTON ELEMENTARY SCHOOL

991 Eppinger Boulevard
Thornton, CO 80229
www.thorntone.adams12.org

Principal: Shannon West
Main Office: 720-972-5660



Mission and Vision:

Thornton Elementary will be a high performance innovation school where students are successful and productive problem solvers that contribute to a global community. Together we Learn, Grow, and Thrive.

Together Thornton Elementary community, parents, staff, and students will ensure success for all students by providing safe, engaging, and positive learning experience and environment with a rigorous research based literacy and math instructional model.

Additional Information:

- Certified FTE decreased by 0.85 due to enrollment not recovered from Fiscal Year 2021-22 decline.
- Paraprofessionals FTE decreased by 0.13 as Classroom Assistant hours needs for school decreased.
- Eligible for Title I funding.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,704,148	\$ 1,765,259	\$ 1,715,288	\$ 1,912,366
Benefits	546,358	544,756	522,790	611,131
Purchased Services	3,639	6,545	1,468	6,656
Supplies	28,615	29,094	122,037	23,551
Equipment	13,892	-	20,000	-
Other	(226,801)	(210,541)	(176,928)	(148,492)
Total Expenditures	\$ 2,069,851	\$ 2,135,114	\$ 2,204,655	\$ 2,405,212
<u>BUDGETED STAFFING</u>				
Certified	22.50	23.00	21.40	20.55
Paraprofessionals	3.70	3.43	4.13	4.00
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	30.20	30.43	29.53	28.55
Projected Student Enrollment	368	369	267	293
Cost per Student	\$ 5,625	\$ 5,786	\$ 8,257	\$ 8,209

WESTVIEW ELEMENTARY SCHOOL

1300 Rosanna Drive
Northglenn, CO 80234
www.westview.adams12.org

Principal: Stephanie Frankenfeld
Main Office: 720-972-5680



Mission and Vision:

Westview is always learning, growing, and improving Together!

We provide a nurturing and collaborative learning environment where we empower innovative thinkers through high quality education and solid community partnerships. Community partnerships allow us to bring in specialists from a variety of fields to share their knowledge, introduce our students to possible future career paths, and give students problem-based learning opportunities within our own neighborhoods. Westview is dedicated to preparing students to be both academically prepared, as well as socially responsible and caring citizens. At Westview, students are taught to be thoughtful, participate in the community, and to have moral and civic virtues.

Additional Information:

- Certified FTE increased by 1.50 as projected enrollment increased.
- Eligible for Title I funding.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,731,731	\$ 1,628,849	\$ 1,806,453	\$ 1,908,230
Benefits	546,624	503,631	552,524	607,942
Purchased Services	3,675	1,528	1,418	1,359
Supplies	29,618	38,719	34,277	41,351
Equipment	5,091	-	-	11,000
Other	(122,621)	(98,870)	(106,091)	(18,734)
Total Expenditures	\$ 2,194,119	\$ 2,073,857	\$ 2,288,581	\$ 2,551,148
<u>BUDGETED STAFFING</u>				
Certified	21.50	20.00	22.00	20.50
Paraprofessionals	3.22	2.97	3.57	3.56
Classified	2.50	2.50	2.12	2.13
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	29.21	27.47	29.69	28.19
Projected Student Enrollment	424	373	323	346
Cost per Student	\$ 5,175	\$ 5,560	\$ 7,085	\$ 7,373

WOODGLEN ELEMENTARY SCHOOL

11717 Madison Street
Thornton, CO 80233
www.woodglen.adams12.org

Principal: Matt Haviland
Main Office: 720-972-5700



Mission and Vision:

Our vision is to be a community of learners who are – Willing, Organized, Optimistic, Diverse, Grateful, Leaders, Engaged, and Nurturing. Each child learns, grows and becomes a positive member of our community.

Woodglen Elementary is a flourishing, community-focused school within the east-central portion of the Adams 12 Five Star Schools district. We are dedicated to providing high quality instruction and engaging learning opportunities to students in pre-school through fifth grade. We strive to maintain an atmosphere that is warm and welcoming for students, parents, staff, and community members. It's important that our families feel well connected to our school so that the students thrive.

Additional Information:

- Certified FTE decreased by 2.60 due to continued projected enrollment decline.
- Paraprofessionals FTE decreased by 0.25 Classroom Assistant with decline of kindergarten classes.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,476,747	\$ 1,541,440	\$ 1,693,540	\$ 1,699,011
Benefits	488,311	476,223	513,615	544,097
Purchased Services	1,816	1,139	1,907	1,634
Supplies	24,163	39,124	71,193	54,202
Equipment	-	-	-	-
Other	8,475	4,853	15,388	25,877
Total Expenditures	\$ 1,999,511	\$ 2,062,778	\$ 2,295,643	\$ 2,324,821
<u>BUDGETED STAFFING</u>				
Certified	20.30	20.00	21.50	18.90
Paraprofessionals	1.75	2.38	2.63	2.38
Classified	2.13	2.13	2.13	2.13
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	25.68	26.00	27.76	24.91
Projected Student Enrollment	441	377	353	327
Cost per Student	\$ 4,534	\$ 5,472	\$ 6,503	\$ 7,110

HULSTROM K-8 SCHOOL

11551 Wyco Drive
Northglenn, CO 80233
www.hulstrom.adams12.org

Principal: Colleen Urlik
Main Office: 720-972-5400



Mission and Vision:

Our mission is to inspire gifted and advanced students to passionately pursue their unlimited potentials.

Our vision is to nurture gifted and advanced students within a diverse community of creative and critical thinkers that recognizes, respects, and responds to their unique needs. Hulstrom K-8 specializes in gifted and talented education focused on the whole child. Our philosophy is rooted in providing students with rigorous curriculum and personalized instruction focused on academics, enrichment, and social emotional learning. As a result of the high expectations and quest for excellence, Hulstrom K-8 is consistently named one of the top performing schools in the state of Colorado.

Additional Information:

- Certified FTE decreased by 0.84 due to continued projected enrollment decline.
- Paraprofessionals FTE decreased by 0.37 based on the removal of a Classroom Assistant.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,961,845	\$ 3,038,054	\$ 3,029,480	\$ 3,234,503
Benefits	968,357	958,210	915,234	1,033,486
Purchased Services	8,240	2,728	16,700	6,847
Supplies	48,378	55,604	85,893	64,890
Equipment	5,558	(5,326)	32,000	-
Other	18,085	11,081	21,189	20,569
Total Expenditures	\$ 4,010,463	\$ 4,060,350	\$ 4,100,496	\$ 4,360,295
<u>BUDGETED STAFFING</u>				
Certified	36.50	36.50	38.60	37.76
Paraprofessionals	2.50	2.39	4.50	4.13
Classified	5.00	4.00	4.00	4.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	46.00	44.89	49.10	47.89
Projected Student Enrollment	679	658	668	631
Cost per Student	\$ 5,906	\$ 6,171	\$ 6,138	\$ 6,910

STEM LAB

11700 Irma Drive
Northglenn, CO 80233
www.stem.adams12.org

Principal: Tracy Tellingier
Main Office: 720-972-3340



Mission and Vision:

STEM Lab provides problem-based learning for our students. STEM Lab students have opportunities to be problem solvers, risk takers, critical thinkers, and innovators by taking positions on real world problems.

STEM Lab is to give students a compass by focusing each student's plan of study on achieving the essential learning outcomes and assess progress and connect knowledge with choices and action in school and life to sustain post-secondary workforce - Inspire global and civic knowledge and competence thru engagement. Also works to teach the Arts of Inquiry and Innovation while engaging the big questions and fostering civic, intercultural, and ethical learning.

Additional Information:

- Certified FTE decreased by 0.30 as Instructional Coach moved to Government Designated-Purpose Grant Fund.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,982,870	\$ 3,293,632	\$ 3,128,183	\$ 3,328,603
Benefits	990,196	1,024,749	964,583	1,067,030
Purchased Services	3,585	3,521	2,595	1,863
Supplies	24,677	28,503	98,266	47,152
Equipment	1,899	-	-	-
Other	9,770	5,926	64,407	13,865
Total Expenditures	\$ 4,012,996	\$ 4,356,332	\$ 4,258,034	\$ 4,458,513
<u>BUDGETED STAFFING</u>				
Certified	37.10	37.70	39.30	39.00
Paraprofessionals	3.30	3.73	4.88	4.88
Classified	4.00	4.00	4.00	4.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	46.40	47.43	50.18	49.88
Projected Student Enrollment	672	694	669	653
Cost per Student	\$ 5,972	\$ 6,277	\$ 6,365	\$ 6,828

STEM LAUNCH

9450 Pecos Street
Thornton, CO 80260
www.stemlaunch.org

Principal: Katherine Klaver
Main Office: 720-972-5120



Mission and Vision:

STEM Launch is to inspire achievement through rigorous, innovative, and authentic experiences. We offer a full range of rigorous educational opportunities in science, technology, engineering, mathematics, literacy, and social studies with full support of music, art, and physical education. Student skills are developed for social, political, and economic participation in a diverse, independent, and changing world.

All students will have access to dynamic engineering curriculum and authentic experiences with industry partnerships to solve real engineering problems. Students will be immersed in the problem-solving process and be able to test and redesign their ideas.

Additional Information:

- Certified FTE decreased 3.70 and Administrative FTE decreased by 2.00 due to continued projected enrollment decline.
- Paraprofessionals 0.65 FTE decreased and Classified 1.0 FTE decreased based on schools needs.
- Eligible for Title I funding.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,606,608	\$ 3,509,995	\$ 3,982,408	\$ 3,880,369
Benefits	1,248,575	1,138,963	1,221,799	1,227,282
Purchased Services	11,742	12,845	12,981	2,264
Supplies	129,659	128,219	134,202	36,853
Equipment	77,668	-	-	-
Other	(250,508)	(275,658)	(299,553)	(116,385)
Total Expenditures	\$ 4,823,744	\$ 4,514,365	\$ 5,051,837	\$ 5,030,383
<u>BUDGETED STAFFING</u>				
Certified	52.00	51.00	50.00	46.30
Paraprofessionals	2.90	3.51	3.13	2.48
Classified	6.00	6.00	6.00	5.00
Administrative and Professional/Technical	4.00	4.00	4.00	2.00
Total Budgeted Staffing	64.90	64.51	63.13	55.78
Projected Student Enrollment	902	770	773	743
Cost per Student	\$ 5,348	\$ 5,863	\$ 6,535	\$ 6,770

THUNDER VISTA PK-8 SCHOOL

3461 Preble Creek Parkway
Broomfield, CO 80023
www.thundervista.adams12.org

Principal: Teresa Benallo
Main Office: 720-972-2900



Mission and Vision:

At Thunder Vista, we empower future ready and compassionate learners who live with intention.

We collaborate to foster continuous improvement, spark fire for innovation and learning that lasts a lifetime, while encouraging each other. We believe in ourselves and others as we create a safe environment to take risks and learn from our mistakes. We believe our effort and attitude determine everything. We recognize value and celebrate others' perspectives to honor and enrich each others' stories along with value collaborative relationships. We foster service minded citizens who connect with our community.

Additional Information:

- Certified FTE increased by 2.75 due projected enrollment increase.
- Paraprofessionals FTE increased by 0.65 as additional Classroom Assistants needed for teachers.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,667,698	\$ 3,269,715	\$ 3,427,362	\$ 3,900,182
Benefits	843,559	969,408	1,032,708	1,238,524
Purchased Services	10,426	8,684	4,700	2,899
Supplies	52,788	62,813	121,149	69,391
Equipment	-	-	-	-
Other	15,772	10,393	46,436	34,249
Total Expenditures	\$ 3,590,243	\$ 4,321,013	\$ 4,632,355	\$ 5,245,245
<u>BUDGETED STAFFING</u>				
Certified	36.20	40.75	42.25	45.00
Paraprofessionals	1.90	2.68	3.38	4.10
Classified	5.00	5.00	5.00	5.00
Administrative and Professional/Technical	2.00	3.00	3.00	3.00
Total Budgeted Staffing	45.10	51.43	53.63	57.10
Projected Student Enrollment	617	774	697	791
Cost per Student	\$ 5,819	\$ 5,583	\$ 6,646	\$ 6,631

CENTURY MIDDLE SCHOOL

13000 Lafayette Street
Thornton, CO 80241
www.century.adams12.org

Principal: Kristin Vollmar
Main Office: 720-972-5240



Mission and Vision:

Century Middle School International Baccalaureate (IB) Middle Years Programme (MYP) provides opportunities, expectations, and support for each student to become a knowledgeable, open-minded, active, and caring citizen of an ever-changing world. To this end, the programme challenges students to think critically, develop respect for different points of view, and embrace a lifelong journey of learning, hard work, and academic excellence.

IB's rigorous curriculum involves reflective thinking, both critical and creative, about ideas and behaviors. It includes problem solving and analysis, clarification, and discussion of personal beliefs and standards on which decisions are made and lead to critical thinking and action. Students get the chance to explore eight different subjects each year with an international perspective that applies learning in the classroom to the real world.

Additional Information:

- Certified FTE decreased by 3.40 due to continued projected enrollment decline.
- Paraprofessionals FTE increased by 0.66 due to addition of Student Monitors to match school needs.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,951,180	\$ 4,211,545	\$ 3,932,895	\$ 3,929,128
Benefits	1,310,174	1,322,110	1,183,691	1,265,019
Purchased Services	9,681	21,150	10,024	10,136
Supplies	62,578	70,488	187,823	134,995
Equipment	15,068	14,018	16,000	16,000
Other	28,356	16,459	13,400	13,266
Total Expenditures	\$ 5,377,037	\$ 5,655,770	\$ 5,343,833	\$ 5,368,544
<u>BUDGETED STAFFING</u>				
Certified	51.80	51.90	47.90	44.50
Paraprofessionals	0.09	0.59	0.50	1.16
Classified	4.84	4.75	5.00	5.00
Administrative and Professional/Technical	3.80	3.30	3.00	3.00
Total Budgeted Staffing	60.53	60.54	56.40	53.66
Projected Student Enrollment	943	956	800	792
Cost per Student	\$ 5,702	\$ 5,916	\$ 6,680	\$ 6,778

NORTHGLENN MIDDLE SCHOOL

1123 Muriel Drive
Northglenn, CO 80233
www.northglennm.adams12.org

Principal: Teresa Barajas
Main Office: 720-972-5080



Mission and Vision:

Our vision, in partnership with our parents and community, is to maximize the potential of every student and prepare them to compete, contribute, and succeed in the 21st century.

Uncompromising in our commitment to learning – every student, every staff member, every minute, every day. We are a community of life-long learners focused on fostering our abilities to effectively reason, problem solve, collaborate, think critically, and communicate for success in the 21st century. We believe social and academic interactions at NGMS must reflect respect, provide for physical and emotional safety, and build and maintain a building-wide learning community with clear, consistent, high expectations.

Additional Information:

- Certified FTE decreased by 5.70 due to continued projected enrollment decline.
- Classified FTE increased by 0.25 by adding an Office Clerk position.
- Eligible for Title I funding.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,665,200	\$ 3,928,192	\$ 3,942,731	\$ 3,863,290
Benefits	1,181,952	1,212,390	1,195,052	1,249,684
Purchased Services	16,712	11,608	1,268	1,529
Supplies	191,826	119,778	144,539	104,741
Equipment	-	-	-	-
Other	(419,424)	(420,478)	(440,825)	(423,012)
Total Expenditures	\$ 4,636,266	\$ 4,851,490	\$ 4,842,765	\$ 4,796,232
<u>BUDGETED STAFFING</u>				
Certified	47.40	49.50	48.20	42.50
Paraprofessionals	1.75	1.75	1.75	1.75
Classified	5.88	5.75	5.00	5.25
Administrative and Professional/Technical	3.50	3.75	3.63	3.63
Total Budgeted Staffing	58.53	60.75	58.58	53.13
Projected Student Enrollment	849	869	734	656
Cost per Student	\$ 5,461	\$ 5,583	\$ 6,598	\$ 7,311

ROCKY TOP MIDDLE SCHOOL

14150 York Street
Thornton, CO 80602
www.rockytop.adams12.org

Principal: Chelsea Behanna
Main Office: 720-972-2200



Mission and Vision:

We honor the everyday things that bring us together and celebrate people everywhere opening up and connecting.

Rocky Top Middle School aims to create a safe community that inspires students to achieve their potential through cutting-edge instruction and a focus on the whole child — physical, mental, and social well-being. All of Rocky Top's teachers rank as Highly Qualified and work to meet individual student needs. In the classroom, students focus on digital citizenship and use technology to enhance learning and understanding. When students leave Rocky Top, they know themselves as learners and are equipped to make a difference in the world.

Additional Information:

- Certified FTE increased by 0.95 due to increase in music class from projected enrollment needs.
- Paraprofessional FTE decreased by 0.50 as school removed a Classroom Assistant based on needs.
- Classified FTE increased by 0.50 by adding an Office Clerk per school needs.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 4,414,237	\$ 4,499,370	\$ 4,316,968	\$ 4,632,050
Benefits	1,448,869	1,416,349	1,301,646	1,491,203
Purchased Services	5,824	5,664	8,505	7,780
Supplies	57,608	63,817	104,973	125,776
Equipment	-	6,671	-	-
Other	15,733	5,041	16,750	17,052
Total Expenditures	\$ 5,942,272	\$ 5,996,912	\$ 5,748,842	\$ 6,273,861
<u>BUDGETED STAFFING</u>				
Certified	57.10	53.40	53.40	54.35
Paraprofessionals	0.50	0.50	1.00	0.50
Classified	5.00	5.00	4.50	5.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	65.60	61.90	61.90	62.85
Projected Student Enrollment	1,131	1,046	1,000	1,018
Cost per Student	\$ 5,254	\$ 5,733	\$ 5,749	\$ 6,163

SHADOW RIDGE MIDDLE SCHOOL

12551 Holly Street
Thornton, CO 80241
www.shadowridge.adams12.org

Principal: Matt Oehlert
Main Office: 720-972-5040



Mission and Vision:

Preparing 21st Century students to be productive and successful.

Shadow Ridge and its community are committed to a shared school-wide culture focused on increasing student achievement by supporting and challenging staff to be progressive, instructional leaders. Providing a learning environment which emphasizes critical thinking and problem solving. Developing a respectful, accountable, and organized student through consistently high expectations. Building an environment which promotes creativity, innovation, and collaboration. Shaping an adaptive, resourceful, and reflective student. Modeling and guiding students through leadership opportunities. Establishing a safe environment which promotes stability, trust, and cohesive support from all Shadow Ridge staff.

Additional Information:

- Certified FTE decreased by 2.00 due to enrollment not recovered from Fiscal Year 2021-22 decline.
- Classified FTE increased by 0.35 by adding an Office Clerk position.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,311,801	\$ 3,495,790	\$ 3,294,547	\$ 3,333,466
Benefits	1,078,299	1,069,161	986,510	1,074,925
Purchased Services	14,686	32,751	9,845	10,902
Supplies	83,956	175,291	301,508	249,616
Equipment	51,473	25,713	-	-
Other	8,710	3,922	28,000	20,658
Total Expenditures	\$ 4,548,925	\$ 4,802,629	\$ 4,620,410	\$ 4,689,567
<u>BUDGETED STAFFING</u>				
Certified	41.80	40.95	38.50	36.50
Paraprofessionals	1.63	1.13	1.00	1.00
Classified	4.50	4.65	4.65	5.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	50.93	49.73	47.15	45.50
Projected Student Enrollment	866	841	677	696
Cost per Student	\$ 5,253	\$ 5,711	\$ 6,825	\$ 6,738

SILVER HILLS MIDDLE SCHOOL

12400 Huron Street
Westminster, CO 80234
www.silverhillsmiddle.adams12.org

Principal: Julie Evans
Main Office: 720-972-5000



Mission and Vision:

Silver Hills Middle School exists so the students it serves are well prepared for the next stage of their lives and obtain the skills, knowledge, and expertise to thrive in our world.

Our goals for students are to have the students feel valued, safe, and take risks so they develop as independent thinkers who are organized respectful, compassionate, kind, aware, and responsible. We realize the value of education is to understand content and use it every day as critical thinkers as we take learning outside school and contribute to society. We have perseverance in all endeavors and stamina for learning .

Additional Information:

- Certified FTE decreased by 1.50 due to enrollment not recovered from Fiscal Year 2021-22 decline.
- Paraprofessionals FTE increased by 0.50 to reflect schools need for Media Technician.
- Eligible for Title I funding as of Fiscal Year 2022-23.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 4,239,065	\$ 4,458,675	\$ 4,294,126	\$ 4,371,705
Benefits	1,383,415	1,376,932	1,292,880	1,414,168
Purchased Services	10,380	6,161	5,893	6,580
Supplies	103,552	65,737	164,763	98,720
Equipment	-	-	-	-
Other	17,781	5,228	14,891	(74,736)
Total Expenditures	\$ 5,754,192	\$ 5,912,732	\$ 5,772,553	\$ 5,816,437
<u>BUDGETED STAFFING</u>				
Certified	55.00	53.50	52.00	50.00
Paraprofessionals	2.13	1.63	1.50	2.00
Classified	5.00	5.00	5.00	5.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	65.13	63.13	61.50	60.00
Projected Student Enrollment	1,133	1,055	889	941
Cost per Student	\$ 5,079	\$ 5,604	\$ 6,493	\$ 6,181

THE INTERNATIONAL SCHOOL AT THORNTON MIDDLE

9451 Hoffman Way
Thornton, CO 80229
www.thorntonm.adams12.org

Principal: Martin McCarthy
Main Office: 720-972-5160



Mission and Vision:

Thornton Middle School exists so the students it serves are well prepared for the next stage of their lives. We are here to ensure that our students are able to obtain the skills and knowledge necessary to excel in a 21st century world.

In addition, we strive to help students understand the importance of realizing their place and identity among the cultures that make up the global world in which we live today. We have high expectations for our students and community in creating an educational experience for our students of which we can all be proud!

Additional Information:

- Certified FTE decreased by 5.85 due to continued projected enrollment decline.
- Paraprofessionals FTE decreased by 0.36 to reduce Media Technicians hours to match school needs.
- Classified FTE decreased by 1.00 to remove the Campus Security added in Fiscal Year 2021-22.
- Eligible for Title I funding.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 4,059,392	\$ 3,981,298	\$ 4,083,747	\$ 3,999,585
Benefits	1,370,858	1,291,874	1,248,416	1,295,993
Purchased Services	24,393	5,656	8,899	2,916
Supplies	114,105	65,773	198,637	43,506
Equipment	-	-	5,000	-
Other	(442,125)	(459,376)	(432,206)	(422,431)
Total Expenditures	\$ 5,126,624	\$ 4,885,224	\$ 5,112,493	\$ 4,919,569
<u>BUDGETED STAFFING</u>				
Certified	55.65	54.35	50.35	44.50
Paraprofessionals	2.07	2.00	2.00	1.64
Classified	6.00	6.00	7.00	6.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	66.72	65.35	62.35	55.14
Projected Student Enrollment	936	944	738	708
Cost per Student	\$ 5,477	\$ 5,175	\$ 6,927	\$ 6,949

WESTLAKE MIDDLE SCHOOL

2800 West 135th Avenue
Broomfield, CO 80020
www.westlake.adams12.org

Principal: Terrell Price
Main Office: 720-972-5200



Mission and Vision:

Westlake Middle School igniting a passion for learning and service: Dream, Risk, Achieve!

We support the relentless pursuit of learning for all students and staff. We BELIEVE that all students can learn when they are given the necessary support and time. We BELIEVE in a strong, trusting, collaborative culture. We BELIEVE that every member of our community needs to make Positive Choices; will demonstrate Respect, Responsibility, Integrity and Determination in order to achieve Excellence in all that we do.

