

Adams 12 Five Star Schools

Financial Plan & Budget

Fiscal Year July 1, 2023 - June 30, 2024

Presented to and Adopted by the Board of Education June 7th, 2023

Adams 12 Five Star Schools
1500 East 128th Avenue
Thornton, Colorado 80241
www.adams12.org

Cover Design

For Fiscal Year 2023-24 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 2023-24. 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 2022-2023.

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



A handwritten signature in black ink, reading 'Will Sutter'.

William A. Sutter
President

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

David J. Lewis
Executive Director

A Message From the Superintendent

July 16, 2023

Dear Adams 12 Five Star Schools Board of Education and Community,

The Adams 12 Five Star Schools budget for Fiscal Year 2023-2024 includes priority investments in several key areas, including: increased compensation to remain competitive in recruiting and retaining World Class Staff, expansion of Career and Technical Education (CTE) programming and additional safety investments. 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 Compensation

As one of the focus areas in the district's strategic plan, World Class Staff includes the following priority: "We will improve our competitive market position for recruiting and retaining high-quality staff."

To remain competitive and address significant inflationary pressures, Adams 12 Five Star Schools has addressed a number of compensation matters. The district will raise starting teacher salaries to \$58,000 a year, an increase of more than \$12,000 from the previous starting salary. The compensation package for the 2023-2024 school year also ensures that all educators will earn at least a 6.00 percent total increase in pay.

Additionally, all classified employees (support staff) will earn at least a 6.00 percent total increase in pay, and administrators will receive 6.00 percent.

Expansion of Career and Technical Education (CTE) Programming

The district will make additional investments in CTE programming, which is called FutureForward in Adams 12 Five Star Schools.

Currently, student demand for some FutureForward programs exceeds the district's ability to offer these opportunities to all interested students. The district will increase the number of classes offered in the following areas in order to better meet student demand:

- Sports medicine
- Crime scene investigation
- Diesel
- Firefighting
- Behavioral and mental health
- Law enforcement

Additionally, given student interest, the district is adding a new program, veterinarian assistant, to FutureForward in 2023-2024.

Safety Investments

At the beginning of 2023, the Five Star District made a commitment to invest in two additional school security liaisons. The district Safety and Security team now has a total of three school security liaisons.

These safety and security team members work directly with school administrators, district security staff and our local law enforcement partners, including school resource officers, to ensure a safe and secure learning environment at all schools.

School Security Liaisons are required to have had or currently maintain a POST (Peace Officer Standards and Training) certification, or similar certification necessary for firearms proficiency.

The district is also adding an additional Safety and Security team member, beginning with the 2023-2024 school year, to support with threat assessments.

Threat assessment is an objective, fact-finding process to determine whether there is an existing or posed threat to others. This process is initiated whenever perceived harm to others is reported to a school or the district. It is focused on identifying behaviors of concern to determine any appropriate intervention strategies for the student.

Future Budget Cycles

Beyond the budget for Fiscal Year 2023-2024, there are several factors we will watch closely given their likely impact on our financial plan for Fiscal Year 2024-2025 and beyond.

Inflation. While we were able to make significant compensation increases for Fiscal Year 2023-2024, inflation continues to present budget challenges.

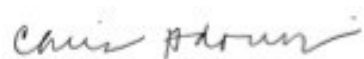
Student Enrollment. While student enrollment is recovering from the significant declines during the pandemic, districts throughout the region continue to experience declines due to a number of factors including a lower birth rate and a rise in the cost of living.

End of Federal COVID Relief Funds. Legislation and rules around federal COVID relief funds require them to be spent by the end of