Additional Information:

- Certified FTE decreased by 5.30 due to continued projected enrollment decline.
- Paraprofessionals FTE decreased by 0.51 to remove the Student Monitor position.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 4,153,867	\$ 4,508,725	\$ 4,358,696	\$ 4,176,425
Benefits	1,351,745	1,379,377	1,312,381	1,348,483
Purchased Services	7,031	7,885	14,225	7,174
Supplies	68,543	101,301	107,882	74,502
Equipment	43,371	4,628	35,211	3,679
Other	29,376	10,195	28,177	25,758
Total Expenditures	\$ 5,653,933	\$ 6,012,111	\$ 5,856,572	\$ 5,636,021
<u>BUDGETED STAFFING</u>				
Certified	54.16	52.70	52.80	47.50
Paraprofessionals	2.20	1.32	2.01	1.50
Classified	6.00	5.00	5.00	5.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	65.36	62.02	62.81	57.00
Projected Student Enrollment	1,106	1,055	918	893
Cost per Student	\$ 5,112	\$ 5,699	\$ 6,380	\$ 6,311

FIVE STAR ONLINE

1500 East 128th Avenue
Thornton, CO 80241
www.fivestaronline.adams12.org

Principal: Adria Moersen
Main Office: 720-972-7430



Mission and Vision:

Five Star Online is designed to provide continued flexibility for families with COVID-19 related concerns and offer the most robust online learning opportunity for our students. This was a new program created in Fiscal Year 2021-22 to meet the needs of the community along with family and student requests. The school provides courses online for grades K-12 and operates at the district level. Our team of dedicated online educators are committed to providing the best learning experience possible for online students.

Additional Information:

- Fiscal Year 2021-22 staffing was meant to bridge the change from remote learning model utilized during Covid to return to normal class functions.
- Certified FTE decreased 28.90 as staffing based off student enrollment for first time, and English Language Development Teachers, Social Emotional Learning, along with other staffing were moved to respective departments.
- Paraprofessionals increased FTE 1.0 to add a Family Outreach Liaison position.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ -	\$ -	\$ 2,927,768	\$ 2,597,198
Benefits	-	-	851,638	824,322
Purchased Services	-	-	-	20,128
Supplies	-	-	212,125	47,257
Equipment	-	-	-	-
Other	-	-	14,441	31,000
Total Expenditures	\$ -	\$ -	\$ 4,005,972	\$ 3,519,905
<u>BUDGETED STAFFING</u>				
Certified	-	-	59.90	31.00
Paraprofessionals	-	-	-	1.00
Classified	-	-	2.00	2.00
Administrative and Professional/Technical	-	-	2.00	2.00
Total Budgeted Staffing	-	-	63.90	36.00
Projected Student Enrollment	N/A	N/A	N/A	623
Cost per Student	N/A	N/A	N/A	\$ 5,650

FUTUREFORWARD AT BOLLMAN

9451 Washington Street
Thornton, CO 80229
www.bollmantech.org

Principal: Janet Renden
Main Office: 720-972-5820



Mission and Vision:

Future Forward at Bollman prepares students for today's competitive and dynamic workplace through technical programs geared toward career-specific pathways. Future Forward's specialized programs equip students with essential post-secondary education and workforce readiness skills.

Students in Future Forward at Bollman explore opportunities that prepare them for high-demand careers and give them an edge entering college. We engage in authentic, hands-on learning and equip students with relevant, rigorous, and practical skills.

Additional Information:

- Certified FTE increased by 1.00 to add an additional class for Mental Health Sciences.

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 AMENDED	2022-2023 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 2,100,492	\$ 1,990,849	\$ 2,264,832	\$ 2,225,691
Benefits	681,679	599,715	668,123	707,729
Purchased Services	29,725	15,692	46,093	1,058
Supplies	152,163	110,322	269,973	262,103
Equipment	-	-	-	-
Other	20,132	10,718	75,522	30,000
Total Expenditures	\$ 2,984,192	\$ 2,727,296	\$ 3,324,543	\$ 3,226,581
<u>BUDGETED STAFFING</u>				
Certified	23.20	23.40	21.00	22.00
Paraprofessionals	-	-	-	-
Classified	6.00	6.00	6.00	6.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	32.20	32.40	30.00	31.00
Projected Student Enrollment	N/A	N/A	N/A	N/A
Cost per Student	N/A	N/A	N/A	N/A

FUTUREFORWARD AT WASHINGTON SQUARE

12521 Washington Street

Thornton, CO 80241

<https://www.adams12.org/career-technical-education/washington-square-campus>

Principal: Marvin Lewis

Main Office: 720-972-2900



Mission and Vision:

FutureForward at Washington Square is the district's second Career and Technical Education (CTE) campus open for student learning as of Fiscal Year 2020-21. FutureForward at Washington Square offers new programs such as:

- Forensics / Crime Scene Investigation
- Fire Science
- Criminal Justice / Law Enforcement

Additional Information:

- Certified FTE increased by 4.68 based on school needs for additional classes such as Law, Welding, Science Integration, Sports Medicine, and English.
- Paraprofessionals FTE decreased by 0.90 as Classroom Assistant position was removed.
- Classified FTE increased by 1.00 for additional Secretary position added.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 221,283	\$ 1,284,705	\$ 1,541,703	\$ 1,787,583
Benefits	71,627	393,906	450,640	567,382
Purchased Services	-	23,237	39,093	55,000
Supplies	275	118,670	414,704	185,240
Equipment	-	201,429	-	-
Other	348	16,338	91,570	52,505
Total Expenditures	\$ 293,533	\$ 2,038,285	\$ 2,537,710	\$ 2,647,710
<u>BUDGETED STAFFING</u>				
Certified	-	13.60	11.38	16.06
Paraprofessionals	-	0.90	0.90	-
Classified	-	5.00	5.00	6.00
Administrative and Professional/Technical	-	2.50	2.50	2.50
Total Budgeted Staffing	-	22.00	19.78	24.56
Projected Student Enrollment	N/A	N/A	N/A	N/A
Cost per Student	N/A	N/A	N/A	N/A

HORIZON HIGH SCHOOL

5321 East 136th Avenue
Thornton, CO 80602
www.horizon.adams12.org

Principal: Erica Fleeman
Main Office: 720-972-4400



Mission and Vision:

Horizon High School is committed to excellence on all fronts — academic achievement, arts, athletics and co-curricular activities. Horizon balances a holistic liberal arts education with rigorous content-specific curriculum to equip students for success beyond graduation.

Teachers and staff get to know students as individuals, guiding them through the wide variety of academic experiences at Horizon. Academically, students are challenged to think critically and problem solve. During their high school years, they develop Hawk P.R.I.D.E. - Perseverance, Respect, Integrity, Determination, and Excellence.

Additional Information:

- Certified FTE increased by 1.60 for electives and classes based on school needs.
- Classified FTE decreased by 1.00 by Office Clerk position removed.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 7,714,764	\$ 8,485,178	\$ 8,453,979	\$ 8,704,463
Benefits	2,505,658	2,612,826	2,557,683	2,788,445
Purchased Services	46,596	33,587	38,377	39,926
Supplies	123,573	110,253	278,880	188,627
Equipment	35,141	12,712	-	-
Other	42,961	8,199	44,679	79,256
Total Expenditures	\$ 10,468,692	\$ 11,262,755	\$ 11,373,598	\$ 11,800,717
<u>BUDGETED STAFFING</u>				
Certified	93.80	98.60	96.00	97.60
Paraprofessionals	1.00	1.00	1.00	1.00
Classified	16.50	15.00	15.00	14.00
Administrative and Professional/Technical	5.00	5.00	5.00	5.00
Total Budgeted Staffing	116.30	119.60	117.00	117.60
Projected Student Enrollment	1,989	1,986	1,975	1,985
Cost per Student	\$ 5,263	\$ 5,671	\$ 5,759	\$ 5,945

LEGACY HIGH SCHOOL

2701 West 136th Avenue
Broomfield, CO 80023
www.legacy.adams12.org

Principal: Sara Marx
Main Office: 720-972-6700



Mission and Vision:

Legacy High School will provide opportunities, expectations, and support for each student to achieve academic excellence. The partnership of staff, students, families, and the community will encourage individual integrity, personal growth, and enthusiasm for the future. Legacy continues to be recognized as a high achieving, high growth high school by the Colorado Department of Education.

Legacy High School was founded in 2000 as a secondary school based on the belief that all students will be provided with the opportunities and support needed to achieve academic excellence.

Additional Information:

- Certified FTE increased by 1.70 for electives and classes based on school needs.
- Classified FTE increased by 1.00 for the Office Clerk position being added.
- Administrative FTE decreased by 1.00 as an Assistant Principal position reduced based on the projected enrollment.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 8,863,521	\$ 9,822,186	\$ 9,487,110	\$ 9,796,598
Benefits	2,855,291	3,000,219	2,868,656	3,144,564
Purchased Services	57,939	27,256	32,177	22,788
Supplies	230,216	205,586	376,038	144,129
Equipment	38,225	3,072	-	-
Other	94,569	15,585	137,979	121,328
Total Expenditures	\$ 12,139,761	\$ 13,073,905	\$ 12,901,960	\$ 13,229,407
<u>BUDGETED STAFFING</u>				
Certified	110.50	115.40	107.10	108.80
Paraprofessionals	3.05	2.05	2.00	2.00
Classified	16.07	18.20	17.30	18.30
Administrative and Professional/Technical	6.00	6.00	6.00	5.00
Total Budgeted Staffing	135.62	141.65	132.40	134.10
Projected Student Enrollment	2,434	2,490	2,243	2,282
Cost per Student	\$ 4,988	\$ 5,251	\$ 5,752	\$ 5,797

MOUNTAIN RANGE HIGH SCHOOL

12500 Huron Street
Westminster, CO 80234
www.mountainrange.adams12.org

Principal: Tiffany Hansen
Main Office: 720-972-6300



Mission and Vision:

The Mountain Range community strives for excellence by encouraging intellectual risks and honoring all experiences so that both successes and failures lead to greater achievement. We embrace diversity, respect individuality, and work collaboratively to create a safe learning environment.

The Mountain Range community develops civic-minded leaders through academic challenges, creative expression, and personal responsibility.

Additional Information:

- Certified FTE decreased by 0.40 for electives based on school needs.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 7,400,810	\$ 7,567,700	\$ 7,431,372	\$ 7,792,729
Benefits	2,386,133	2,315,824	2,243,214	2,467,942
Purchased Services	67,824	18,506	44,992	60,321
Supplies	248,163	188,684	593,696	291,286
Equipment	-	-	-	-
Other	45,506	13,719	154,110	176,578
Total Expenditures	\$ 10,148,436	\$ 10,104,434	\$ 10,467,384	\$ 10,788,856
<u>BUDGETED STAFFING</u>				
Certified	92.00	88.70	81.40	81.00
Paraprofessionals	1.12	1.12	1.00	1.00
Classified	15.50	14.50	15.00	15.00
Administrative and Professional/Technical	5.00	5.00	5.00	5.00
Total Budgeted Staffing	113.62	109.32	102.40	102.00
Projected Student Enrollment	1,988	1,793	1,666	1,729
Cost per Student	\$ 5,105	\$ 5,635	\$ 6,283	\$ 6,240

NORTHGLENN HIGH SCHOOL

601 West 100th Place
Northglenn, CO 80260
www.northglennh.adams12.org

Principal: Sharee Blunt
Main Office: 720-972-4600



Mission and Vision:

Northglenn High School accelerates our student's academic achievement and nurtures their social development by providing high-quality instruction for every student, in every classroom, every day!

The Mighty Norse continue to uphold a standard of excellence for the district and school that was set for us long ago. As the oldest high school in the district, we press on to continue that tradition with the work that we do. Norse Country is still the place to find amazing fine arts programs, competitive sports teams, rigorous courses, and great people!

Additional Information:

- Certified FTE increased by 3.50 due to inclining projected enrollment increase.
- Classified FTE increased by 0.22 to add hours for the Office Clerk.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 7,575,445	\$ 7,793,836	\$ 8,187,046	\$ 8,569,162
Benefits	2,470,702	2,449,706	2,463,549	2,745,545
Purchased Services	55,815	43,029	362,821	27,109
Supplies	330,096	285,688	373,578	333,654
Equipment	260,491	-	94,612	-
Other	40,891	10,140	50,535	42,026
Total Expenditures	\$ 10,733,439	\$ 10,582,399	\$ 11,532,141	\$ 11,717,496
<u>BUDGETED STAFFING</u>				
Certified	95.70	96.10	91.50	95.00
Paraprofessionals	3.00	2.00	2.00	2.00
Classified	13.60	14.15	14.15	14.37
Administrative and Professional/Technical	5.00	5.00	5.00	5.00
Total Budgeted Staffing	117.30	117.25	112.65	116.37
Projected Student Enrollment	2,031	2,010	1,823	1,912
Cost per Student	\$ 5,285	\$ 5,265	\$ 6,326	\$ 6,128

THORNTON HIGH SCHOOL

9351 North Washington Street
Thornton, CO 80229
www.thorntonh.adams12.org

Principal: Charles Arellano
Main Office: 720-972-4800



Mission and Vision:

Thornton High School (THS) is committed to high achievement and success for all.

Thornton High School is working to be a high performing school that provides a continuum of learning for International Baccalaureate (IB) students along the Thornton corridor. THS will provide an environment that promotes a viable authentic curriculum, personalization of the learning experience for every student, and in an atmosphere of democratic decision-making. Thornton High School's International Baccalaureate Programme provides opportunities, expectations and support for each student to become a knowledgeable, open-minded, active, and caring citizen of an ever-changing world.

Additional Information:

- Certified FTE increased by 0.90 due to projected enrollment increase.
- Paraprofessionals FTE increased by 1.00 for an additional Media Technician based on school needs.
- Classified FTE decreased by 1.00 as school need for Secretary has declined.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 6,585,063	\$ 6,788,674	\$ 6,647,153	\$ 6,890,118
Benefits	2,222,425	2,144,075	1,988,128	2,207,776
Purchased Services	89,549	77,320	52,970	37,808
Supplies	154,756	99,281	211,782	147,053
Equipment	988	-	-	-
Other	54,411	9,368	81,681	45,608
Total Expenditures	\$ 9,107,192	\$ 9,118,717	\$ 8,981,714	\$ 9,328,363
<u>BUDGETED STAFFING</u>				
Certified	84.00	81.60	72.40	73.30
Paraprofessionals	2.00	3.00	1.00	2.00
Classified	16.00	16.00	15.00	14.00
Administrative and Professional/Technical	5.00	5.00	5.00	5.00
Total Budgeted Staffing	107.00	105.60	93.40	94.30
Projected Student Enrollment	1,608	1,513	1,175	1,290
Cost per Student	\$ 5,664	\$ 6,027	\$ 7,644	\$ 7,231

PATHWAYS & INDEPENDENCE ACADEMY

550 East 124th Avenue
Thornton, CO 80241
www.pathways.adams12.org

Principal: Matt Schmidt
Main Office: 720-972-5723



Mission and Vision:

Pathways has a blended learning model. Students are provided opportunities to learn through digital content and through direct and one-on-one instruction with a highly qualified content teacher. We use several curricula to help support students including, but not limited to: e2020, Compass Odyssey, and KeyTrain. Our instructors design their courses based on Adams 12 Five Star Schools' Units of Study and Colorado State Content Standards.

To effectively meet students' needs, there are several levels of support. Students will work with teachers in groups for content instruction, individually for additional support or specific skill development, one-on-one in our advising program, and in our lab environment.

Additional Information:

- Paraprofessionals FTE increased by 1.10 due to school need for additional classroom assistants.
- Classified FTE increased by 0.07 to increase Media Assistant based on school need.
- Eligible for Title I funding as of Fiscal Year 2022-23 for Independence Academy.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,118,773	\$ 2,254,910	\$ 2,386,621	\$ 2,271,674
Benefits	707,074	712,344	734,477	736,895
Purchased Services	35,417	38,454	65,729	37,925
Supplies	47,270	50,923	133,048	128,816
Equipment	12,427	9,486	9,000	2,000
Other	6,215	3,376	13,075	5,241
Total Expenditures	\$ 2,927,176	\$ 3,069,493	\$ 3,341,950	\$ 3,182,551
<u>BUDGETED STAFFING</u>				
Certified	19.70	21.80	20.50	20.50
Paraprofessionals	7.22	6.15	5.60	6.70
Classified	5.00	5.00	5.00	5.07
Administrative and Professional/Technical	4.00	4.00	4.00	4.00
Total Budgeted Staffing	35.92	36.95	35.10	36.27
Projected Student Enrollment	317	294	317	329
Cost per Student	\$ 9,234	\$ 10,440	\$ 10,542	\$ 9,673

VANTAGE POINT & CROSSROADS

10900 Huron Street
Northglenn, CO 80234
www.vantage.adams12.org

Principal: Alan Hollenbeck
Main Office: 720-972-5800



Mission and Vision:

Vantage Point and Crossroads are committed to developing young people, not only academically, but affectively so they may become productive, healthy, ethical, and successful citizens who are prepared for post-secondary education and/or the workforce.

Crossroads Middle School is a school of choice which provides an alternative education option for many. We are a small school with huge hearts. We focus on affective needs of students, as well as providing a structured setting for learning. We pride ourselves on educating, and view our students and staff as family.

Additional Information:

- Certified FTE decreased by 0.10 due to continued decline in enrollment.
- Classified FTE increased by 1.04 to add Campus Security for schools need.
- Administrative FTE decreased by 0.50 for Assistant Principal due to projected enrollment.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,529,236	\$ 2,525,719	\$ 2,885,070	\$ 2,749,507
Benefits	822,779	772,904	863,172	892,931
Purchased Services	53,161	24,203	73,200	70,541
Supplies	112,828	73,368	252,498	129,763
Equipment	-	19,232	70	-
Other	23,576	(14,619)	47,011	41,812
Total Expenditures	\$ 3,541,580	\$ 3,400,807	\$ 4,121,021	\$ 3,884,554
<u>BUDGETED STAFFING</u>				
Certified	28.40	28.90	28.60	28.50
Paraprofessionals	1.00	1.00	1.00	1.00
Classified	8.00	8.00	8.00	9.04
Administrative and Professional/Technical	3.00	3.00	3.00	2.50
Total Budgeted Staffing	40.40	40.90	40.60	41.04
Projected Student Enrollment	282	290	243	228
Cost per Student	\$ 12,559	\$ 11,727	\$ 16,959	\$ 17,038

P-TECH EARLY COLLEGE at NORTHGLENN STEM

601 West 100th Place
Northglenn, CO 80260
www.stemearlycollege.weebly.com

Principal: Sharee Blunt
Main Office: 720-972-4600



Mission and Vision:

The Early College at Northglenn STEM ("EC@N-STEM") STEM Pathways Program. We are a fully comprehensive neighborhood STEM (Science, Technology, Engineering and Mathematics) School. Students come from all over the district and surrounding communities to participate in our hands-on program. Whether you are interested in the Biomedical Sciences, Engineering, or Computer Information Systems, our STEM curriculum is the place where every student excels.

Additional Information:

- Fiscal Year 2021-22 Increased budget by \$200K due to higher expenses for college classes and enrollment fees. These costs tend to be reimbursed; however, it is projected that some of costs might become P-Tech's responsibility.
- Certified FTE decreased by 0.40 for Teacher on Special Assignment based on schools need.

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 AMENDED	2022-2023 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 141,246	\$ 124,427	\$ 136,939	\$ 92,707
Benefits	48,205	42,502	40,399	30,765
Purchased Services	18,969	72,004	159,408	159,408
Supplies	27,373	12,167	44,700	82,625
Equipment	-	-	-	-
Other	-	-	1,032	1,032
Total Expenditures	\$ 235,792	\$ 251,100	\$ 382,478	\$ 366,537
<u>BUDGETED STAFFING</u>				
Certified	1.00	1.00	1.00	0.60
Paraprofessionals	-	-	-	-
Classified	0.40	1.00	1.00	1.00
Administrative and Professional/Technical	-	-	-	-
Total Budgeted Staffing	1.40	2.00	2.00	1.60
Projected Student Enrollment	N/A	N/A	N/A	N/A
Cost per Student	N/A	N/A	N/A	N/A



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Department Section

Department Purpose and Objectives

Each department in Adams 12 Five Star Schools has a purpose and objective statement that supports the district's strategic plan, ELEVATE.

The community-driven strategic plan was approved by the Board of Education in Fall 2018 and features new directions for the district including; social-emotional learning, expanded career and technical education, reduced class sizes, improvements in technology, and competitive teacher salaries among other initiatives. In its commitment to jump-start the work outlined in the strategic plan by the Five Star community, the Adams 12 Five Star Schools Board of Education prioritized a series of investments aligned with ELEVATE to be featured in a mill levy override ballot measure. Thanks to the support of the Five Star community, Ballot Issue 5c was passed on November 6, 2018, to provide \$27.0 million in funding to jump-start the community's priorities identified through ELEVATE. This mill levy increases with inflation and will provide \$28.8 million in additional funding for Fiscal Year 2022-23.

ELEVATE

- **Mission** - We commit to engage and inspire all students to innovate, achieve, and succeed in a safe environment by ensuring high-quality instruction in every classroom, every day.
- **Vision** - Adams 12 Five Star Schools is a caring, inclusive, and engaging district, which exists so the students it serves can attain the knowledge and skills necessary to pursue the future of their choosing and are equipped to navigate and thrive in our rapidly changing world.
- **Commitments** - Student learning, professional practices, and collective responsibility.

Department Alignment

- The Instructional Learning Services departments' purpose and objective statements clearly align with the district's mission, vision, and commitments to provide learning opportunities for the students.
- The Professional Learning Services departments strive to expand and enhance the educational training of all staff in order to help the students achieve their goals.
- The Business Services departments continue to provide a safe and secure environment for the staff and students of the district.
- The district's administrative departments remain focused on providing the resources available to ensure that the students have the opportunity to excel in their education. The mission of providing a high-quality education continues to be the major commitment of the district. The vision of preparing the students to thrive in the world continues each and every day by providing them with the resources and tools necessary to achieve the maximum learning opportunity.

A more detailed guide to ELEVATE and the district's major improvement strategies are shown in the Organizational Section.

ADVANCED ACADEMIC AND GIFTED SERVICES

Information Contact - Lynn Saltzgaver, Director of Advanced Academic Services

Purpose:

To support schools, staff, and families in identification of and programming for gifted and advanced ability learners, ensuring meaningful growth and achievement for these students.

Objectives:

- In alignment with the District Unified Improvement Plan, provide professional learning opportunities to district staff to support the development of inclusive learning environments that meet the needs of gifted and advanced ability learners and to plan for and implement evidence– and researched-based-practices that support gifted learners and gifted program development.
- Increase the gifted and talented identification of underrepresented populations by using a talent development approach and implementing universal screening instruments.
- Provide schools with GT Advocates and resources that support schools with their gifted program development and accelerated student growth in the academic content areas, to support social and emotional needs, and to support a positive school climate and culture regarding gifted services.

Additional Information:

- Supplies and materials are budgeted in this department and then allocated out to schools throughout the school year.
- Starting in the 2020-21 school year, the Administrative Assistant is split between Learning Services and Advanced Academic and Gifted Services.
- Salaries and benefits include the funds for a GT Director, support staff and 15.00 FTE for GT Advocates added in the 2022-23 school year.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 278,758	\$ 281,689	\$ 313,841	\$ 1,412,116
Benefits	84,073	80,408	90,351	462,176
Purchased Services	22,424	13,306	12,345	12,345
Supplies	2,784	93,716	92,284	198,353
Equipment	-	2,250	-	-
Other	918	835	1,571	1,572
Total Expenditures	\$ 388,956	\$ 472,203	\$ 510,392	\$ 2,086,562
<u>BUDGETED STAFFING</u>				
Certified	1.00	1.00	1.00	16.25
Paraprofessionals	-	-	-	-
Classified	1.00	0.50	0.50	0.50
Administrative and Professional/Technical	1.00	1.00	1.00	1.00
Total Budgeted Staffing	3.00	2.50	2.50	17.75

ATHLETIC VENUES

Information Contact - Kylie Russell, Athletic and Activities Director

Purpose:

Manage athletic venues used by district and external parties in support of Superintendent policies.

Objectives:

- Provide seamless operation of athletic venues for numerous events. The district venues consist of the Five Star Stadium, North Stadium, and Veteran's Memorial Aquatic Center (VMAC).

Additional Information:

- Salaries and benefits include the funding to provide support and operation of the district's athletic venues.
- In school year 2021-22 there was a decrease in FTE by 0.25 due to moving funding for the Assistant Aquatics Operator from general fund into the Interscholastic Athletics Fund.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 181,691	\$ 228,718	\$ 259,624	\$ 295,564
Benefits	64,686	70,413	77,869	93,701
Purchased Services	7,919	1,656	10,400	7,400
Supplies	10,310	3,336	16,500	15,700
Equipment	1,047	-	16,500	20,000
Other	1,024	1,635	17,443	14,422
Total Expenditures	\$ 266,678	\$ 305,758	\$ 398,336	\$ 446,787
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	4.87	4.87	4.62	4.62
Administrative and Professional/Technical	-	-	-	-
Total Budgeted Staffing	4.87	4.87	4.62	4.62

BOARD OF EDUCATION SERVICES

Information Contact - Frances Mullins, Senior Executive Assistant to the Board of Education

Purpose:

The Adams 12 Five Star Schools Board of Education is committed to the district's overall success and improvement. The central focus of all meetings and discussions is to establish, monitor, and support the district's goals. The Board will actively engage all segments of the community in this ongoing focus and provide an instructional program to assure that students meet or exceed the highest and most rigorous standards.

Objectives:

- Assure continued Board governance through board member elections.
- Engage the community.
- Create and maintain written governing policies.
- Assure successful Superintendent performance.
- Influence federal, state, and local legislation.
- Establish graduation requirements.

Additional Information:

- Salaries and benefits includes funds for an assistant to the Board of Education.
- The Purchased Services in Fiscal Year 2021-22 were higher due to election costs.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 80,853	\$ 83,103	\$ 86,967	\$ 84,447
Benefits	26,300	25,419	27,717	27,608
Purchased Services	119,450	113,175	309,002	152,702
Supplies	3,289	4,549	2,800	25,500
Equipment	-	-	-	-
Other	25,253	24,953	25,743	2,070
Total Expenditures	\$ 255,145	\$ 251,199	\$ 452,229	\$ 292,327
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	1.00	1.00	1.00	1.00
Total Budgeted Staffing	1.00	1.00	1.00	1.00

BUSINESS SERVICES

Information Contact - Pat Hamilton, Chief Operating Officer

Purpose:

Provide operational and financial leadership for the Business Services department of Adams 12 Five Star Schools.

Objectives:

- Adopt Lean Continuous Improvement methodologies.
- Develop a five-year Capital Improvement Plan.
- Implement a new online safety training program.
- Improve the existing Facility Modification and Change of Use request process.

Additional Information:

- Salaries and benefits are budgeted to include the oversight of the administration of Business Services.
- In Fiscal Year 2022-23, 0.86 FTE of bond-funded staff moved from Building Fund to General Fund. Positions include Chief Operating Officer (0.33 FTE), Senior Planning Manager (0.20 FTE), Senior Executive Assistant (0.33 FTE).
- Additionally in Fiscal Year 2022-23, 0.10 FTE of the Executive Director, Business Service Strategic Engagement salary will be funded from General Fund as part of Continuous Improvement and LEAN project initiatives.

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 AMENDED	2022-2023 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 315,227	\$ 330,873	\$ 352,581	\$ 465,295
Benefits	102,210	96,952	107,396	142,183
Purchased Services	13,911	3,206	31,756	31,756
Supplies	7,037	22,575	11,122	11,092
Equipment	-	2,250	-	-
Other	7,900	6,817	3,716	3,716
Total Expenditures	\$ 446,285	\$ 462,674	\$ 506,571	\$ 654,042
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	1.00	1.00
Administrative and Professional/Technical	2.14	2.14	2.14	3.10
Total Budgeted Staffing	3.14	3.14	3.14	4.10

CO-CURRICULAR ACTIVITIES

Information Contact - Kylie Russell, Athletic and Activities Director

Purpose:

The mission of the Co-Curricular Activities program in Adams 12 Five Star Schools is to provide students with educational opportunities that are physically challenging, mentally stimulating, and socially satisfying, integrating athletics/activities with the total educational program.

Objectives:

- This budget includes funds for the appropriate staff to administer the co-curricular activities of the district.

Additional Information:

- Salaries and benefits for Athletics and Activities Director, Secretary, and Specialist FTE remain consistent.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 196,419	\$ 206,529	\$ 214,670	\$ 219,100
Benefits	84,488	58,552	61,769	64,326
Purchased Services	-	-	-	-
Supplies	(245)	-	-	-
Equipment	-	-	-	-
Other	-	-	-	-
Total Expenditures	\$ 280,662	\$ 265,081	\$ 276,439	\$ 283,426
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	1.50	1.50	1.50	1.50
Administrative and Professional/Technical	1.00	1.00	1.00	1.00
Total Budgeted Staffing	2.50	2.50	2.50	2.50

CO-CURRICULAR ELECTIVES

Information Contact - Clay Stansberry, Electives Coordinator

Purpose:

To facilitate effective instructional practice across all classrooms and positively impact student achievement.

Objectives:

- Implement professional learning opportunities for elementary teachers in high-quality writing instruction.
- Plan and implement standards aligned, high quality lessons, and assessments.
- Provide resources to support instructional practice and/or student achievement.

Additional Information:

- In Fiscal Year 2020-21, 1.00 FTE was moved to the Counseling, CTE and Concurrent Enrollment department.
- In Fiscal Year 2022-23, the Elective Coordinator position was moved to Co-Curricular Electives along with an increased operating budget.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 5,194	\$ 1,631	\$ 8,026	\$ 127,128
Benefits	8,280	354	1,907	36,924
Purchased Services	4,449	3,649	7,755	7,755
Supplies	2,381	3,505	6,748	33,625
Equipment	-	-	-	-
Other	1,264	432	2,100	2,100
Total Expenditures	\$ 21,568	\$ 9,570	\$ 26,536	\$ 207,532
<u>BUDGETED STAFFING</u>				
Certified	1.00	-	-	1.00
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	-	-	-	-
Total Budgeted Staffing	1.00	-	-	1.00

COMMUNICATIONS SERVICES

Information Contact - Joe Ferdani, Chief Communications Officer

Purpose:

Communications Services engages internal and external audiences in developing and sustaining strong, mutually beneficial relationships to elevate student success by empowering the right people to do the right things. This is accomplished through communication planning, multi-cultural public engagement, organizational culture development, media relations, crisis communications, government relations, marketing, digital and print communications, communications training, and strategic planning.

Objectives:

- Provide ongoing training and support that builds organizational capacity for effective marketing, communications and community engagement.
- Expand the breadth and depth of community partnering opportunities such as the Five Star leadership Academy, the Parent Leader Action Network, and the Long Range Planning Advisory Committee.
- Consistently and effectively communicate the district's strategic plan ELEVATE.
- Explore opportunities to enhance the district's organizational culture (e.g. new employee orientation, Employee of the Year recognition, and culture ambassadors).
- Develop additional communication solutions to support schools (e.g. digital communications, crisis communications and standardized safety messages).

Additional Information:

- In Fiscal Year 2020-21, 1.00 FTE for a Multicultural Engagement & Transition Specialist added.
- In Fiscal year 2021-22, 0.50 FTE for Senior Executive Assistant Position removed.
- In Fiscal Year 2022-23, 1.00 FTE for the Bond Communication Specialist added from the Building Fund.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 582,810	\$ 558,272	\$ 562,626	\$ 655,935
Benefits	180,178	156,208	160,837	195,456
Purchased Services	144,289	35,364	68,950	110,150
Supplies	4,825	3,941	5,413	6,707
Equipment	3,359	2,587	2,000	2,000
Other	5,515	1,205	30,895	6,905
Total Expenditures	\$ 920,976	\$ 757,577	\$ 830,721	\$ 977,153
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	5.70	6.70	6.20	7.20
Total Budgeted Staffing	5.70	6.70	6.20	7.20

CONSTRUCTION AND FACILITIES DESIGN

Information Contact - Tim Dolezal, Construction Director & Margi Ammon, Facilities Design Director

Purpose:

The Construction and Facilities Design department is responsible for the planning, design, construction, renovation, and code-compliance of district facilities. The department designs and builds district facilities through the application of educational specifications, technical guidelines, and management information systems for all district facilities.

Objectives:

- Complete all facilities-related capital investment projects within their projected scope, schedule, and budget.
- Prepare short- and long-term capital investment plans for district facilities.
- Prepare a Facilities Master Plan for the district that complies with guidelines set forth by the Colorado Department of Education Division of Capital Construction.

Additional Information:

- In Fiscal Year 2022-23, 8.25 FTE of bond-funded staff moved from Building Fund to General Fund. Positions include: Facilities Design Director (1.00 FTE), Construction Director (1.00 FTE), Senior Construction Project Manager (1.00 FTE), Bond Construction Project Manager (1.00 FTE), Architectural/Engineering Technician (1.00 FTE), Construction Project Manager (1.00 FTE), Facilities Planner (1.75 FTE), Business Support Technician (0.50 FTE).

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 45,225	\$ 50,093	\$ 49,815	\$ 859,060
Benefits	36,604	15,911	17,337	270,413
Purchased Services	2,190	2,461	12,404	12,404
Supplies	5,567	1,170	17,115	17,114
Equipment	4,523	-	1,023	1,023
Other	5,681	4,213	6,500	6,500
Total Expenditures	\$ 99,790	\$ 73,849	\$ 104,194	\$ 1,166,514
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	0.50	0.50	0.50	1.00
Administrative and Professional/Technical	0.25	0.25	0.25	8.00
Total Budgeted Staffing	0.75	0.75	0.75	9.00

COUNSELING, CTE & CONCURRENT ENROLLMENT

Information Contact - Allison Lusero Hoffman, Director of Counseling; Kristi Weaver, Director of CTE & Post-Secondary Readiness

Purpose:

Counseling, Career and Technical Education (CTE), and Concurrent Enrollment (CE) support students in setting and achieving their postsecondary workforce readiness goals. CTE programming (known as FutureForward in Adams 12) provides opportunities for students to explore future careers, earn industry certifications and gain real-world experience to prepare them for life after high school. CE and dual enrollment programming provides students opportunities to earn college credit within their high school courses or by taking courses at college campuses. School counselors help all students in the areas of academic achievement, personal/social development and career development, ensuring today's students become the productive, well-adjusted adults of tomorrow.

Objectives:

- Counselors provide personal and social counseling to help with interpersonal and communication skills and peer/family concerns and provide crisis counseling and referrals to community agencies, as needed; academic advising and consultation to assist with course planning and support with academic barriers; and Individual and Career Academic Plan instruction which supports career and college exploration and awareness of pathways to success.
- CTE provides students opportunities to innovate and achieve in career pathways through authentic problem solving combined with the application of academic and workplace skills.
- Concurrent Enrollment/Dual Enrollment provides students the opportunity to engage in college level rigor and learning while earning college credit at a minimal or no-cost options to students.

Additional Information:

- In Fiscal Year 2021-22, the Counseling Department was changed to Counseling, CTE & Concurrent Enrollment adding 3.00 FTE. The Director of CTE & Post-Secondary Readiness and the Assistant Director of CTE positions (2.00 FTE) were moved from Learning Services. An administrative assistant position (1.00 FTE) was moved from Teacher and Principal Professional Learning.
- In Fiscal Year 2022-23, the STEM Coordinator (1.00 FTE) was moved from Learning Services.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 110,927	\$ 117,401	\$ 515,451	\$ 547,279
Benefits	34,247	34,704	155,783	163,333
Purchased Services	1,126	12,835	336,680	336,680
Supplies	625	1,850	11,450	11,450
Equipment	-	-	-	-
Other	7,878	1,190	29,914	30,984
Total Expenditures	\$ 154,803	\$ 167,980	\$ 1,049,278	\$ 1,089,726
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	1.00
Paraprofessionals	-	-	-	-
Classified	-	-	1.00	1.00
Administrative and Professional/Technical	1.00	1.00	3.00	3.00
Total Budgeted Staffing	1.00	1.00	4.00	5.00

CULTURALLY AND LINGUISTICALLY DIVERSE EDUCATION

Information Contact - Amanda Clayton, Culturally and Linguistically Diverse Education Director

Purpose:

Support schools with the identification, assessment, and services for Multilingual Learners (ML) and their families in order to promote English language acquisition and academic achievement.

Objectives:

- Assist schools in refining and implementing programming that provides the most appropriate and effective services for CLDE students.
- Provide professional development and support to ensure that district teachers and administrators attain the skills to meet the needs of the students.
- Provide high-quality translation and interpretation services so that families with limited English can more fully participate in the education of their students.

Additional Information:

- Salaries and benefits are budgeted to serve and support students such as English Language Development (ELD) Teachers and translation staff.
- In Fiscal Year 2021-22, certified FTE were converted into paraprofessionals in order to hire Newcomer Classroom Assistants, this resulted in an increase of 3.77 FTE.
- In Fiscal Year 2022-23, FTE previous paid through ELPA grants were add to the CDLE general fund department. Including 1.00 FTE Director, 0.63 FTE Administrative Assistant, 0.50 FTE Data Technician, 2.00 FTE District Translator/Interpreter, 0.50 FTE Parent Engagement Coordinator and 10.95 FTE ELD Teachers.
- In Fiscal Year 2022-23, an additional 1.64 FTE were allocated for Newcomer Classroom Assistants in Paraprofessionals.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 6,286,900	\$ 6,306,006	\$ 7,403,523	\$ 9,492,293
Benefits	2,062,973	1,929,971	2,329,348	3,054,780
Purchased Services	365,492	363,894	359,500	420,106
Supplies	8,236	8,604	10,750	21,000
Equipment	8,694	-	1,457	5,000
Other	55,357	5,497	32,000	10,000
Total Expenditures	\$ 8,787,653	\$ 8,613,972	\$ 10,136,578	\$ 13,003,179
<u>BUDGETED STAFFING</u>				
Certified	97.10	97.10	94.31	111.50
Paraprofessionals	-	-	6.56	8.19
Classified	-	-	-	1.12
Administrative and Professional/Technical	3.00	3.00	3.00	6.50
Total Budgeted Staffing	100.10	100.10	103.87	127.31

CURRICULUM AND INSTRUCTION

Information Contact - Kim Brady, Executive Director of Curriculum and Instruction

Purpose:

To support the district's vision of increasing student achievement through facilitating the development of a guaranteed and viable P-12 curriculum, the creation of instructional tools and resources to support teachers in effective lesson design, provide relevant and timely professional learning opportunities for teachers and administrators, and ensure that the district is in compliance with Board and Superintendent policies, as well as federal, state, and local regulations.

Objectives:

- Continued development and implementation of a guaranteed and viable curriculum.
- Continued support provided through a systemic professional development plan aligned to the District's Unified Improvement Plan.
- Create and implement strategies to integrate best practices for special populations (i.e., Gifted and Talented, Special Education, and Multilingual Learners).

Additional Information:

- The Curriculum and Instruction salaries and benefits includes salaries and benefits for the administration of curriculum and instructional programs.
- In Fiscal Year 2021-22 a position for Instructional Materials Processor for warehouse was added. And a Elective Coordinator was moved from Co-Curricular Electives to Curriculum and Instruction.
- In Fiscal Year 2022-23 a position for Content Coordinator was moved to Co-Curricular Electives.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,380,346	\$ 1,405,572	\$ 1,905,471	\$ 1,641,784
Benefits	442,534	408,721	558,094	499,695
Purchased Services	31,402	26,119	27,758	35,507
Supplies	18,389	146,073	137,316	144,148
Equipment	-	-	-	-
Other	19,821	15,687	34,700	35,820
Total Expenditures	\$ 1,892,492	\$ 2,002,171	\$ 2,663,339	\$ 2,356,954
<u>BUDGETED STAFFING</u>				
Certified	12.00	12.00	13.00	12.00
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	15.00	15.00	17.00	16.00

CUSTODIAL SERVICES

Information Contact - Roy Cruz, Custodial Services Manager

Purpose:

The Custodial Services department ensures that all facilities are adequately cleaned and serviced. In addition, department personnel assist facility administrators with minor repair tasks, management of special events, extra-curricular activities, and community use of facilities.

Objectives:

- Ensure that each facility is periodically cleaned and serviced, daily for schools that are in session, and at least weekly for administrative facilities and schools that are not in session.
- Provide set-up, tear-down, and cleaning services for all special events, extra-curricular activities, and community use of facilities.

Additional Information:

- In Fiscal Year 2021-22 increase of 3.00 FTE custodial staff and operating dollars are budgeted in the Custodial Services department
- In Fiscal Year 2022-23 purchased service and supply budget was increased due to increased costs for cleaning supplies and equipment.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 6,893,553	\$ 7,123,974	\$ 8,522,205	\$ 8,885,345
Benefits	2,794,858	2,774,549	3,233,510	3,324,905
Purchased Services	163,982	149,106	58,481	73,481
Supplies	279,887	251,370	415,149	486,279
Equipment	20,040	33,277	42,500	42,500
Other	912	864	150	150
Total Expenditures	\$ 10,153,233	\$ 10,333,140	\$ 12,271,995	\$ 12,812,660
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	185.08	185.08	188.08	188.08
Administrative and Professional/Technical	1.00	1.00	1.00	1.00
Total Budgeted Staffing	186.08	186.08	189.08	189.08

DEPUTY SUPERINTENDENT

Information Contact - Priscilla Straughn, Deputy Superintendent

Purpose:

The Adams 12 Five Star mission is to engage and inspire all students to innovate, achieve, and succeed in a safe, supportive environment by ensuring high-quality instruction in every classroom, every day.

Objectives:

- Support strategic planning.
- Increase community engagement.
- Focus on equity, diversity, and inclusion in Adams 12.
- Complete implementation of the \$350 million bond program.
- Continuously build on the district's educational philosophy, goals, and objectives to directly benefit students.

Additional Information:

- In Fiscal Year 2020-21, 0.90 FTE was added for an Administrator on Special Assignment and 1.00 FTE was added for a Charter School Liaison.
- In Fiscal Year 2021-22, 1.50 FTE was added for Title IX Coordinator and Executive Director of Equity, Diversity, and Inclusion along with increase from 0.45 to 0.85 FTE for the Deputy Superintendent.
- In Fiscal Year 2022-23, 0.25 of the Deputy Superintendent moved from the Building Fund into the General Fund, 1.00 FTE Coordinator of Equity/Engagement, and 1.00 FTE Ombudsman were added.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 323,786	\$ 267,754	\$ 459,119	\$ 856,581
Benefits	98,611	72,664	134,871	257,828
Purchased Services	7,534	16,555	46,246	100,535
Supplies	6,087	676	10,384	12,000
Equipment	-	-	-	-
Other	4,715	1,508	21,809	6,750
Total Expenditures	\$ 440,733	\$ 359,157	\$ 672,429	\$ 1,233,694
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	0.95	2.85	4.75	7.00
Total Budgeted Staffing	0.95	2.85	4.75	7.00

EARLY CHILDHOOD EDUCATION PRESCHOOL PROGRAM

Information Contact - Kathlynn Jackson, Director of Early Childhood Education

Purpose:

The Early Childhood Education department allocates resources and materials to preschool classrooms with specific intent to focus on providing specialized instruction to students with disabilities through Early Childhood Special Education, and to at-risk students through Early Childhood Colorado Preschool Program (CPP). The department also provides support, coaching, compliance, and professional development to all Early Childhood Special Education staff throughout the district.

Objectives:

- Provide staff and material resources to all Adams 12 Five Star Schools preschool sites.
- Provide direct supervision, support, and professional development to staff.
- Facilitate the implementation of Child Find including IDEA Part C and B, Exceptional Children's Education Act (ECEA), Colorado Department of Human Services (CDHS) guidelines, Colorado Preschool Program (CPP) guidelines, and Adams 12 Five Star Schools Board policies.

Additional Information:

- In Fiscal Year 2021-22, staff reduced by 0.07 FTE when staff was realigned after the ECEC closed and reduced by 1.50 FTE when para positions were converted to Early Childhood Special Education Teacher.
- In Fiscal Year 2022-23, staff reduced 1.00 FTE for nurse moved to Student Engagement Initiative and reduced by 1.15 FTE para positions due to movement of staff to meet the program needs. There was an increase of 1.00 FTE to add an Assistant Director.

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 AMENDED	2022-2023 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 7,654,080	\$ 7,571,257	\$ 9,231,211	\$ 9,487,224
Benefits	2,700,800	2,577,972	3,144,864	3,340,339
Purchased Services	233,298	242,751	304,812	345,070
Supplies	64,178	82,432	95,800	115,597
Equipment	-	10,177	60,025	49,100
Other	27,572	34,198	39,550	37,800
Total Expenditures	\$ 10,679,928	\$ 10,518,788	\$ 12,876,262	\$ 13,375,130
<u>BUDGETED STAFFING</u>				
Certified	59.50	59.40	60.60	59.40
Paraprofessionals	123.45	124.57	122.05	120.90
Classified	3.75	2.00	1.75	1.75
Administrative and Professional/Technical	3.00	4.00	4.00	5.00
Total Budgeted Staffing	189.70	189.97	188.40	187.05

ENERGY AND SUSTAINABILITY

Information Contact - Shannon Oliver, Energy and Sustainability Manager

Purpose:

The Energy and Sustainability Department ensures that all district utilities are adequately distributed, managed, and maintained. The department also promotes district sustainability activities including energy efficiency projects, waste diversion and education programs, and water use reduction programs.

Objectives:

- Promote district-wide sustainability in all operations.
- Complete energy and water efficiency projects to reduce utility and maintenance costs.
- Assist with implementing sustainability engagement programs at 100 percent of schools.

Additional Information:

- Salaries and benefits are budgeted to support the administration of the district recycling and sustainability programs.
- In Fiscal Year 2022-23, 0.05 FTE of previously bond-funded Energy & Sustainability Manager moved from Building Fund to General Fund.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 224,906	\$ 237,884	\$ 245,098	\$ 260,415
Benefits	71,335	73,588	80,130	86,136
Purchased Services	1,995,777	2,009,241	2,061,671	2,341,671
Supplies	5,217,577	5,606,761	5,710,185	6,188,598
Equipment	6,008	-	-	-
Other	183	165	200	100
Total Expenditures	\$ 7,515,786	\$ 7,927,639	\$ 8,097,284	\$ 8,876,920
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	1.00	1.00
Administrative and Professional/Technical	1.95	1.95	1.95	2.00
Total Budgeted Staffing	2.95	2.95	2.95	3.00

FINANCIAL SERVICES, PURCHASING, AND WAREHOUSE

Information Contact - Suzanne DeYoung, Chief Financial Officer

Purpose:

Provide quality materials, services, and other resources in the most cost-effective and efficient way necessary to achieve the district's mission. Provide leadership regarding the administration of district policies and procedures in regards to:

- Financial planning and forecasting.
- Management of financial resources.
- Financial stability and fiscal responsibility.

Objectives:

- Continued enhancement of financial reporting through clear, accurate, and timely information.
- Provide delivery services to schools and departments.
- Procure items needed to maintain district operation.
- Promote compliance with all Superintendent and Board of Education policies.
- Identify exposures to loss and techniques to minimize the impact of loss on the district's assets.

Additional Information:

- Salaries and benefits are budgeted to include the management and processing of accounts payable, accounting, payroll, budget, purchasing, warehouse, risk management, and other required fiscal activities.
- In Fiscal Year 2021-22, a 1.00 FTE Accountant was added.
- In Fiscal Year 2022-23 a Senior Buyer was moved from the Building Fund to the Purchasing department increasing salary and benefits.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,550,058	\$ 2,411,870	\$ 2,673,554	\$ 2,891,241
Benefits	848,774	752,786	855,857	937,329
Purchased Services	64,917	30,712	96,951	60,520
Supplies	39,422	26,828	42,918	44,000
Equipment	13,278	29,335	31,756	37,538
Other	15,891	13,003	24,400	47,200
Total Expenditures	\$ 3,532,340	\$ 3,264,533	\$ 3,725,436	\$ 4,017,828
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	21.00	19.00	19.00	19.00
Administrative and Professional/Technical	15.00	17.00	18.00	18.00
Total Budgeted Staffing	36.00	36.00	37.00	37.00

HUMAN RESOURCES

Information Contact - Myla Shepherd, Chief Human Resource Officer

Purpose:

Provide efficient and cost-effective Human Resource services that are customer-focused, comprehensive, and legally compliant.

Objectives:

- Implement additional recruitment and retention strategies for substitutes and hard-to-fill areas.
- Recruit and fund added teaching endorsements in CLDE and SSS subject areas.
- Analyze exit survey results to aid in the retention of world class staff.
- Continued improvement of position control.
- Implement automated contract administration and salary notification process.

Additional Information:

- Salaries and benefits include administration activities such as recruitment, benefits, compensation administration, evaluations, and coordination of substitute system.
- In Fiscal Year 2020-21, a 1.00 FTE was added for a Compensation Specialist position.
- In Fiscal year 2021-22, a 1.00 FTE was added for Employee Relations Investigator position.
- In Fiscal Year 2022-23, a 1.77 FTE was added for Staff Interpreters a 1.00 FTE Employment Specialist was added, and the Benefits Manager 1.00 FTE position was removed.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,848,509	\$ 1,859,617	\$ 2,119,809	\$ 2,203,856
Benefits	574,201	533,649	629,374	688,950
Purchased Services	518,246	363,573	502,027	372,401
Supplies	12,065	18,400	14,905	14,602
Equipment	5,178	4,186	5,000	5,000
Other	17,163	19,180	13,490	17,230
Total Expenditures	\$ 2,975,361	\$ 2,798,605	\$ 3,284,605	\$ 3,302,039
<u>BUDGETED STAFFING</u>				
Certified	2.00	2.00	2.00	2.00
Paraprofessionals	-	-	-	-
Classified	8.00	9.00	8.00	10.77
Administrative and Professional/Technical	14.50	14.50	16.50	15.50
Total Budgeted Staffing	24.50	25.50	26.50	28.27

INDUCTION

Information Contact – Rebecca Bergstrom, Induction Coordinator

Purpose:

To facilitate the growth of new educational professionals through partnerships that encourage reflective practice, build instructional repertoire, and maximize student learning.

Objectives:

- Support the professional learning and teaching expertise of new educational professionals.
- Increase student achievement.
- Promote the culture of professional collaboration and personal well-being of new educational professionals.
- Increase the retention of quality educational professionals.

Additional Information:

- Salaries and benefits includes funds for a Coordinator and stipends for the mentor/inductee program and release day mentors.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 372,774	\$ 224,713	\$ 374,963	\$ 371,280
Benefits	96,299	57,400	92,196	93,537
Purchased Services	31,609	(575)	3,950	5,250
Supplies	5,730	5,249	9,714	15,268
Equipment	749	-	-	-
Other	439	194	850	700
Total Expenditures	\$ 507,600	\$ 286,981	\$ 481,673	\$ 486,035
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	1.00	1.00	1.00	1.00
Total Budgeted Staffing	1.00	1.00	1.00	1.00

INFORMATION TECHNOLOGY AND IT MAINTENANCE

Information Contact - Ashish Mahajan, Chief Information Technology Officer

Additional Information:

- In Fiscal Year 2021-22, this department has been moved into a fund, all expenditures and FTE are now located in Other Funds Information Technology.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 4,227,145	\$ 4,309,434	\$ -	\$ -
Benefits	1,272,261	1,218,596	-	-
Purchased Services	4,089,396	4,975,586	-	-
Supplies	38,737	46,779	-	-
Equipment	42,510	19,488	-	-
Other	13,249	10,927	-	-
Total Expenditures	\$ 9,683,298	\$ 10,580,810	\$ -	\$ -
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	-	-
Administrative and Professional/Technical	37.00	39.00	-	-
Total Budgeted Staffing	38.00	40.00	-	-

INSTRUCTIONAL MATERIALS CENTER

Information Contact - Sabrina Messerli, Instructional Materials Center Manager

Additional Information:

- Salaries and benefits include the staff necessary for processing activities, inventory operations, and distribution of instructional materials.
- In Fiscal Year 2021-22, this department has been moved into a fund, all expenditures and FTE are now located in Other Funds Information Technology.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 264,120	\$ 282,710	\$ -	\$ -
Benefits	89,022	88,266	-	-
Purchased Services	23,973	70,178	-	-
Supplies	8,636	10,781	-	-
Equipment	-	-	-	-
Other	175	335	-	-
Total Expenditures	\$ 385,925	\$ 452,270	\$ -	\$ -
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	3.00	3.00	-	-
Administrative and Professional/Technical	1.00	1.00	-	-
Total Budgeted Staffing	4.00	4.00	-	-

INSTRUCTIONAL TECHNOLOGY AND LIBRARY SERVICES

Information Contact - Mary Beth Bazzanella, Director of Student Learning Pathways and Online

Purpose:

Digital Literacy Partners (DLP) are provided to schools to facilitate student growth in digital literacy across all content areas. The DLP provides professional learning in developing a community of 21st century readers and learners through integrating information literacy, technology literacy, and digital citizenship. They work side-by-side with teachers and principals to build capacity through planning, modeling, co-teaching, and reflecting.

Objectives:

- Provide leadership for redesign of secondary technology curriculum.
- Complete redesign of Digital Literacy Supports in revised K-5 units of study.
- Redesign Digital Literacy Supports for middle school units of study.
- Develop and lead professional development for Teacher Librarians and Digital Literacy Teachers, and provide the resources needed to lead digital literacy professional development in schools.
- Develop and publish information literacy resources for school libraries.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 259,629	\$ 255,720	\$ 281,416	\$ 294,319
Benefits	70,773	65,524	72,105	76,932
Purchased Services	8,451	110	2,078	4,250
Supplies	33,509	40,323	57,308	53,379
Equipment	-	-	4,000	4,000
Other	815	2,020	4,483	3,050
Total Expenditures	\$ 373,176	\$ 363,696	\$ 421,390	\$ 435,930
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	3.00	3.00	3.00	3.00

LEARNING SERVICES

Information Contact - Beau Foubert, Chief Academic Officer

Purpose:

To facilitate effective instruction in every classroom and positively impact student growth and achievement so all students experience equity and excellence in teaching and learning.

Objectives:

- Establish the academic vision and goals to support effective leadership, teaching and student learning.
- Develop a dynamic, aligned Unified Improvement Plan to guide academic improvement efforts across all level.
- Design and implement a guaranteed and viable curriculum aligned with Colorado Academic Standards in preschool through 12th grade.
- Provide job-embedded professional learning to all educators aligned to district major improvement strategies.
- Implement building-level administrative professional learning to support and strengthen instructional leadership.

Additional Information:

- In Fiscal Year 2020-21, the following changes in staffing occurred: 1.00 FTE Director of Counseling moved to Counseling Services, 0.50 FTE Administrative Assistant moved from Advanced Academics and Gifted Services, 1.00 FTE Charter School Liaison moved to Deputy Superintendent, and 1.50 FTE High School Based Therapist moved to operating within the Learning Services budget.
- In Fiscal Year 2021-22, 2.00 FTE to were moved to Counseling, CTE, and Concurrent Enrollment, increased STEM Coordinator by 0.50 FTE and added new 1.00 FTE Director of Student Learning Pathways and Online Programming.
- In Fiscal Year 2022-2023, 3.50 FTE were moved from Five Star Online to Learning Services and 2.50 FTE were moved from READ Act funding to Learning Services. Additional 1.00 FTE STEM Coordinator was moved to Counseling, CTE and Concurrent Enrollment, and 0.50 FTE coach was moved to Teacher and Principal Professional Development.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 6,148,047	\$ 6,654,652	\$ 7,171,325	\$ 7,570,948
Benefits	1,960,765	2,021,892	2,196,398	2,336,931
Purchased Services	225,258	311,013	372,922	357,803
Supplies	32,376	65,257	36,459	80,296
Equipment	-	-	17,000	17,000
Other	15,988	138,178	240,010	290,060
Total Expenditures	\$ 8,382,434	\$ 9,190,991	\$ 10,034,114	\$ 10,653,038
<u>BUDGETED STAFFING</u>				
Certified	79.00	75.50	75.50	80.00
Paraprofessionals	-	-	-	-
Classified	-	0.50	-	-
Administrative and Professional/Technical	11.80	11.80	11.80	11.80
Total Budgeted Staffing	90.80	87.80	87.30	91.80

OFFICE OF POLICY AND LEGAL SERVICES

Information Contact - Philip Spare, General Counsel

Purpose:

Provide practical, timely, and cost-effective legal counsel to the Board of Education, Administrators, and appropriate staff, while emphasizing compliance and litigation avoidance.

Objectives:

- Investigate and research legal issues in all areas of district services operations to assist Administrators in making legally defensible decisions. Counsel Administrators in all matters relating to students' rights, responsibilities and discipline.
- Advise the Board and Superintendent regarding emerging legal issues.
- Provide resources to support Administrators to maintain a discrimination-free learning and working environment for all students, staff and stakeholders.
- Anticipate potential litigation and administrative claims, gather information, perform investigations, and align resources. Supervise, coordinate, assign, and monitor tasks performed by outside legal counsel.
- Draft or coordinate drafting and review of legal documents including contracts, negotiated agreements, and position statements.
- Establish, publicize and participate in implementation of systems and strategies to ensure compliance with laws, regulations, and policies. Train Administrators and staff at all levels concerning practical applications of school law.
- Coordinate the review, development, modification, suspension, and/or deletion of District policies pertaining to all phases of District service and operation.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 331,640	\$ 341,982	\$ 353,965	\$ 393,149
Benefits	84,965	83,684	90,076	101,515
Purchased Services	209,018	100,602	149,210	149,110
Supplies	3,374	2,823	5,150	5,250
Equipment	-	2,523	-	-
Other	6,523	6,101	89,605	111,031
Total Expenditures	\$ 635,521	\$ 537,715	\$ 688,006	\$ 760,055
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	2.50	2.50	2.50	2.50
Total Budgeted Staffing	2.50	2.50	2.50	2.50

OFFICE OF SUPERINTENDENT

Information Contact - Christopher Gdowski, Superintendent

Purpose:

The Adams 12 Five Star Schools' mission is to engage and inspire all students to innovate, achieve, and succeed in a safe, supportive environment by ensuring high-quality instruction in every classroom, every day.

Objectives:

- Raise achievement levels for all students and close existing achievement gaps for groups of students.
- Increasing the graduation rate while increasing rigor.
- Outperform peer districts.
- Students, families, and staff take pride in and feel connected to the district's positive culture.
- Know every student by name, strength, and need.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 328,687	\$ 414,966	\$ 338,286	\$ 339,447
Benefits	150,205	169,504	138,091	141,314
Purchased Services	45,484	48,486	30,800	30,800
Supplies	6,603	4,713	3,900	3,900
Equipment	-	-	-	-
Other	53,272	50,326	84,034	78,837
Total Expenditures	\$ 584,251	\$ 687,994	\$ 595,111	\$ 594,298
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	1.50	1.50	1.50	1.50

OPERATIONS AND MAINTENANCE

Information Contact - Joe Stephen, Maintenance Services Manager

Purpose:

The Maintenance department ensures that district facilities are kept in proper operating condition. The department performs routine and preventive maintenance to minimize the risk of equipment breakdowns, and completes work orders to correct identified facilities deficiencies.

Objectives:

- Respond to all work orders within 24 hours of receipt.
- Complete work on priority work orders within 48 hours.
- Complete all priority preventive maintenance work orders within one week of schedule.

Additional Information:

- Salaries and benefits include staff such as Carpenters, Electricians, HVAC Technicians, Locksmith, and Grounds personnel.
- In Fiscal Year 2020-21, 1.00 FTE Maintenance and Operations Director was added and 0.50 FTE Business Support Technician was moved from Safety Services.
- In Fiscal Year 2021-22, 1.00 FTE added for HVAC assistant position.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,897,074	\$ 3,745,913	\$ 4,187,860	\$ 4,318,557
Benefits	1,359,238	1,250,437	1,404,636	1,463,049
Purchased Services	485,125	461,692	534,539	614,900
Supplies	894,846	1,009,728	1,132,082	1,039,463
Equipment	(1,850)	40,712	90,465	20,000
Other	(44,973)	(10,408)	12,700	1,500
Total Expenditures	\$ 6,589,460	\$ 6,498,075	\$ 7,362,282	\$ 7,457,469
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	54.00	54.50	55.50	55.50
Administrative and Professional/Technical	1.00	2.00	2.00	2.00
Total Budgeted Staffing	55.00	56.50	57.50	57.50

PEAK

Information Contact - Stephanie Hansen, Extended Learning Manager

Purpose:

The PEAK program provides a range of high-quality services during non-school hours or other periods when school is not in session (e.g. before and after school, or during summer break).

Objectives:

- Provide opportunities for academic enrichment, including providing tutorial services to help students (particularly students in high-poverty areas and those who attend low-performing schools) meet state and local performance standards in core academic subjects such as reading, writing, and mathematics. To develop social-emotional growth, and motivation to learn, along with improved academic performance.
- Offer students a broad array of additional services, programs, and activities, such as youth development activities, service learning, nutrition and health education, drug and violence prevention programs, counseling programs, arts, music, physical fitness and wellness programs, technology education programs, financial literacy programs, environmental literacy programs, mathematics, science, career and technical programs, internship or apprenticeship programs, and other ties to in-demand industry sectors or occupation for high school students that are designed to reinforce and complement the regular academic program of participating students.
- Offer families of students served by Community Learning Centers opportunities for active and meaningful engagement in their children's education, including opportunities for literacy and related educational development.

Additional Information:

- The budget contains staffing and supplies to support CCLC Cohort 6 programs at four locations. Three sites are partially funded through a current CCLC Cohort 8 grant.

	2019-2020	2020-2021	2021-2022	2022-2023
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 162,998	\$ 117,707	\$ 323,927	\$ 245,388
Benefits	68,177	38,864	92,158	83,373
Purchased Services	789	722	3,500	3,500
Supplies	11,470	16,330	17,529	17,529
Equipment	-	-	-	-
Other	9,615	7,390	16,100	16,100
Total Expenditures	\$ 253,049	\$ 181,013	\$ 453,214	\$ 365,890
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	5.37	5.25	5.25	5.26
Administrative and Professional/Technical	0.42	0.42	0.42	0.42
Total Budgeted Staffing	5.79	5.67	5.67	5.68

PRINT STUDIO AND RECORDS

Information Contact - Cristy Powell, Print Studio Manager

Additional Information:

- Salaries and benefits account for the appropriate staff to operate a full-scale print studio and mail room.
- Other expenditures include services provided to other district departments for print and copy-related items.
- In Fiscal Year 2020-21, the Printing Services Technician position was increased back to 1.00 FTE.
- In Fiscal Year 2021-22, this department has been moved into a fund, all expenditures and FTE are now located in Other Funds Information Technology.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 420,869	\$ 440,875	\$ -	\$ -
Benefits	157,690	157,133	-	-
Purchased Services	824,712	670,751	-	-
Supplies	92,588	86,644	-	-
Equipment	35,738	8,682	-	-
Other	(1,106,671)	(847,853)	-	-
Total Expenditures	\$ 424,926	\$ 516,233	\$ -	\$ -
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	6.75	7.00	-	-
Administrative and Professional/Technical	1.00	1.00	-	-
Total Budgeted Staffing	7.75	8.00	-	-

PUPIL TRANSPORTATION SERVICES

Information Contact - Igor Petrovic, Director of Transportation and Fleet Operations

Purpose:

Transportation supports the district by safely transporting students to and from school and activities, as well as providing maintenance and management for the district-owned vehicles including buses and white fleet.

Objectives:

- Provide transportation services for approximately 6,500 students to and from schools.
- Provide transportation for activities, field trips, and sports activities.
- Maintain and manage 150 buses and 112 white fleet support vehicles.

Additional Information:

- In Fiscal Year 2020-21, additional 4.58 FTE for bus drivers were added to accommodate new routes to Future Forward Washington Square and additional route changes to the district.
- In Fiscal Year 2020-21, the decrease in actual salaries and benefits is due to reduced need for drivers during remote learning, as well as a portion of salaries attributed to covid expenditures were moved to grants in the Governmental Designated-Purpose Grants Fund.
- In Fiscal Year 2021-22, additional 1.0 FTE for bus drivers were added to accommodate an expansion of routes to Future Forward Washington Square.
- The budgeted increase in Fiscal Year 2022-23 is due to the increase in the classified staff pay scale for 2022-23.

	2019-2020	2020-2021	2021-2022	2022-2023
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 7,351,168	\$ 5,927,701	\$ 8,563,022	\$ 8,901,500
Benefits	2,810,578	2,284,854	3,100,899	3,193,620
Purchased Services	881,096	749,685	518,985	539,371
Supplies	1,037,480	870,086	1,384,642	1,369,682
Equipment	1,871,840	226,947	73,598	78,500
Other	(191,117)	(224,408)	(907,650)	(920,650)
Total Expenditures	\$ 13,761,044	\$ 9,834,866	\$ 12,733,496	\$ 13,162,023
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	58.15	57.90	57.50	57.90
Classified	117.77	120.60	122.00	121.60
Administrative and Professional/Technical	5.00	7.00	7.00	7.00
Total Budgeted Staffing	180.91	185.50	186.50	186.50

SAFE AND SECURE ENVIRONMENT

Information Contact - Geoff Mills, Environmental Services Manager

Purpose:

The Adams 12 Five Star Schools Safe and Secure Environment program works to improve the environmental health and safety of all schools and staff through regulatory and non-regulatory means. It supports the importance of school environmental health to both the educational success and the overall health and well-being of district students and staff. It supports academic progress by making it easier for students to concentrate, minimizing illnesses in students and staff, decreasing absences and lost work days, and minimizing the diversion of educational funds to pay for costly repair and remediation projects.

Objectives:

- Complete all abatement and remediation projects within their projected scope, schedule, and budget.
- Work to ensure that dry, safe, and secure environments are provided to all district students and staff.
- In Fiscal Year 2022-23, 0.50 FTE of the bond funded Environmental Services Manager moved back from Building Fund to General Fund

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 42,691	\$ 43,479	\$ 44,377	\$ 91,477
Benefits	13,747	12,846	14,356	29,558
Purchased Services	64,933	63,826	145,727	144,530
Supplies	815	338	300	300
Equipment	1,020	-	-	-
Other	252	228	300	300
Total Expenditures	\$ 123,458	\$ 120,718	\$ 205,060	\$ 266,165
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	0.50	0.50	0.50	1.00
Total Budgeted Staffing	0.50	0.50	0.50	1.00

SAFETY SERVICES

Information Contact - Stacy Gahagen, Security Services Director

Purpose:

Provide a safe learning and teaching environment and protection of district assets.

Objectives:

- Provide 24-hour monitoring and security of district properties.
- Continue to provide a full-time uniformed Police Officer for every high school and middle school in the district.
- Continue to provide Campus Security Officers to high schools.

Additional Information:

- In Fiscal Year 2020-21, 0.50 FTE Business Support Technician moved to Maintenance Operations.
- In Fiscal Year 2021-22, 1.60 FTE was added to the department to support Securing Guards and Dispatch, and 1.00 FTE added for Security Services Manager.
- In Fiscal Year 2022-23, a portion of purchased service budget was moved to supplies to align with expected expenditures.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 943,768	\$ 1,015,085	\$ 1,073,161	\$ 1,119,569
Benefits	316,065	326,010	361,999	347,987
Purchased Services	580,549	560,510	707,708	643,963
Supplies	18,983	32,536	17,145	86,053
Equipment	-	-	-	-
Other	3,488	2,696	3,750	4,000
Total Expenditures	\$ 1,862,853	\$ 1,936,838	\$ 2,163,763	\$ 2,201,572
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	10.48	9.98	10.58	10.58
Administrative and Professional/Technical	4.00	4.00	5.00	5.00
Total Budgeted Staffing	14.48	13.98	15.58	15.58

SCHOOL EFFECTIVENESS AND ACCOUNTABILITY

Information Contact - David Bahna, Executive Director of Assessment and Accountability

Purpose:

The School Effectiveness and Accountability department (SEA) provides leadership and supports school personnel and other departments at the district level in the areas of accountability, assessment, research, and professional development. This department will work to build capacity so that all educators in the district will consider themselves knowledgeable about sound assessment and data analysis and their roles in accountability and improvement planning.

Objectives:

- Coordinate the administration of all state and district-level assessments.
- Coordinate and support all state accountability processes at the school and district level.
- Provide technical assistance to school and district staff in the interpretation and analysis of assessment data.
- Coordinate and assist with research across the district.
- Collaborate with Learning Services and Information Technology staff with assessment development and Advancing Professional Excellence (APEX) initiatives.

Additional Information:

- Budgeted salaries and benefits are for coordination and administration of districtwide assessments, research, and evaluation.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 556,038	\$ 545,374	\$ 574,335	\$ 610,179
Benefits	157,512	145,221	154,944	166,955
Purchased Services	463,182	513,267	536,961	576,961
Supplies	5,506	1,996	6,150	10,500
Equipment	-	-	-	-
Other	2,285	1,161	7,500	7,500
Total Expenditures	\$ 1,184,522	\$ 1,207,019	\$ 1,279,890	\$ 1,372,095
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	1.00	1.00
Administrative and Professional/Technical	5.00	5.00	5.00	5.00
Total Budgeted Staffing	6.00	6.00	6.00	6.00

SCHOOL INSTRUCTION

Information Contact - Beau Foubert, Chief Academic Officer

Additional Information:

- In fiscal year 2022-23, the School Instruction General Fund budget was moved into the Learning Services budget and the Counseling, CTE and CE budget.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ -	\$ -	\$ -	\$ -
Benefits	85	-	-	-
Purchased Services	307,680	226,695	-	-
Supplies	-	-	15,000	-
Equipment	-	-	-	-
Other	1,085	1,277	4,000	-
Total Expenditures	\$ 308,850	\$ 227,972	\$ 19,000	\$ -
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	-	-	-	-
Total Budgeted Staffing	-	-	-	-

STUDENT ENGAGEMENT INITIATIVES

Information Contact - Lori Bailey, Director of Student Engagement Initiatives

Purpose:

The mission of Student Engagement Initiatives is to remove the barriers that keep students from being engaged and thriving in school.

Objectives:

- Coordinate services for students and their families.
- Actively engage and collaborate with our parent communities.
- Define gaps and connect resources to address unmet needs.

Additional Information:

- In Fiscal Year 2021-22, 3.00 FTE was added for nurses and an increase of 1.77 FTE for health aide hours.
- In Fiscal Year 2022-23, 2.06 FTE decreased in Health Aide hours, 1.00 FTE Nurse moved from Early Childhood Education Preschool Program, and 1.00 FTE Family Outreach Liaison was converted to a 1.00 FTE Data Technician.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,379,410	\$ 2,657,741	\$ 3,039,493	\$ 3,173,508
Benefits	922,953	895,117	1,002,899	1,102,996
Purchased Services	355,970	157,864	295,071	307,440
Supplies	11,549	55,610	14,177	16,550
Equipment	-	-	8,000	8,000
Other	12,179	8,041	11,750	14,450
Total Expenditures	\$ 3,682,061	\$ 3,774,374	\$ 4,371,390	\$ 4,622,944
<u>BUDGETED STAFFING</u>				
Certified	8.00	9.90	12.90	13.00
Paraprofessionals	38.03	38.03	39.80	36.74
Classified	2.25	2.37	2.37	4.31
Administrative and Professional/Technical	9.33	8.33	8.33	8.33
Total Budgeted Staffing	57.61	58.63	63.40	62.38

STUDENT SUPPORT SERVICES

Information Contact - Heather Greicius, Executive Director of Student Support Services

Purpose:

Student Support Services (SSS) allocates resources and materials to all schools focusing on providing specialized instruction to students with disabilities. The department also provides support, coaching, and professional development to all SSS staff throughout the district.

Objectives:

- Provide staff and material resources to all schools in the district.
- Provide support and professional development to staff.
- Provide oversight of the implementation of IDEA, ECEA, and the Adams 12 Five Star Schools' Board policies.

Additional Information:

- Salaries and benefits include special education and mental health services, to include applicable staffing and operational expenditures to meet the needs of students.
- In Fiscal Year 2021-22, 1.00 FTE teacher increase, 0.50 FTE teacher increase related to SWAP agreement and 5.00 paraprofessionals FTE increase.
- In Fiscal Year 2022-23, 6.00 FTE moved from Five Star Online to department, and additional 6.90 FTE added for special program paras and learning specialists.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 26,835,618	\$ 28,045,517	\$ 30,266,350	\$ 31,873,923
Benefits	9,472,945	9,375,401	10,135,210	10,741,199
Purchased Services	3,724,603	3,018,895	3,214,500	3,184,248
Supplies	76,892	169,461	150,753	148,740
Equipment	1,676	34,375	71,500	71,500
Other	248,700	314,286	314,744	311,513
Total Expenditures	\$ 40,360,435	\$ 40,957,935	\$ 44,153,057	\$ 46,331,123
<u>BUDGETED STAFFING</u>				
Certified	283.64	273.06	283.40	296.27
Paraprofessionals	229.09	231.27	236.31	235.34
Classified	5.33	12.40	4.50	6.50
Administrative and Professional/Technical	11.50	12.50	11.50	10.50
Total Budgeted Staffing	529.55	529.23	535.71	548.61

SUMMER SCHOOL EDUCATION

Information Contact - Lee Peters, Executive Director of Secondary Schools

Purpose:

To provide additional opportunities for middle school and high school students to earn credit hours and to demonstrate proficiency on standards within the current secondary course offerings.

Objectives:

- 95 percent or more of students enrolled will successfully earn credit in the course work.
- Course offerings will reflect the needs of students.
- Continue to expand courses in a blended learning format.

Additional Information:

- Summer School Education salaries and benefits include stipends paid to staff for facilitating summer school.
- Fiscal Year 2020-21 and 2021-22 had the majority of summer school paid for using ESSER funds.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 70,650	\$ 5,665	\$ 152,085	\$ 151,466
Benefits	17,371	1,256	33,993	34,610
Purchased Services	8,950	-	10,000	10,000
Supplies	129	1,333	9,250	1,250
Equipment	-	-	-	-
Other	(19,346)	436	1,050	1,050
Total Expenditures	\$ 77,754	\$ 8,689	\$ 206,378	\$ 198,376
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	-	-	-	-
Total Budgeted Staffing	-	-	-	-

TEACHER AND PRINCIPAL PROFESSIONAL LEARNING

Information Contact - Megan Cain, Executive Director of Professional Learning and K-8 Schools

Purpose:

To provide aligned, job-embedded, just-in-time training, tools, and resources for all district staff in support of the District Major Improvement Strategies listed within the Unified Improvement Plan.

Objectives:

- Supporting and enhancing instructional coaching within all elementary and middle schools and high schools.
- Continuing a focus on literacy pedagogy through the delivery of professional learning.
- Developing assessment literacy through professional learning aligned to the implementation and application of formative practices.
- Providing professional learning to Administrators in the areas of leadership, standards-referenced instructional observations, delivery of actionable feedback, data driven instruction and implementation of sustainable, site-based professional learning structures.

Additional Information:

- This budget includes salaries, benefits, and additional resources for the administration of professional development.
- In Fiscal Year 2021-22, the Administrative Assistant was moved into the Counseling, CTE, and Concurrent Enrollment budget.
- In Fiscal Year 2022-23, instructional coaches for 24.85 FTE were added or moved to be funded by Teacher and Principal Professional Learning department.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 154,414	\$ 163,194	\$ 126,510	\$ 2,034,598
Benefits	60,969	48,885	34,785	667,804
Purchased Services	146,751	143,550	246,481	257,346
Supplies	5,730	35,363	16,000	16,000
Equipment	-	-	-	-
Other	4,696	895	9,319	9,319
Total Expenditures	\$ 372,559	\$ 391,887	\$ 433,095	\$ 2,985,067
<u>BUDGETED STAFFING</u>				
Certified	0.15	0.15	0.15	25.00
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	-	-
Administrative and Professional/Technical	0.60	0.60	0.60	0.60
Total Budgeted Staffing	1.75	1.75	0.75	25.60

DISTRICTWIDE SERVICES

Districtwide Services includes expenditures not allocated to specific departments. The Fiscal Year 2022-23 budget includes:

Certified Compensation Stipend

The Certified compensation stipend is paid out to district certified employees using one of two plans which are based on the teacher's date of hire. For teachers hired prior to January 1, 2007, who resign from the district with a minimum of twenty years continuous service and classified as a teacher with the district shall receive a Certified compensation stipend in the amount of \$86,242 paid out in five equal payments. Teachers hired prior to January 1, 2007, who have less than twenty years continuous service, but at least thirteen are entitled to one-half of the stipend upon resignation from the district.

Classified Career Service Credit

Classified employees hired prior to January 1, 2011, are eligible to receive the Classified career service credit. Those Classified employees with at least twenty years of service as of December 31, 2010, and whose stipend exceeds \$72,500 qualify to receive 133.00 percent of the average of the highest three years of annual salary as of December 31, 2010. Classified employees with at least twenty years of service as of January 1, 2011 or later qualify to receive 133.00 percent of the average of the highest three years of annual salary, not to exceed \$72,500 or fall below \$30,000. Classified employees with at least thirteen years but less than twenty years of service as of January 1, 2011, or later qualify to receive 66.5 percent of the average of the highest of three years of annual salary, not to exceed \$36,250 with no minimum. Each stipend option is paid in five equal installments beginning the end of the second month following the resignation and at the same time each year for four years thereafter.

Administrator Longevity Plan

The Administrator Longevity Program (ALP) was created to recognize the Administrative employee's continuous years of service to the district. The annual contribution percentage amounts are determined by the number of eligible Administrative staff, their years of district service, and available funds within the account for the specific fiscal year. Effective January 1, 2016, ALP funds for eligible Administrative employees were contributed into the employee's 401(k) account with the contributions being tax-deferred until withdrawal. All Administrative employees hired or re-hired January 1, 2015 or after are not eligible for ALP.

Indirect Costs

Recorded in the Other Expenditure category are the indirect costs charged to Grants, BASE, and Food Service. Indirect costs are incurred for the benefit of multiple programs, functions, or other cost objectives and therefore cannot be identified readily and specifically with a particular program or cost objective. They are charged to recover the costs to the General Fund for administrative and support functions such as accounting, accounts payable, payroll, purchasing, facilities management, and utilities.

Bank Fees

Banking service fees include the fees the district is charged to process credit card payments, maintain bank accounts, send and receive both wire and ACH transactions, process deposits, positive pay, check posting, and return item charges.

Assessment and Collection

Property located in Adams and Broomfield Counties are assessed and taxed in accordance with Colorado State Law. Each county's Tax Assessor office is responsible for assessing the current full and fair value of all properties in their respective county. Once the assessments have been established, it is the responsibility of the Tax Collector's Office to collect the assessed property taxes. The district is charged 0.25 percent from the counties to cover the cost of billing, collecting, and disbursing these taxes.

Additional Information

- The Districtwide budget includes funds held and disbursed to schools and/or departments at midyear, this includes employee stipends, longevity pay, retirement stipends, department chair, co-curricular, and leadership pay. For Fiscal Year 2022-23, the Districtwide budget includes: an overall increase to the classified salary schedule which provides a minimum of a 5.10 percent salary increase; anticipated 1.80 percent increase to health benefits; 0.50 percent increase to PERA employer contribution; district-paid Certified substitutes; and district-obligated retirement stipends for Certified and Classified retirees.

	2019-2020 <u>ACTUAL</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>AMENDED</u>	2022-2023 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 9,906,693	\$ 8,219,092	\$ 6,852,369	\$ 13,308,415
Benefits	1,286,100	777,114	7,090,039	7,900,738
Purchased Services	960,680	1,588,950	1,855,770	2,095,819
Supplies	39,400	45,325	231,615	-
Equipment	1,917	21,441	278,099	-
Other	(1,275,626)	(3,093,385)	(4,602,636)	(2,114,794)
Total Expenditures	\$ 10,919,165	\$ 7,558,537	\$ 11,705,256	\$ 21,190,178
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	-	-	-	-
Total Budgeted Staffing	-	-	-	-



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INFORMATIONAL SECTION

Assessment of Property

Property Subject to Taxation

Property taxes are uniformly levied against the assessed valuation of all taxable property within the district. Both real and personal property located within the boundaries of the district, unless exempt, are subject to taxation by the district. Exempt property generally includes properties owned by the federal government and the State of Colorado and its political subdivisions; public libraries and schools; charitable and religious organizations; irrigation ditches, canals and flumes; household furnishings; personal effects; intangible personal property; inventories, materials, and supplies that are held for consumption by a business or are held primarily for sale; livestock; agricultural products and equipment used on a farm or ranch in the production of agricultural products; and non-profit cemeteries.

Assessment of Property

In August of each year, the Assessor certifies the total assessed value of all properties located within the boundaries of each taxing authority. Adams 12 Five Star Schools boundaries include portions of Adams and Broomfield counties. The district's total combined assessed valuation for December 2021 is \$3,335,152,415. Assessed values are calculated by multiplying the actual value by the appropriate assessment rate. The residential assessment percentage is subject to change by the Colorado Legislature each odd numbered year. The assessment rate is currently 6.95 percent on residential property and 6.80 percent on multi-family.

A mill levy is a tax rate that is applied to the assessed value of a property. The mill levy - which is sometimes referred to simply as a levy - is multiplied times the assessed value of a property to determine the amount of taxes due. 1 mill = .001 as a multiplier.

For example, if the typical single family home in district tax boundaries in 2022 was valued at approximately \$492,450, the property tax calculation for a typical residential owner would be:

$$\text{Actual Value Residential} \times \text{Assessment Rate} \times \text{Mill Rate} = \text{Taxes Owed}$$

$$\$492,450 \times 0.0695 \times 0.068678 = \$2,351$$

Historically the Gallagher Amendment required that residential and nonresidential property make up constant portions of total statewide taxable property over time. Since adoption in 1982, these provisions have required that the taxable value of residential property make up 45.00 percent, and the taxable value of nonresidential property about 55.00 percent of statewide taxable property. In November of 2020 Amendment B was passed and the Gallagher Amendment was repealed from the constitution, leaving the residential and nonresidential assessment rate at their current rates in state statute. In June of 2021 legislation passed SB 21-293 passed, the bill reduces property tax assessment rates for residential property, agricultural property, and property used for renewable energy production over the next two years. The current assessment rate for residential property is 6.95 percent and multi-family property is 6.80 percent.



Taxation Procedure

In accordance with statute, the County Assessor is required to certify the total valuation for assessment no later than August 25th of each year. The Board of County Commissioners then determines a rate of levy which, when levied upon such certified assessed valuation, together with other legally available revenues, will raise the amount required annually by the district for its General Fund and Bond Redemption Fund to defray its expenditures during the ensuing fiscal year. The Board of Education must certify the district's levy to the Board of County Commissioners no later than December 15th.

Upon receipt of the district's tax levy certification and other taxing entities within the county, the Board of County Commissioners levies the applicable property taxes against the assessed valuation of all taxable properties. The levies are certified by the Board of County Commissioners to the County Assessor, who then delivers the tax list and warrant to the county treasurer for tax collection.

Under Colorado law, all property taxes become due and payable in the year after they are levied. Property taxes attach an enforceable lien on property as of January 1st of the year following the levy. The property tax revenue estimate for Fiscal Year 2022-23 is based on the anticipated tax collection received from August 2022 through July 2023. This method of budgeting property tax revenues is in compliance with Generally Accepted Accounting Principles (GAAP). All other tax revenue budgets (e.g. specific ownership tax) are based on collections anticipated to be received during the fiscal year (July 1st through June 30th).

Each year, County Commissioners, City Councils, School Boards, and other taxing authorities determine the revenue needed and allowed under the law to provide services for the following year. Each taxing authority calculate a tax rate based on revenue needed from property tax and total assessed value of property within their boundaries. Property taxes are calculated by adding four different tax rates: County, City, School District, and Water and Sanitation.

ADAMS 12 FIVE STAR SCHOOLS

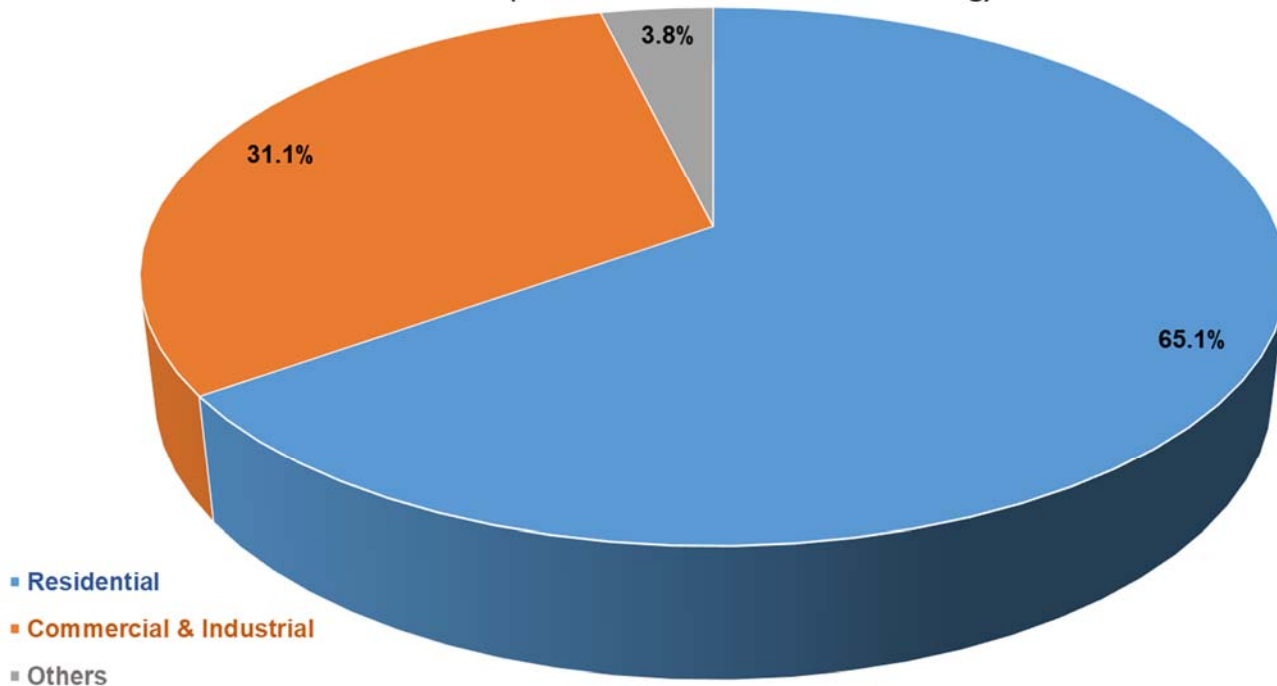
Assessed Property Values

Fiscal Year	Residential	Commercial & Industrial	Other*	State Assessed	Tax Increment Financing	Total
2015	\$1,202,555,334	\$561,986,330	\$41,955,560	\$99,876,178	(\$8,526,978)	\$1,897,846,424
2016	\$1,431,611,600	\$629,779,300	\$58,297,330	\$105,694,002	(\$8,612,908)	\$2,216,769,324
2017	\$1,459,806,870	\$637,972,070	\$53,238,470	\$110,545,140	(\$10,173,167)	\$2,251,389,383
2018	\$1,753,366,090	\$705,536,350	\$65,606,770	\$115,336,290	(\$13,933,696)	\$2,625,911,804
2019	\$1,788,862,970	\$773,704,140	\$62,194,469	\$105,162,441	(\$200,072,679)	\$2,529,851,341
2020	\$2,138,221,460	\$988,031,070	\$72,170,390	\$108,803,141	(\$249,705,985)	\$3,057,520,076
2021	\$2,148,358,140	\$1,005,629,830	\$84,845,370	\$121,476,270	(\$274,113,493)	\$3,086,196,117
2022	\$2,305,546,770	\$1,101,132,150	\$134,625,450	\$123,423,230	(\$329,575,185)	\$3,335,152,415
2023	\$2,317,074,504	\$1,106,637,811	\$135,298,577	\$124,040,346	(\$331,223,061)	\$3,351,828,177
2024	\$2,351,830,621	\$1,123,237,378	\$137,328,056	\$125,900,951	(\$336,191,407)	\$3,402,105,599
2025	\$2,363,589,775	\$1,128,853,565	\$138,014,696	\$126,530,456	(\$337,872,364)	\$3,419,116,128
2026	\$2,399,043,621	\$1,145,786,368	\$140,084,917	\$128,428,413	(\$342,940,449)	\$3,470,402,870

Fiscal Years 2023-2026 forecasted.

* 'Other' includes Vacant Land, Agricultural, Oil, Gas and Natural Resources, and Public Utilities.

2022 Assessed Valuation By Property Type
(includes Tax Increment Financing)



Largest Taxpayers

ADAMS 12 FIVE STAR SCHOOLS 2021 Largest Taxpayers Within District Boundaries

Taxpayer	Taxable Assessed Value	Percent of Assessed Valuation*
EXTRACTION OIL & GAS LLC (B)	\$ 67,765,450	2.03%
PUBLIC SERVICES COMPANY OF COLORADO (XCEL) (A)	\$ 63,718,840	1.91%
JPMORGAN CHASE BANK NA (B)	\$ 41,119,280	1.23%
AMAZON.COM SERVICES LLC (A)	\$ 40,336,410	1.21%
VESTAR ORCHARD TOWN CENTER LLC (A)	\$ 29,029,960	0.87%
DENVER PREMIUM OUTLETS LLC C/O (A)	\$ 25,774,080	0.77%
TRI-STATE GEN & TRANSM ASSOC (A)	\$ 19,408,680	0.58%
GC NET LEASE (WESTMINSTER) INVESTORS LLC (A)	\$ 19,374,550	0.58%
JPMORGAN CHASE BANK NATIONAL ASSOCIATION (B)	\$ 17,219,890	0.52%
144 BULL CROSSING ASSOCIATES LLC (A)	\$ 16,344,570	0.49%
MP NORTHGLENN LLC (A)	\$ 14,741,490	0.44%
GKT THORNCREEK PLAZA LLC (A)	\$ 12,051,690	0.36%
Total	\$ 366,884,890	10.99%

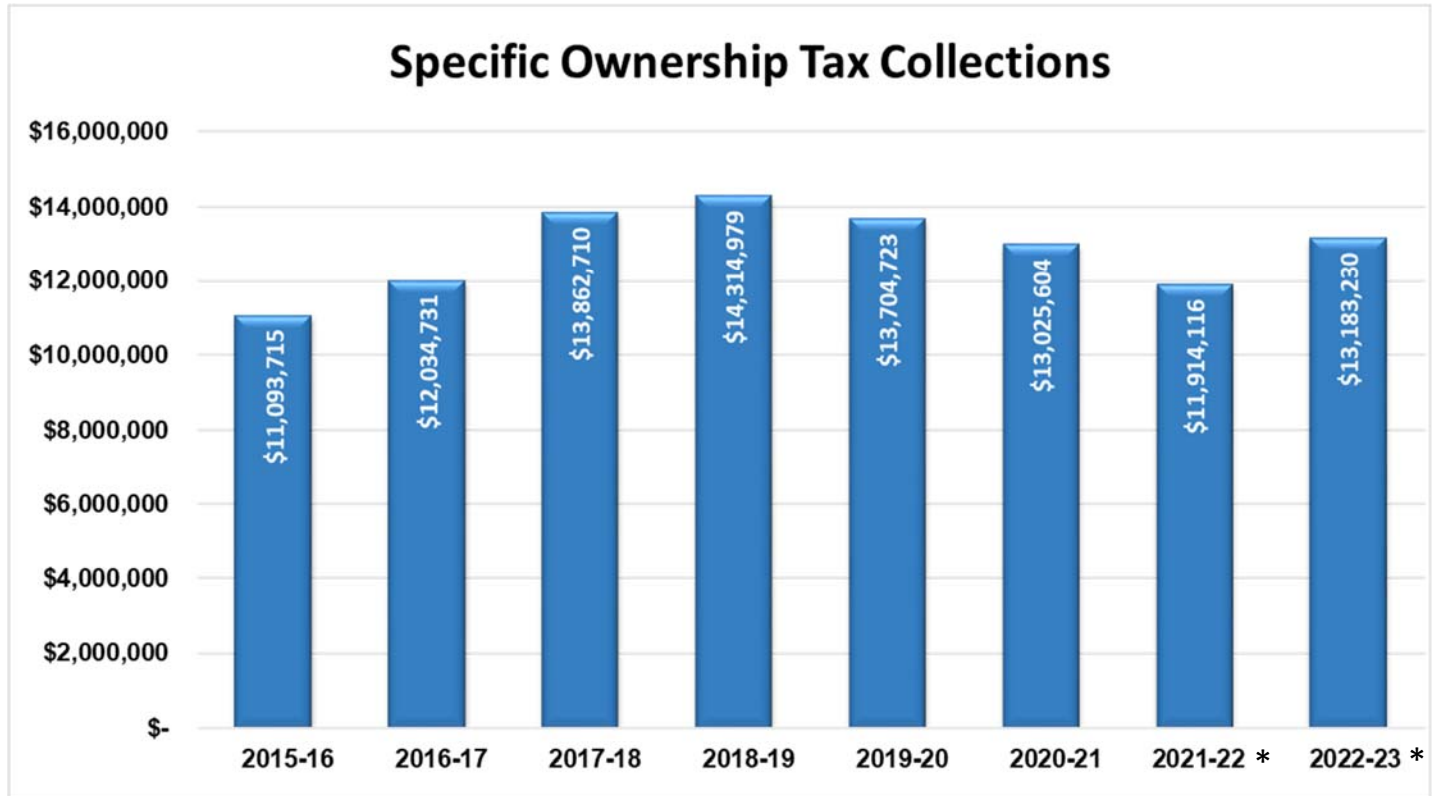
* Based on the December 2021-22 certified assessed valuation of \$3,335,152,415 which excludes incremental assessed valuation in excess of "base" valuation in property tax increment areas from which the district does not receive property tax revenue.

Source: Assessors' Offices of Adams County and the City and County of Broomfield

Specific Ownership Tax

The specific ownership tax is imposed on motor vehicles, trailers, mobile homes, special mobile machinery, and any other vehicles that are operated on any state highway. This tax is levied on vehicles in lieu of a property tax and is paid each year a vehicle is registered. For passenger motor vehicles, the basis for this tax is a percentage of the manufacturer's suggested retail price and reduces as the vehicle ages.

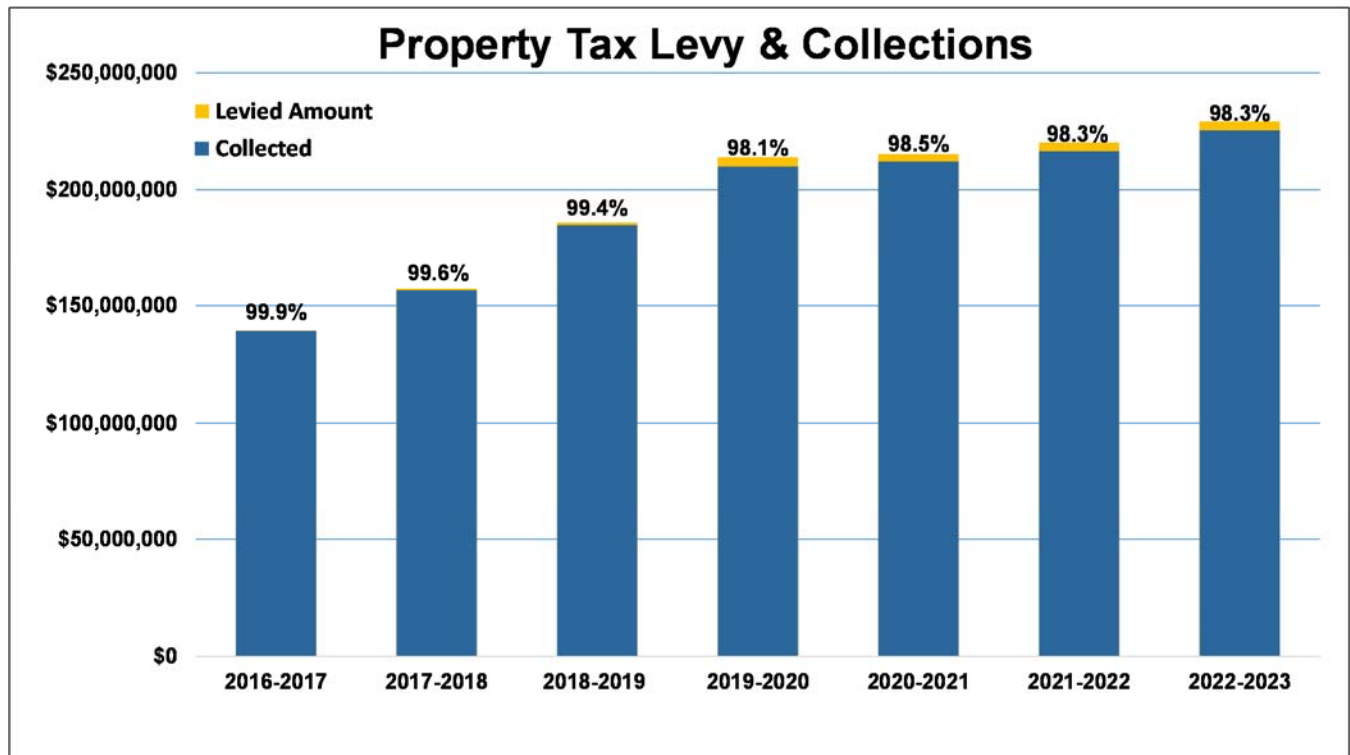
Fiscal Year	Total Tax Collections
2015-16 ACTUAL	\$ 11,093,715
2016-17 ACTUAL	\$ 12,034,731
2017-18 ACTUAL	\$ 13,862,710
2018-19 ACTUAL	\$ 14,314,979
2019-20 ACTUAL	\$ 13,704,723
2020-21 ACTUAL	\$ 13,025,604
2021-22 FORECAST	\$ 11,914,116
2022-23 BUDGET	\$ 13,183,230



* Budget

Property Tax

ADAMS 12 FIVE STAR SCHOOLS Historical Property Tax Collections			
Fiscal Year	Total Tax Levy	Total Tax Collections	Percent of Total Tax Collections To Levy
2016-2017	139,332,094	139,252,298	99.9%
2017-2018	157,285,599	156,610,091	99.6%
2018-2019	185,969,372	184,888,344	99.4%
2019-2020	213,977,485	209,995,827	98.1%
2020-2021	215,370,196	212,183,212	98.5%
2021-2022	220,329,075	216,583,481	98.3%
2022-2023	229,065,917	225,171,796	98.3%

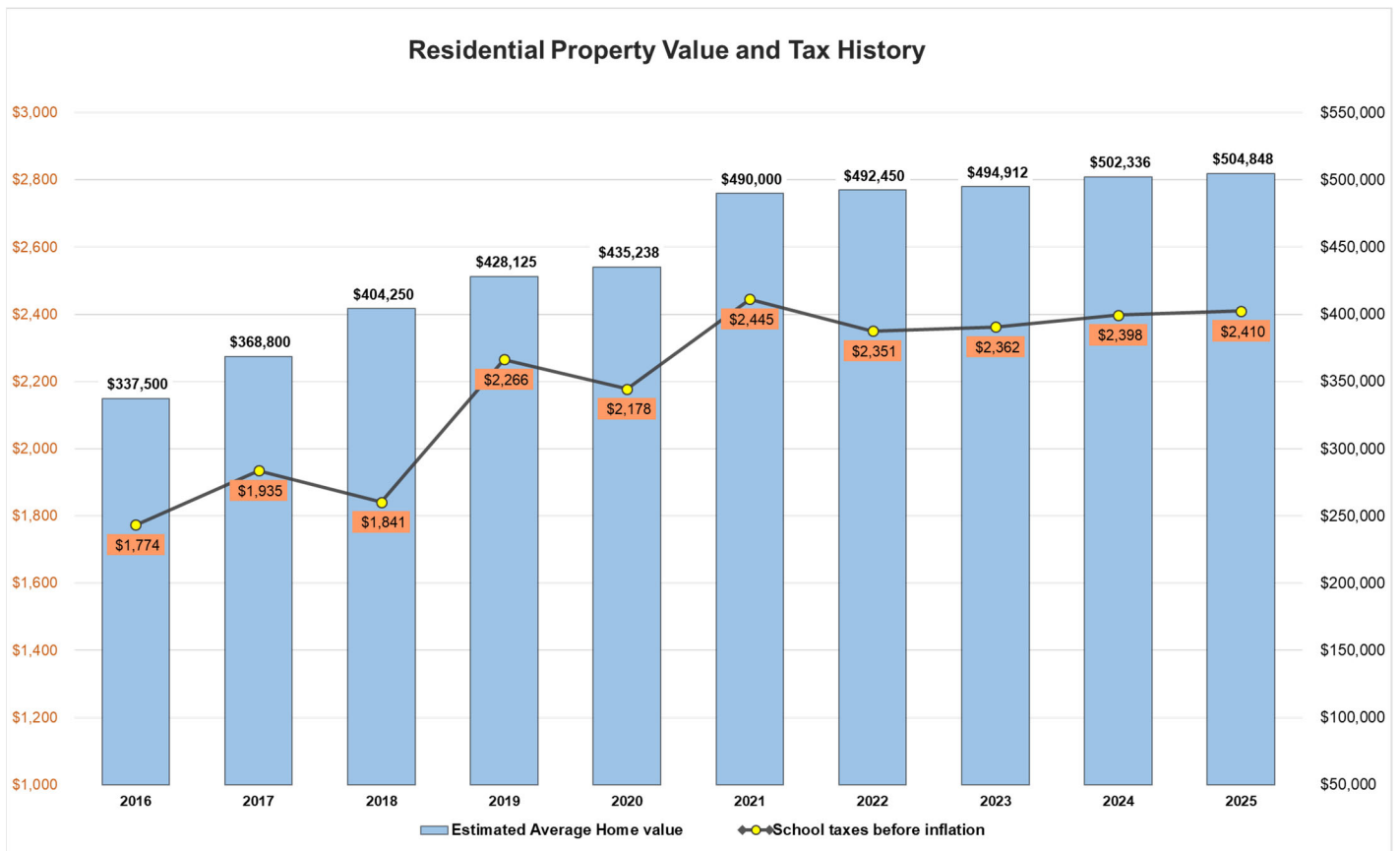


Total tax collections include delinquent property taxes.

Values for Fiscal Year 2021-22 and 2022-23 are forecasted.

ADAMS 12 FIVE STAR SCHOOLS Annual Property Tax Information Summary Homeowner Tax Burden							
Collection Year	2017	2018	2019	2020	2021	2022	2023
Estimated Market Value	\$ 368,800	\$ 404,250	\$ 428,125	\$ 435,238	\$ 490,000	\$ 492,450	\$ 494,912
Assessment Rate	7.96%	7.20%	7.20%	7.15%	7.15%	6.95%	6.95%
Assessment Value	\$ 29,356	\$ 29,106	\$ 30,825	\$ 31,120	\$ 35,035	\$ 34,225	\$ 34,396
District Mill Levies:							
School Finance	27.000	27.000	27.000	27.000	27.000	27.000	27.000
Abatement	0.508	0.356	0.180	0.672	0.494	0.494	0.494
Override	16.749	14.238	24.665	20.647	20.626	19.519	19.519
Debt Service	21.665	21.665	21.665	21.665	21.665	21.665	21.665
Total District Levy	65.922	63.259	73.510	69.984	69.785	68.678	68.678
School taxes before inflation	\$ 1,935	\$ 1,841	\$ 2,266	\$ 2,178	\$ 2,445	\$ 2,351	\$ 2,362

This is an example only showing the calculation for an average residential property. The valuation assessment rate for residential properties was set at 6.95 percent for assessed year 2022. Each residential property is unique and the final levy is set in December 2022 after all factors were finalized. A 0.50 percent increase in valuation is forecasted for 2022 with 1.50 percent and 0.50 percent alternating-year increases in subsequent years.



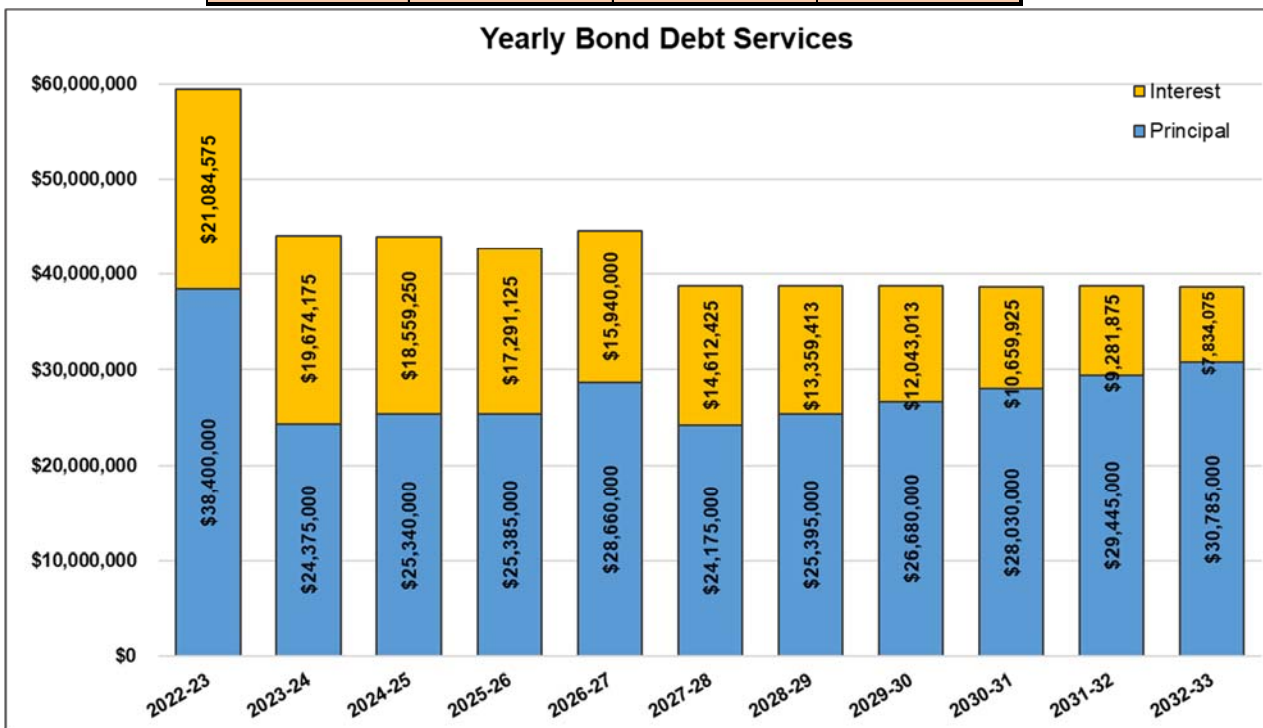
Bond Redemption Debt Service

ADAMS 12 FIVE STAR SCHOOLS

Bond Redemption Fund

General Obligation Bonds

Yearly Bond Debt Service			
Fiscal Year	Principal	Interest	Total
2022-23	\$ 38,400,000	\$ 21,084,575	\$ 59,484,575
2023-24	24,375,000	19,674,175	44,049,175
2024-25	25,340,000	18,559,250	43,899,250
2025-26	25,385,000	17,291,125	42,676,125
2026-27	28,660,000	15,940,000	44,600,000
2027-28	24,175,000	14,612,425	38,787,425
2028-29	25,395,000	13,359,413	38,754,413
2029-30	26,680,000	12,043,013	38,723,013
2030-31	28,030,000	10,659,925	38,689,925
2031-32	29,445,000	9,281,875	38,726,875
2032-33	30,785,000	7,834,075	38,619,075
Total	\$ 306,670,000	\$ 160,339,851	\$ 467,009,851



Bond Series Summary (as of July 1, 2022)			
Series	Principle	Interest	Total
2012	\$ 59,070,000	\$ 4,422,975	\$ 63,492,975
2014	20,090,000	3,515,750	23,605,750
2014B	40,830,000	7,899,500	48,729,500
2015	-	-	-
2016A	6,510,000	162,750	6,672,750
2016B	269,520,000	138,646,750	408,166,750
2018	50,160,000	20,238,902	70,398,902
Total	\$ 446,180,000	\$ 174,886,627	\$ 621,066,627

Bond Projects by Capital Construction Plan

Investment Item	Estimated Cost
Aging Buildings	
Aging Buildings - District Wide Renovations	\$ 111,675,273
Aging Building - Exterior Renovations	38,781,809
Aging Buildings - Interior Renovations	27,743,836
Aging Buildings - Stadium Renovations	13,031,625
Major Renovations & New School Additions	
Major Renovations & New School Additions - Expansions/Additions	\$ 14,316,128
Major Renovations & New School Additions - Land Purchase	3,500,000
Major Renovations & New School Additions - North Park	4,000,000
Major Renovations & New School Additions - STEM Lab	27,484,088
Major Renovations & New School Additions - Thunder Vista	46,259,885
Major Renovations & New School Additions - Independence Academy Campus	6,000,000
Educational Opportunities	
Educational Opportunities - CTE Expansion	\$ 28,890,634
Educational Opportunities - ECE Renovation	623,053
Safety & Security	
Safety & Security - Camera	\$ 422,809
Safety & Security - Fire	4,545,463
Safety & Security - Lockdown	650,970
Classroom Needs - Instructional Upgrades	\$ 13,541,893
Technology	
Technology Refresh	\$ 3,459,621
Communications and Alert System	9,505,379
Fiber Project	20,000,000
Controls Project	6,588,000
Device Upgrades	1,500,000
Wireless Upgrade Program	7,300,000
Transportation Buses	\$ 3,162,602
Charter School Allocation	\$ 15,338,082
General and Administration	\$ 13,000,000
Future Planned Projects	\$ 4,335,675
Bond Closing Costs	\$ 1,486,242
Total	\$ 427,143,068

Budget Projections

A multi-year budget projection is prepared annually as part of the budget development process. Board Policy 2.3 Financial Planning and Budgeting states the following:

“Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from Board’s Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.”

These projections include the Fiscal Year 2022-23 Budget as year one. The budget projection is one of many tools used in the budget development process. Projected numbers are reviewed and revised as future assumptions become known.

General Fund Projections

Revenue estimates are based on the Colorado Department of Education’s (CDE) and other state agencies’ projections, the District Planning Department’s student count projections, current legislation impacting the School Finance Act, and historical trends for specific ownership taxes. Student count projections are also based upon detailed analyses of anticipated enrollment at each school in the district for the upcoming school year and future school years. Projected district expenditures include anticipated adjustments for compensation; benefits (including PERA); inflation for goods and services, staffing and program changes, and budget realignment. Carryover projections are estimated by compiling year-end projections for both current year revenues and expenditures.

The Board Policy 2.4 Operating Limitations Financial Conditions and Activities (revised in April 2022) states that *“without limiting the scope of the foregoing by this enumeration, he or she shall not:*

- 1. At any time: (a) Use any reserves other than as intended and permitted by law; or (b) allow the unassigned fund balance at the conclusion of a fiscal year to be no less than 4% and no more than 8% of general fund revenues except that the unassigned fund balance may be utilized for achievement of board ends and compliance with operating limitations policies with prior board approval and a specific plan for replenishing the reserve.*

Future budget reductions will be needed in order to maintain the fund balance obligations each year as mandated by Board policy.

GENERAL FUND

FISCAL YEAR 2022-23 BUDGET AND PROJECTIONS TO 2025-26

	2022-2023 Adopted Budget	2023-2024 Projected Budget	2024-2025 Projected Budget	2025-2026 Projected Budget
Beginning Fund Balance	\$ 79,506,141	\$ 59,090,794	\$ 54,454,271	\$ 50,376,177
Revenues	441,537,340	464,807,081	471,779,188	478,224,874
Total Source of Funds Available	521,043,481	523,897,875	526,233,459	528,601,051
Expenditures	387,113,680	389,748,974	392,769,080	395,808,551
Transfers Out	74,839,007	77,376,688	78,692,091	80,029,856
Total Expenditures and Transfers Out	461,952,687	467,125,662	471,461,171	475,838,407
Total Ending Fund Balance	\$ 59,090,794	\$ 56,772,213	\$ 54,772,288	\$ 52,762,644
Change in Fund Balance	\$ (20,415,347)	\$ (2,318,581)	\$ 318,017	\$ 2,386,467

District Personnel

Summary of FTE for All District Funds

Staffed Positions:	Actual 2018-2019	Actual 2019-2020	Actual 2020-2021	Actual 2021-2022	Budgeted 2022-2023	Net Change
Administrators						
Principals	49.00	49.00	50.00	51.00	51.00	-
Assistant Principals	60.50	63.00	64.50	66.50	66.50	-
Central ¹	54.00	26.50	22.00	23.00	24.00	1.00
Certified						
Teachers ²	2,086.96	2,270.55	2,247.07	2,260.05	2,248.40	(11.65)
Deans	17.00	22.50	21.00	27.00	27.00	-
Counselors	68.50	77.30	75.25	81.50	81.10	(0.40)
Nurses ³	18.90	19.00	19.00	21.80	25.00	3.20
Psychologists	38.90	38.20	41.40	47.40	47.40	-
Social Workers ⁴	33.15	77.35	80.25	86.50	98.20	11.70
Paraprofessionals ⁵	724.30	750.54	752.07	726.77	769.16	42.39
Professionals/Technical ⁶	158.50	187.88	201.20	212.34	216.23	3.89
Office Support ⁷	240.28	254.98	252.05	245.09	249.77	4.68
Crafts, Trades, and Services ⁸	532.27	569.98	559.51	553.50	541.98	(11.52)
Total Staffed Positions	4,082.25	4,406.78	4,385.30	4,402.45	4,445.73	43.29

Explanation of Major Changes

¹ Central Administrators increased due to a Prefessional/Technical position changed to an Executive Director position.

² Teachers net decrease due to the reduction in classroom teachers related to declining enrollment and the addition of instructional coaches, gifted and talented teachers and special education teachers in schools.

³ Nurses increased due to new school nurse grant.

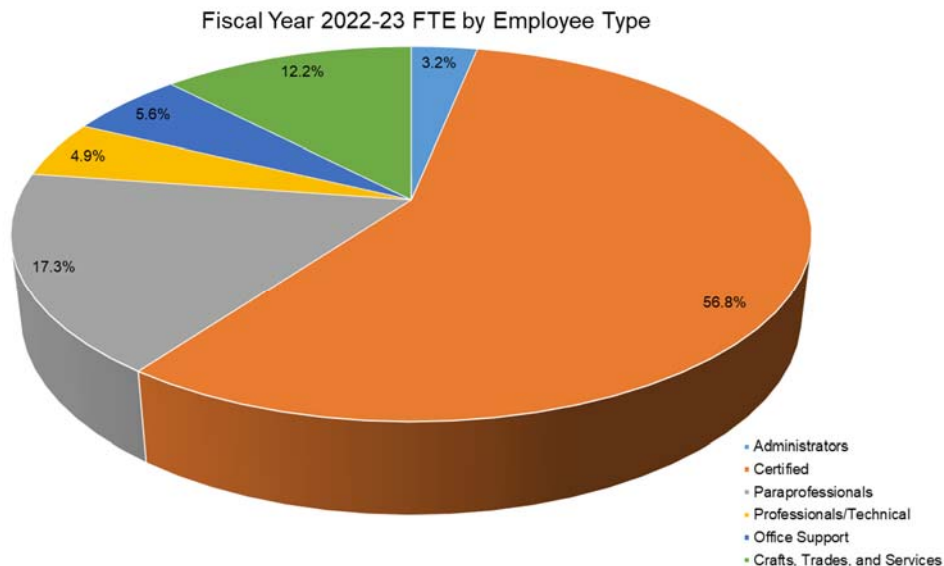
⁴ Social Workers increased due to an increase of Social Workers and Social Emotional Learning Specialists in schools.

⁵ Paraprofessionals increase resulting from BASE program staffing returning to pre-pandemic numbers, expanded special education programming and addition paraprofessionals in classrooms.

⁶ Professionals/Technical increased due the addition of staff in IT, Preschool and Deputy Superintendent departments.

⁷ Office Support increased due to schools and departments realigning needs with FTE.

⁸ Crafts, Trades, and Services decreased due to an anticipated reduction in meals served.

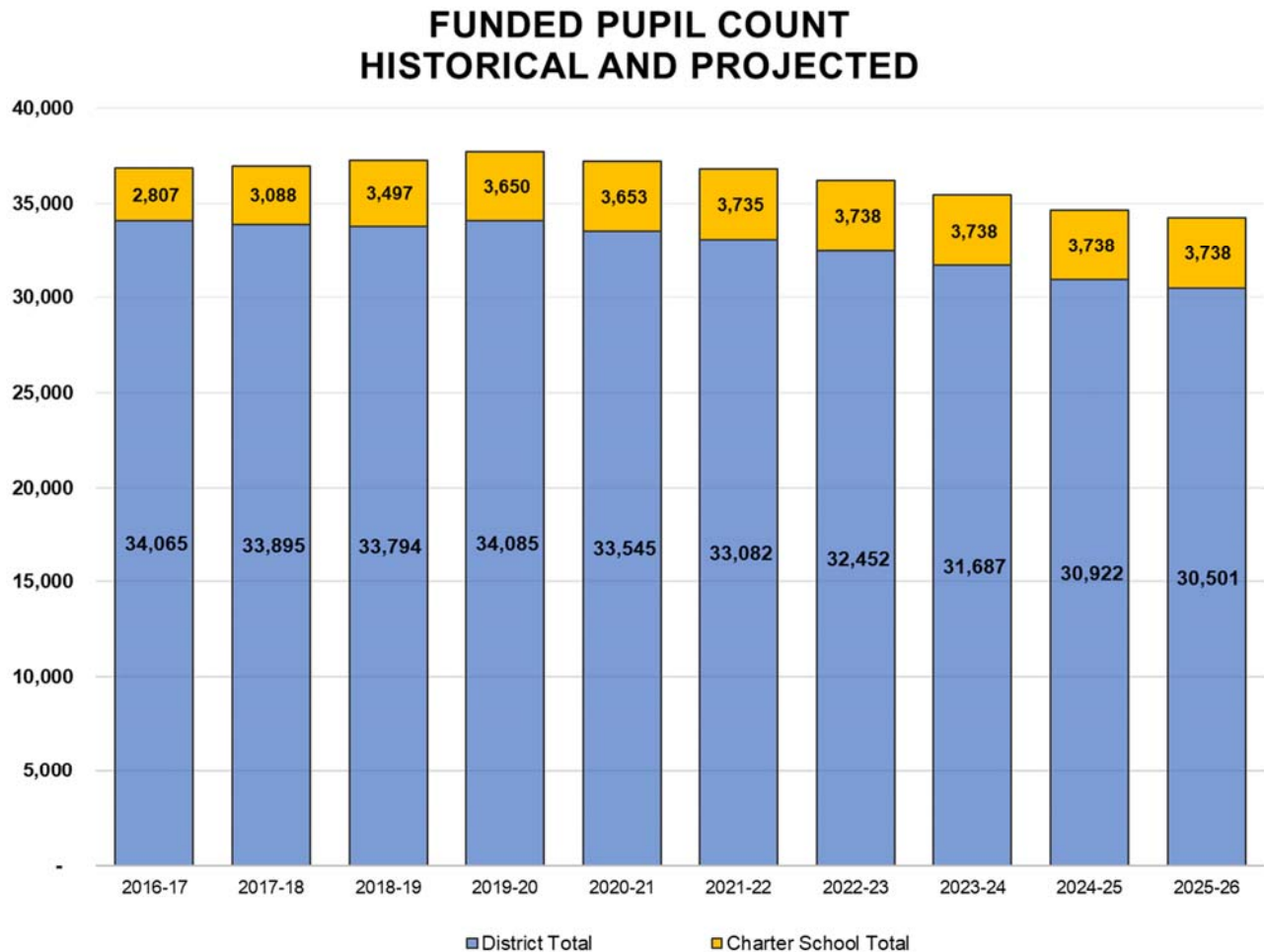


Funded Pupil Forecasting

An enrollment forecast of pupil count is driven by both appropriate assumptions and the use of acceptable mathematical projection methods. If the assumptions behind the forecast are reasonable and the methods employed are professionally acceptable, the forecast represents a credible attempt to estimate the future school district enrollment levels for planning purposes.

As of May 2022, the funded pupil count projection used for budget planning is 32,452 district students and 3,737.5 Charter students for a total of 36,189.5 for the 2022-23 school year.

The Planning Department of Adams 12 Five Star Schools begins the projection process by reviewing the number of students currently enrolled, which is used as the base for the projections. Cohort data, which takes into account mobility rates, choice, and other factors that have occurred for the last several years, is also used in the projection process. The Planning Department then communicates with local builders, cities, and economic development agencies to determine the expected level of growth.



Total counts from Fiscal Year 2016-17 through Fiscal Year 2021-22 are from CDE audit reports.

Fiscal Year 2022-23 through 2025-26 forecasted.

Fiscal Year 2018-19 added New America Charter School.

Maintaining Accountability

Adams 12 Five Star Schools respects the growing partnership it has with the community. To nurture and strengthen this positive relationship, the district communicates its performance in an open and transparent manner. In addition to the Board of Education's regular and thorough monitoring of district performance, the State of Colorado has established an accountability system to measure and evaluate the performance of schools and school districts.

Accreditation

All schools in the Adams 12 Five Star Schools must meet rigorous performance standards in order to earn the state accreditation. The criteria include achievement and growth based on Colorado Department of Education (CDE) related metrics, compliance with the Safe Schools Act, compliance with the READ Act, plans for educational technology, technology integration, and financial transparency. Additionally, the district must demonstrate a safe school environment, an effective professional development program, and strategies for closing the achievement gap between student subgroups.

The Colorado Measures of Academic Success (CMAS) is Colorado's standards-based assessment designed to measure the Colorado Academic Standards (CAS). A very small number of students with the most significant cognitive disabilities may take the Colorado Alternate (CoAlt) assessment based on the Extended Evidence Outcomes (EEOs) of the CAS.

District Performance Framework (DPF)

CDE has developed an evaluation framework designed to hold districts and schools accountable for performance on the same, single set of measures and determine state support based on performance and need. The District Performance Framework measures a district's attainment on the following four key Performance Indicators identified in Educational Accountability Act of 2009 (article 11 of title 22):

- **Academic Achievement:** The percentile rank of the district's or school's average scale score compared to other districts or schools across the state for the CMAS assessments in English language arts, math, and science. Values are calculated for the overall population as well as for the following subgroups: minority students, students with Individualized Education Plans (IEPs), English Language Learners (ELLs), and at-risk students receiving free or reduced lunch.
- **Academic Growth:** A median percentile rating based on students who have completed CMAS English language arts and math and/or "Assessing Comprehension and Communication in English State-to-State (ACCESS) for ELLs" assessments two or more years in a row. Values are calculated for the overall population and for the following subgroups: minority students, students with IEPs, ELLs, and at-risk students receiving free or reduced lunch.
- **Postsecondary and Workforce Readiness:** Reflects student preparedness for college or careers upon completing high school. Determined by combining sub-indicators, including the Colorado SAT mean scale scores, overall graduation rate, disaggregated graduation rate for the subgroups mentioned in the bullets above, overall drop-out rate, and matriculation rate.
- **On-Track Growth (*Forthcoming*):** This is currently not included in the performance framework reports, but it is a required performance indicator for inclusion in annually-determined school and district rating calculations that measures whether a student is making enough growth to move towards grade level expectations. These results are expected to be included as a separate performance indicator no sooner than the 2021 performance report release.

The Final Rating for 2019 shows the district as "Accredited: Meets 95.00 percent Participation" due to 56.70 percent points earned for Academic Achievement, 68.20 percent for Academic Growth, and 58.70 percent for Postsecondary and Workforce Readiness. Due to the evolving COVID-19 conditions during the 2019-20 school year, CDE is pausing the state and federal accountability systems for both the 2020-21 and 2021-22 School Years.

Adams 12 Five Star Schools Operating/Performance Measures					
	2016-17	2017-18	2018-19	2019-20	2020-21
Graduation Rates	83.6%	84.5%	84.9%	85.6%	80.5%
Free/Reduced Meal Rates	42.5%	39.7%	40.5%	38.9%	39.8%
Dropout Rates	1.9%	1.7%	2.1%	2.0%	2.4%

Graduation Rates

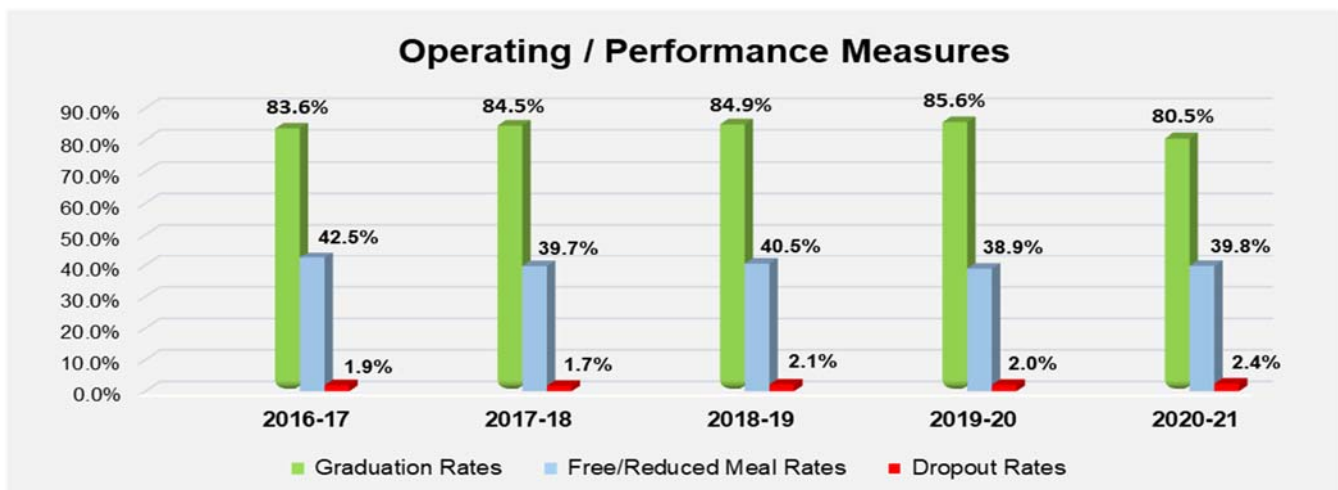
The new formula defines “on-time” graduation as only those students who graduate from high school four years after entering 9th grade. A student is assigned a graduating class that does not change. These early and late graduates are reflected in 3-year, 5-year, 6-year, and 7-year graduation rates based on their assigned anticipated year of graduation. The change involves a shift in the 4-year on-time graduation rate.

Free and Reduced Meal Rates

Free and reduced meal eligibility is determined by federal guidelines and is administered through the Colorado Department of Education, Office of School Nutrition. Participating school districts must provide free and reduced-price meals benefits to children that meet the eligibility requirements. Due to Covid-19, Adams 12 Five Star Schools was able to provide free or reduced meals to all students during Fiscal Years 2020-21 and 2021-22. In Fiscal Year 2022-23 the district will return to the pre-pandemic NSLP where student lunches are reimbursed based on the student Free and Reduced eligibility.

Dropout Rates

Beginning in 2005, CCR 301-67 “Rules for the Administration of Colorado Data Reporting for School Accreditation” require Colorado’s school districts to obtain adequate documentation of transfer for all students who transfer from the district to attend a school outside the state or country, a private school, or a home-based education program. The dropout rate in the state of Colorado reflects the percentage of all students enrolled in grades 7-12 who leave school during the school year without subsequently attending another school or educational program. Adequate documentation is defined as an official request for academic records from the student’s new school or, in the case of a home-based education program, a signed form from a parent or legal guardian. If the district cannot obtain this documentation, the student must be reported as a dropout. Districts serving highly mobile student populations are potentially affected by this provision to a much greater degree.



- Rates for Free and Reduced meals are calculated from student headcount.

Academic Performance Measures

Staff, students, parents, and community members share a common focus for Adams 12 Five Star Schools:

Accelerate the academic performance of students and nurture their social development

The district continually looks for opportunities to accelerate student achievement. Our schools begin each year analyzing performance data to set student achievement goals and plan for ongoing student support. The latest data is examined during the course of the year and any necessary adjustments are made to ensure each student is mastering content standards. Currently, the Five Star District is fine-tuning how it teaches and measures student mastery of state standards.

Standards-based education critically addresses the following four questions:

- What do students need to know and be able to do?
- How will we effectively teach to ensure students learn?
- How do we know if students are learning?
- What will we do if students don't learn or if they are already performing at or above proficiency?

Teams of teachers, school principals, and district content specialists are working to refine the district's essential learning objectives based on the standards. Fifteen essential learning objectives are identified per grade level in 4 curricular areas – language arts, math, science, and social studies. The teams also develop tools for measuring student proficiency levels for each essential learning objective.

Assessment

In compliance with legislation, Colorado joined the Partnership for Assessment of Readiness for College and Careers (PARCC) as a governing member in 2012. PARCC is a multi-state assessment consortium that developed shared assessment tests to evaluate school effectiveness. These tests replaced the previous Transitional Colorado Assessment Program (TCAP) assessments and the transition to the new system was completed during the 2014-15 school year. Lastly, in the spring of 2018, Colorado transitioned away from the PARCC assessments and began to administer the Colorado Measures of Academic Success (CMAS) assessments.

Due to COVID-19 during the 2020-21 school year, the federal government accepted a state waiver on required testing for Spring 2021. Based on the federal waiver, students were required to take CMAS English Language Arts (ELA) in grades 3, 5, and 7; CMAS Math assessments in grades 4, 6, and 8; CMAS Science assessment in grade 8; Preliminary Scholastic Assessment Test (PSAT) in grades 9 and 10; and Scholastic Assessment Test (SAT) in grade 11.

Parents/guardians were given the option to opt their children out of all state assessments. There was also an opportunity for parents/guardians of third through eighth-grade students to opt in for optional assessments in ELA or Math, depending on the required assessment at each grade level.

In response to the suspension of in-person learning due to COVID-19, CDE and the College Board will support an optional, cost-free SAT administration for 12th grade students and PSAT/NMSQT administration for 11th grade students enrolled in Colorado schools this fall.

In addition to CMAS, the College Board's PSAT 8/9 is given as Colorado's 9th grade state summative assessment in ELA and Mathematics. In Spring 2018, the PSAT 8/9 was added to Colorado's other high school assessments—the CO PSAT 10 and the CO SAT.

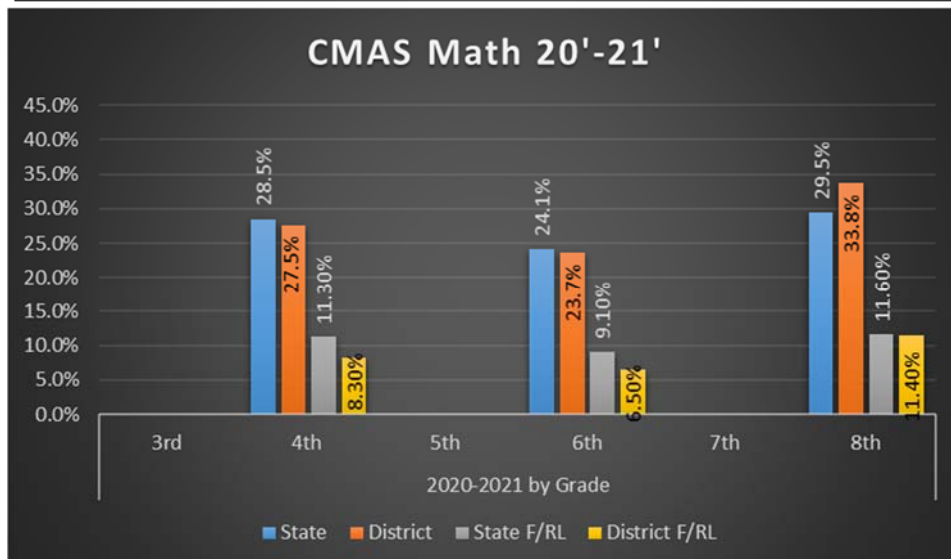
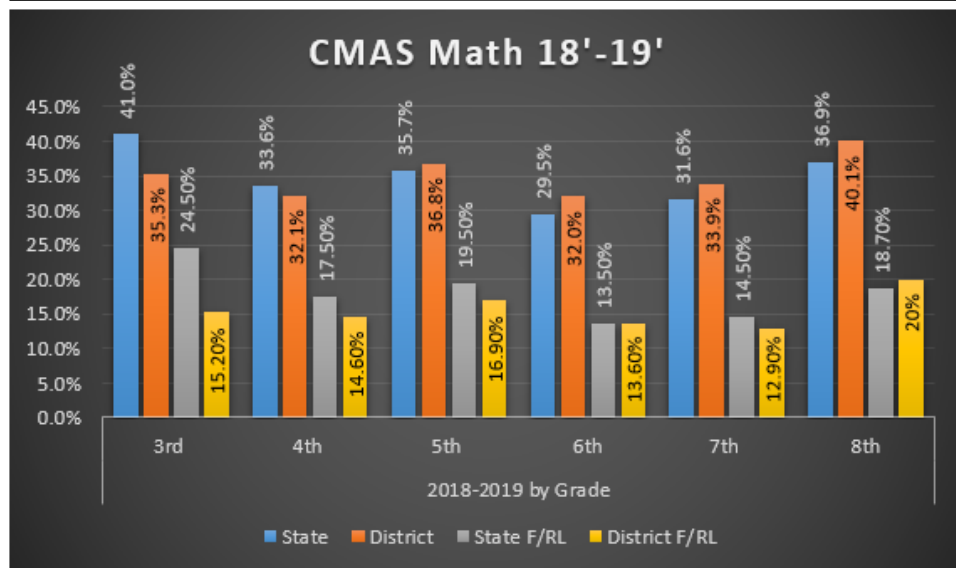
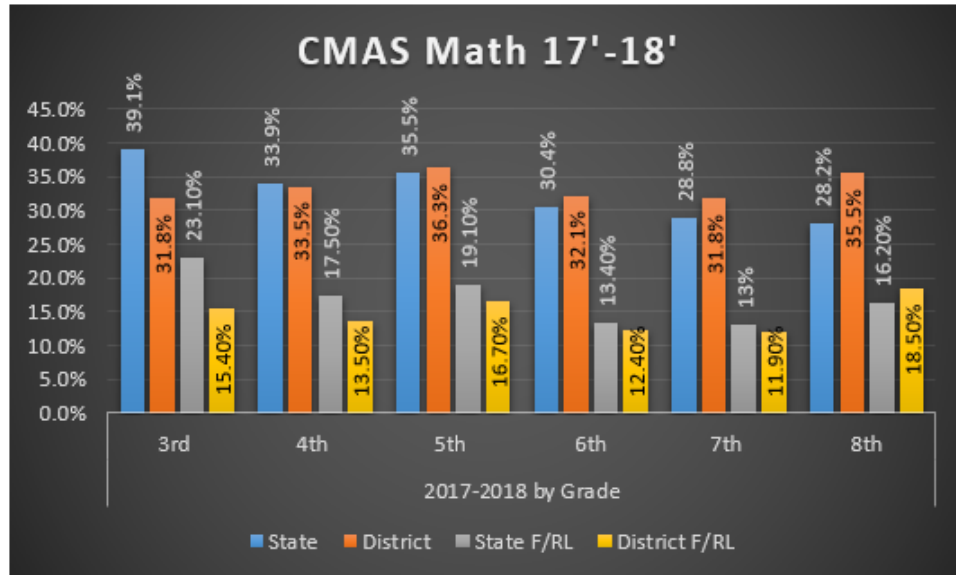
During the 2022-23 school year, Adams 12 will resume all pre-pandemic State testing including CMAS English Language Arts (ELA) and Math in grades 3-8, CMAS Science in grades 5, 8, and 11, PSAT in grades 9 and 10; and SAT in grade 11.

ADAMS 12 FIVE STAR SCHOOLS

Standardized Test Scores (CMAS)

Percentage Scoring Proficient and Above

CMAS Math by Grade

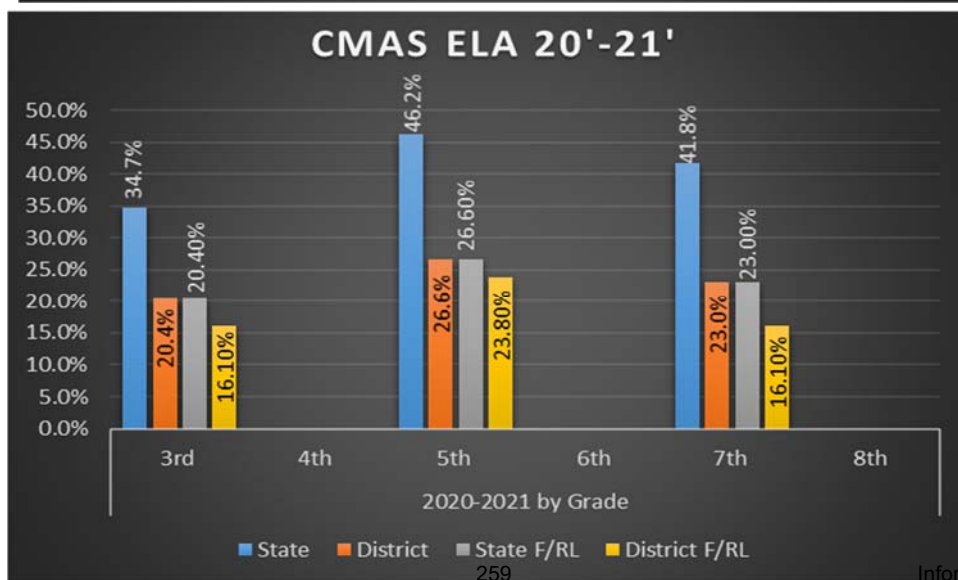
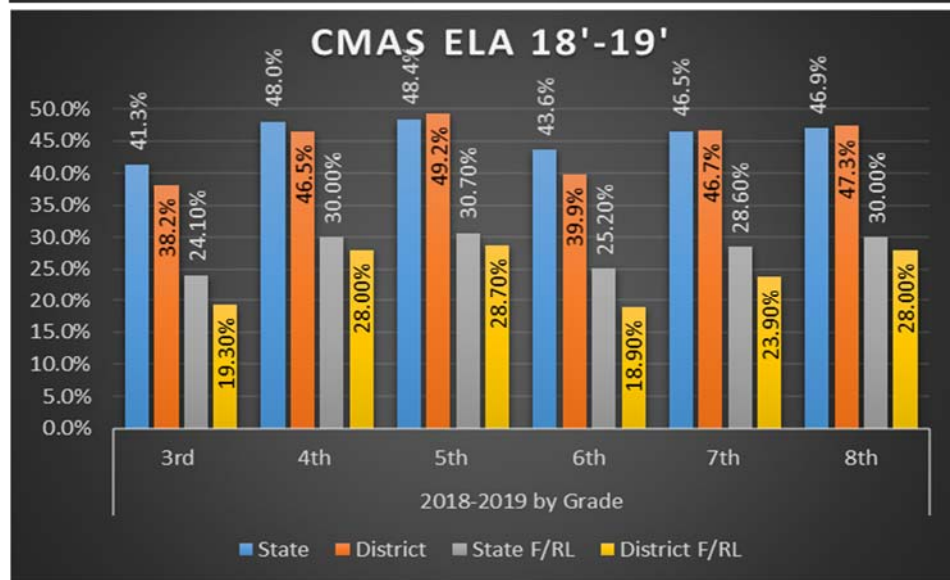
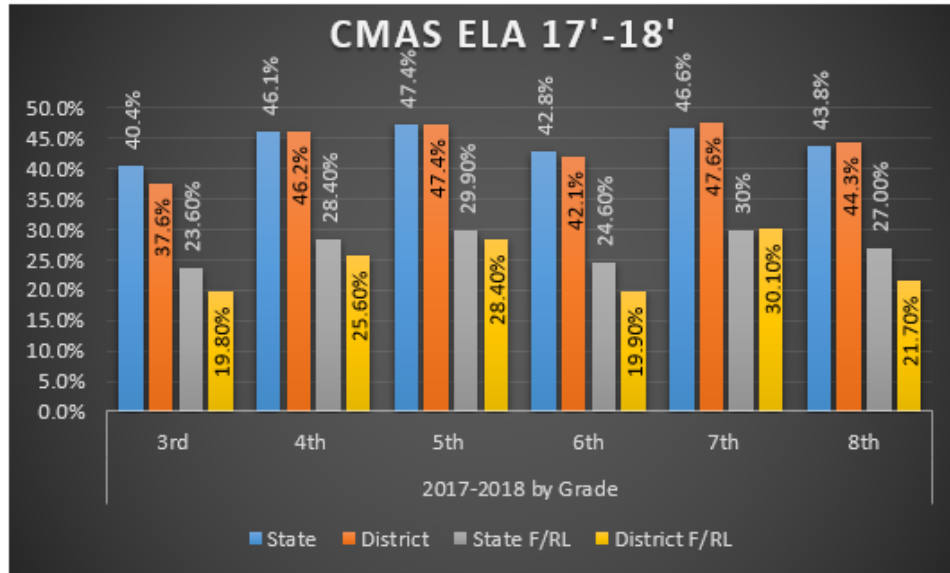


ADAMS 12 FIVE STAR SCHOOLS

Standardized Test Scores (CMAS)

Percentage Scoring Proficient and Above

CMAS ELA by Grade

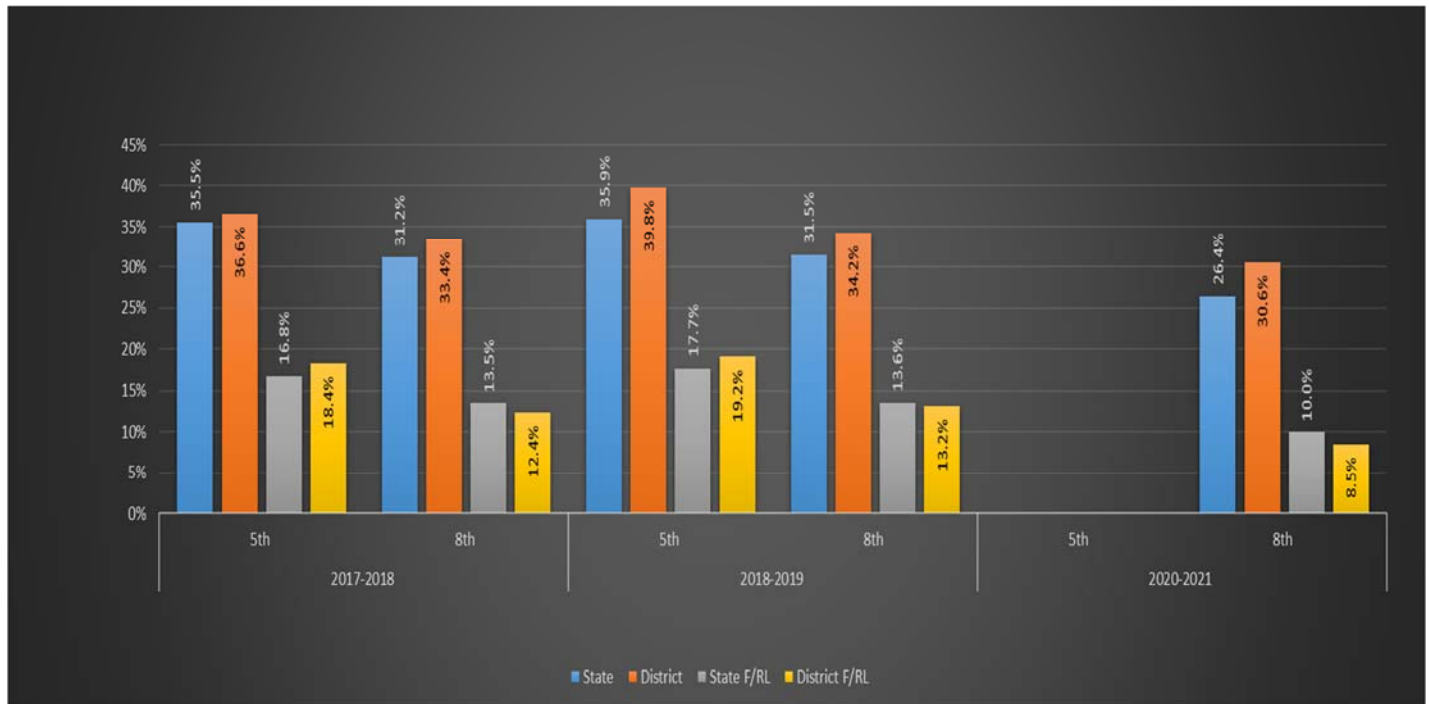


ADAMS 12 FIVE STAR SCHOOLS

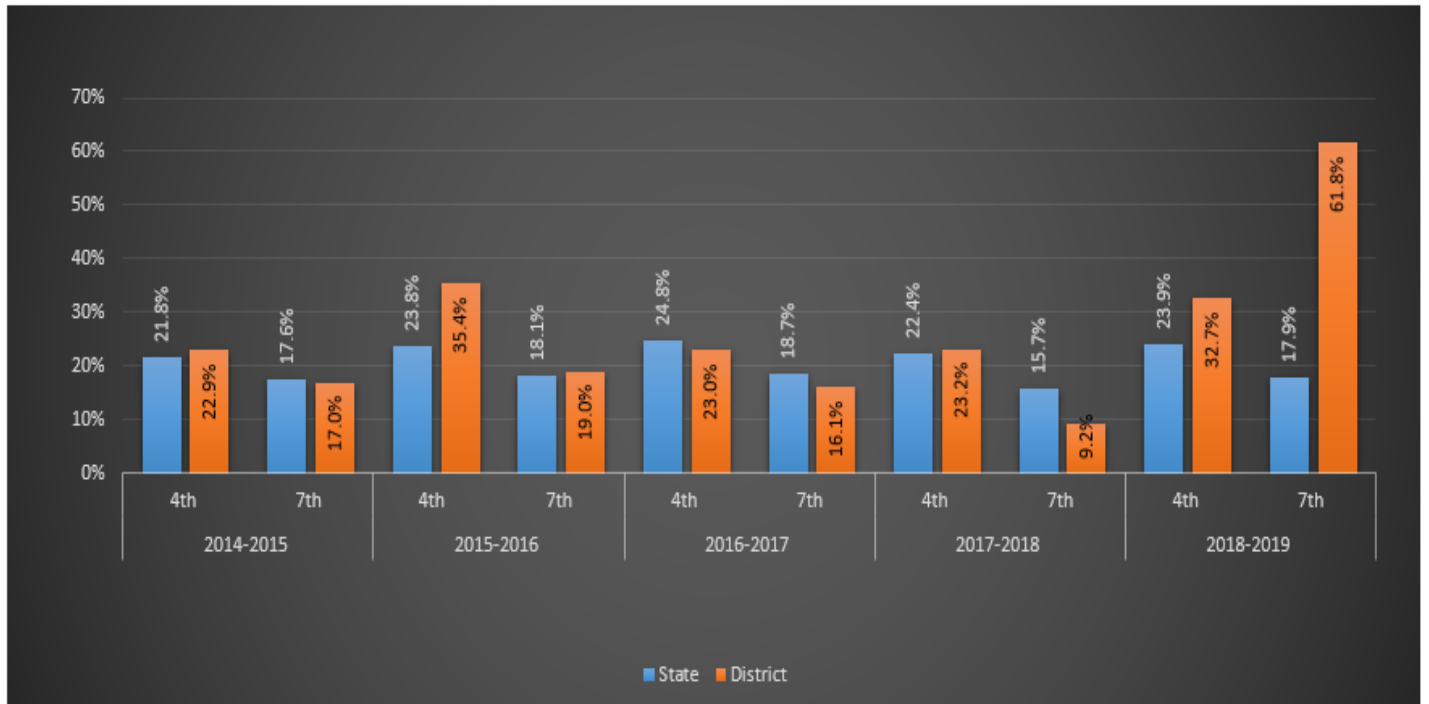
Standardized Test Scores (CMAS)

Percentage Scoring Proficient and Above

CMAS Science by Grade



CMAS Social Studies by Grade





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Glossary of Terms

Abatements

A complete or partial cancellation of a levy imposed by a government. Abatements usually apply to tax levies, special assessments, and service charges.

Account

A record used to summarize all increases and decreases in a particular asset or any other type of asset, liability, fund equity, revenue, or expenditure.

Accrual Basis

A basis of accounting which calls for recording revenue in the period in which it is earned and recording expenses in the period in which they are incurred (See also Modified Accrual Basis).

Ad valorem Taxes

Taxes levied on assessed valuation of real and personal property located within the boundaries of the district which is the final authority in determining the amount to be raised for education purposes.

Agency Fund

A fund used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds.

Amendment 23

A state constitution amendment affecting state funding of K-12 education that was approved by Colorado voters in November 2000. The amendment provides for annual K-12 funding increases of at least the rate of inflation plus 1 percent for Fiscal Years 2001-02 through 2010-11 and annual increases thereafter of at least the rate of inflation.

Amendment B

A state constitution amendment to repeal the Gallagher Amendment requiring residential and nonresidential property tax revenues to make up the same portion of total statewide property taxes as when the Gallagher Amendment was adopted in 1982, including the requirement that sets the nonresidential assessment rate at 29 percent.

Amortization Equalization Disbursement (AED)

An additional employer contribution to PERA with a gradual increase.

Appropriation

The setting aside by resolution of a specified amount of money for a fund with an authorization to make expenditures and incur obligations for specific purposes.

Association of School Business Officials (ASBO)

Educational association that supports school business professionals who are passionate about quality education.

Assessed Valuation (AV)

A percent of market value of residential and commercial property as determined by the county assessor. Property taxes are paid on the basis of a property's assessed valuation.

At-Risk

Students considered "at risk" of successfully completing their education and are usually based on free lunch data and English Language Learners that are not eligible for free lunch.

Balanced Budget

A budget in which planned revenues and other funds available (including beginning fund balance) equal or exceed planned expenditures.

Bonded Issue

In general, bond issues are voted on to pay the cost of school construction. The specific projects which these funds can be used for are stated on the ballot when the issue is presented to the public.

Budget

Summary statement of plans expressed in quantitative terms, a forecast of future events including anticipated revenue and expenditures, and the expected financial position of a district at some future point in time.

Budget Stabilization Factor

A provision in the state law that reduces the amount of Total Program Funding and state aid provided to K-12 school districts.

Building Fund (also known as Capital Projects Fund)

The building fund is used to account for all resources used for acquiring capital sites, buildings, and equipment as specified by the related bond issue. Capital Project Funds are designated to account for requisition or construction of capital outlay assets, which are not acquired directly by the General Fund, Special Revenue Funds, or Enterprise Funds. Capital projects have been developed to account for the proceeds of a specified bond issue and revenue from other possible sources which are designated for capital outlay.

Capital Outlay

An expenditure, which results in the acquisition of fixed assets or additions to fixed assets which are presumed to have benefits for more than 1 year. It is typically an expenditure for land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, or initial, additional, and replacement of equipment.

Categorical Programs

Specific programs that are funded separately from a district's Total Program Funding under the School Finance Act. Examples include career and technical education, special education, English Language Acquisition, and pupil transportation. State funds for categorical programs are generally distributed based on a partial reimbursement of approved expenditures.

Certificates of Participation (COPs)

COPs are tax-exempt government securities used to raise funds to improve and construct buildings or purchase equipment. These investment instruments are used to finance capital costs related to construction or acquisition and may not be used to finance ongoing operating costs. Under a COP arrangement, the district leverages the asset (typically a building) to be constructed or acquired and leases the asset from an investor or group of investors. The investor or group of investors receive a return based upon the lease revenues and the district assumes complete ownership of the asset at the end of the lease payment schedule.

Cohort

In education, cohort is typically applied to students who are educated at the same period of time—a grade level or class of students (for example, the graduating class of 2004) would be the most common example of a student cohort

Colorado Measures of Academic Success (CMAS)

State's common measurement tool of students progress at the end of the school year in English Language Arts, math, science and social studies.

Depreciation

Depreciation is the systematic allocation of the cost basis of an asset expensed over the accounting periods making up its useful life.

Designated-Purpose Grants Fund

This fund accounts for many restricted or categorically funded grants and contracts, which are obtained primarily to provide specific instructional programs.

Digital Literacy

The ability to use information and communication technologies to find, evaluate, create and communicate information, requiring both cognitive and technical skills.

Disaggregated Graduation Rate

On the performance framework reports, disaggregated groups include students eligible for free/reduced cost lunch, minority students, students with disabilities, and English language learners.

District Performance Framework (DPF)

The framework with which the state evaluates the level to which districts meet the state's expectations for attainment on the performance indicators, and makes an accreditation level determination.

Employee Benefits

Compensation, in addition to regular salary, provided to an employee. This may include benefits such as health insurance, life insurance, dental insurance, annual temporary leave, early retirement, Medicare, and Public Employees Retirement Association contributions.

Encumbrances

An amount of money committed for the payment of goods and services ordered, but not yet paid for.

English Language Learners (ELLs)

Students who are unable to communicate fluently or learn effectively in English, who often come from non-English-speaking homes and backgrounds, and who typically require specialized or modified instruction in both the English language and in their academic courses.

English Language Arts (ELA)

Refers to the following subjects; reading, writing, speaking, and listening.

Fiscal Year

A fiscal year is a one-year period that companies and governments use for financial reporting and budgeting. A fiscal year is most commonly used for accounting purposes to prepare financial statements. For Adams 12 Five Star Schools, a fiscal year is July 1 to June 30.

Fixed Assets

Land, buildings, machinery, furniture, and other equipment that the district intends to hold or continue in use over a long period of time. "Fixed" denotes probability or intent to continue use of possession and does not indicate immobility of an asset. Current value for reporting is for any item costing \$5,000 or more.

Full-Time Equivalent

Full-Time Equivalent (FTE) is used for both student and employee information. For student enrollment purposes, full-time equivalent is based on the portion of a day that a student spends in an instructional setting. For staff position purposes, full-time equivalent is based on the employee's work requirement in comparison to a whole day. An example is a teacher working only half day is considered a 0.50 FTE.

Fund

A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities, balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance

Difference between assets and liabilities in a governmental fund.

Funded Pupil Count

A district's pupil count, for funding purposes, under the current school finance act, which provides for an October 1st enrollment count within a district's school year. The funded pupil count is expressed in full-time equivalent (FTE) pupils. The FTE count is designed to reflect the amount of time a student spends in an instructional setting.

Gallagher Amendment

An amendment to the Colorado Constitution concerning property tax. It set forth the guidelines in the Colorado Constitution for determining the actual value of property and the valuation for assessment of such property.

General Fund

General Fund is a fund to account for all financial resources, except those required to be accounted for in another fund.

Government Accepted Accounting Principles (GAAP)

Set of accepted accounting principles, standards, and procedures, to record and report accounting information, that improves the clarity of financial information.

Governmental Accounting Standards Board (GASB)

The Governmental Accounting Standards Board was established as an arm of the Financial Accounting Foundation in April 1984, to promulgate standards of financial accounting and reporting with respect to activities and transactions of state and local governmental entities. The GASB is the successor organization to the National Council on Governmental Accounting (NCGA).

Governmental Designated-Purpose Grants

Grants received from federal or state sources, and are required to be used for a specific designated purpose. Examples include Title I, Title II, IDEA, Career and Technical Education, etc.

Government Finance Officers Association (GFOA)

An organization of governmental finance officers whose mission is to enhance and promote the professional management of governmental financial resources by identifying, developing and advancing fiscal strategies, policies and practices for the public benefit.

Individualized Education Plan (IEP)

A plan or program developed to ensure that a child who has a disability identified under the law and is attending an elementary or secondary educational institution receives specialized instruction and related services.

Instruction

Instruction includes the activities dealing with the teaching of pupils.

Insurance Reserve Fund

Fund used for the payment of loss of or damage to the property of the unit of local government or to service and pay premiums on insurance; or used for the payment of administrative expenses, loss control, worker's compensation, and legal claims against the public entity which have been settled or compromised, or judgments rendered against the public entity for injury.

Literacy Design Collaborative

A national community of educators providing a teacher-designed and research-proven framework, online tools and resources for creating literacy-rich assignments and courses across content areas.

Local Share

The portion of a district's Total Program Funding contributed by local taxpayers of the district through property taxes and specific ownership taxes.

Matriculation Rate

A measure of students that enroll in higher education institutions or technical education programs opportunities following high school.

Mill Levy

The tax rate on real property per thousand dollars of assessed property value. One mill produces \$1 in tax income for every \$1,000 of assessed property value.

Mill Levy Override

A ballot measure that asks voters living in a school district boundary to approve the collection of additional "mills" on property taxes, above what is allowed by the State of Colorado.

Modified Accrual Basis

The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments are recognized when they become susceptible to accrual, which is when they become both "measurable" and "available to finance expenditures of the current period." "Available" means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for inventories of materials and supplies that may be considered expenditures either when purchased or when used and prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed. All governmental funds, expendable trust funds, and agency funds are accounted for using the modified accrual basis of accounting.

Object

Describes the service or commodity obtained as the result of a specific expenditure.

October Pupil Count

The annual process the district undertakes to provide count and demographic data for pupils in membership within the district. The per-pupil funding that the district receives from the state is based upon this effort.

Paraprofessional

A position that assists students by helping individuals or small groups of students with reading, writing and basic math skills, implementing instruction, reinforcing learning skills, and reinforcing school-wide discipline procedures. A paraprofessional also assists instructors with preparation of classroom materials, monitoring students, and evaluating and recording student achievement.

Program Funding

The financial base of support for public education for school districts as calculated by the Public School Finance Act of 1994, as amended. This funding consists of property tax, specified ownership tax and state equalization, the states portion of funding.

Property Tax

The general property tax is levied on land and buildings located within the school district. It is essentially a real estate or real property tax. Every owner of private and business property in the district pays this tax, unless exempt (e.g. governmental, charitable, and religious institutions).

Public Employees Retirement Association (PERA)

A retirement association created by C.R.S. 24-51-201. The purpose of PERA is to provide benefits to public employees when they retire or are disabled, or to the family at the employee's death. It serves as a substitute for social security and is funded on an actuarial reserve basis.

Pupil Enrollment

For funding purposes, under the Public School Finance Act of 1994, the pupil enrollment is based on the October 1st enrollment count within the budget year. Up to a four-year average would be applied to declining enrollment districts. Pupil enrollment can be presented as the full count or on a full-time equivalent (FTE) basis.

Revenues

Funds received, generally from taxes or from a state or federal funding program, which are not loans and which do not cause an increase in a liability account.

School Budget

Total site level budget amount for regular educational services. The budget is based on a number of student costs as well as staffing ratios, projected needs, and contracted services. The budget includes costs of regular instruction, administration, mental health staff, Teacher Assistants, technicians, staff support, Nurses, secretarial staff, and Custodians. Average costs per student will vary by school due to various factors: length of service and additional education for professional staff members, differences in utility costs, and basic staffing requirements.

School Finance Act

The Public School Finance Act of 1994 (as amended) outlines a Total Program Funding formula that determines how Colorado's 178 school districts are funded. Total Program Funding includes a base amount, which is the same for all school districts, plus additional amounts called factors. Factors vary by district and compensate for financial differences among districts, such as cost of living, size of the district, at-risk student population, and personnel costs. Total Program Funding is comprised of 3 funding sources: base property taxes, local share of specific ownership taxes, and state equalization (the state's portion of funding).

Social-Emotional Learning Specialist (SELs)

A Certified position focused on student growth in social-emotional competencies, supports a positive school climate and culture, provides professional learning in evidence-based emotional practices, facilitates analysis of climate and culture data, as well as student social-emotional data, and engages in coaching cycles with teachers.

Specific Ownership Tax

An annual tax imposed upon each taxable item of certain classified personal property, such as motor vehicles, which tax is computed in accordance with state schedules applicable to each sale of personal property.

Student Based Budgeting (SBB)

SBB is a methodology used to allocate budgetary resources to schools in a manner where resources follow students and allocations are based upon per pupil amounts. The methodology is intended to increase accountability and empower schools with greater discretion and flexibility.

Supplemental Amortization Equalization Disbursement (SAED)

An additional, gradual employer contribution to PERA and is to be funded by monies otherwise available for employee wage increases.

TABOR Reserve

A requirement under Article X, Section 20 of the Colorado Constitution that the district establish a reserve of 3 percent of its fiscal year spending, excluding bonded debt services, for emergencies.

Tax Year

A tax year is an annual accounting period for paying or withholding taxes, keeping records, and reporting income and expenses. A tax year that follows the calendar year refers to the twelve consecutive months beginning January 1 and ending December 31, whereas a fiscal year is any twelve consecutive month period that ends on any day of any month, except the last day of December.

Taxpayer's Bill of Rights (TABOR)

An amendment (Article X, Section 20) of the State Constitution that was approved by Colorado voters in November 1992. TABOR imposes certain tax and expenditure limits and requires an "emergency reserve."

Transitional Colorado Assessment Program (TCAP)

Colorado's standards-based assessment program for 3rd through 10th grade, based on the Colorado Academic Standards adopted by the State Board of Education in August 2011. The primary purpose of the assessment program is to determine the level at which Colorado students meet the Colorado Model Content Standards in the content areas assessed (math, writing, reading, and science). TCAP replaced the Colorado Student Assessment Program (CSAP), which was based on the previous Colorado Model Content Standards and concluded its lifecycle after 16 years.

Glossary of Acronyms

AAP	Advanced Academic Program	CCDBG	Child Care and Development Block Grant
AAS	Associates of Applied Science degree	CDE	Colorado Department of Education
ACCESS	Assessing Comprehension and Communication in English State-to-State	CDHS	Colorado Department of Human Services
ADA	Americans with Disabilities Act	CDL	Commercial Driver's License
AED	Amortization Equalization Disbursement	CDLE	Colorado Department of Labor and Employment
ALP	Administrator Longevity Program	CDIP	Career Development Incentive Program
AP	Advance Placement	CE	Concurrent Enrollment
APEX	Advancing Professional Excellence	CFO	Chief Financial Officer
ARP	American Rescue Plan	CHSAA	Colorado High School Activities Association
ARPA	American Rescue Plan Act	CITO	Chief Information Technology Officer
ASBO	Association of School Business Officials	CLDE	Culturally & Linguistically Diverse Education
AV	Assessed Valuation	CMAS	Colorado Measurement of Academic Success
BASE	Before, After & Summer Enrichment Program	COAlt	Colorado Alternate Assessment
BEST	Building Excellent Schools Today	COLA	Cost of Living Adjustment
BOE	Board of Education	COP	Certificate of Participation
BSF	Budget Stabilization Factor	CPI	Consumer Price Index
CAO	Chief Academic Officer	CPP	Colorado Preschool Program
CARES Act	Coronavirus Aid, Relief, and Economic Security Act	CRF	Coronavirus Relief Fund
CAS	Colorado Academic Standards	CRRSA	Coronavirus Response and Relief Supplemental Appropriations Act
CCLC	21 st Century Community Learning Center Grant		

CSAP	Colorado Student Assessment Program	ESSER	Elementary and Secondary School Emergency Relief Fund
CSDSIP	Colorado School Districts Self Insurance Pool	FAPE	Free Appropriate Public Education
CSEA	Classified School Employees Association	FLI	Foreign Liability Insurance
CTE	Career and Tech Education	FPP	Financial Policies and Procedures
DAC	District Accountability Committee	FTE	Full Time Equivalent
DLP	Digital Literacy Partners	FY	Fiscal Year
DPF	District Performance Framework	GAAP	Generally Accepted Accounting Principles
DTEA	District Twelve Educators Association	GASB	Governmental Accounting Standards Board
EARSS	Expelled and At-Risk Students Services	GFOA	Government Finance Officers Association
EC@N-STEM	Early College at Northglenn STEM	GT	Gifted and Talented
ECE	Early Childhood Education	GTA	Gifted and Talented Advocates
ECEA	Exceptional Children's Education Act	HCTF	Health Care Trust Fund
EDKP	Extended Day Kindergarten Program	HR	Human Resources
EEOs	Extended Evidence Outcomes	HVAC	Heating, Ventilation, and Air Conditioning
ELA	English Language Arts	IB	International Baccalaureate
ELD	English Language Development	IBS	Interest Based Strategies
ELL	English Language Learners	IDEA	Individuals with Disabilities Education Act
ELPA	English Language Proficiency Act	IEP	Individual Education Plan
EMT	Emergency Medical Technician	IT	Information Technology
ESC	Educational Support Center	LRPAC	Long Range Planning Advisory Committee
ESEA	Elementary and Secondary Education Act	MTCF	Marijuana Tax Cash Fund
ESSA	Every Student Succeeds Act	ML	Multilingual Learners

MYP	Middle Years Programme	SOAR	Students of Academic Rigor
NMSQT	National Merit Scholarship Qualifying Test	SPED	Special Education
NSLP	National School Lunch Program	SSO	Seamless Summer Option Program
OPEB	Other Post-Employment Benefits	SSS	Student Support Services
PARCC	Partnership for Assessment of Readiness for College and Careers	STEM	Science, Technology, Engineering & Math
PERA	Public Employees Retirement Association	SWAP	School to Work Alliance Program
PSAT	Preliminary Scholastic Assessment Test	TABOR	Taxpayer's Bill of Rights
PSFA	Public School Finance Act	TCAP	Transitional Colorado Assessment Program
P-TECH	Pathways in Technology Early College High School	TOSA	Teacher on Special Assignment
PTA	Parent Teacher Association	USDA	U.S. Department of Agriculture
PTO	Parent Teacher Organization	VMAC	Veteran's Memorial Aquatic Center
PYP	Primary Years Programme	WC	Workers Compensation
READ	Reading to Ensure Academic Development		
SAC	Social Accountability Committee		
SAED	Supplemental Amortization Equalization Disbursement		
SAT	Scholastic Assessment Test		
SBB	Student Based Budgeting		
SCCGP	School Counselor Corps Grant Program		
SEA	School Effectiveness and Accountability		
SEL	Social-Emotional Learning		
SFA	Schools Finance Act		
SHPG	School Health Professional Grant		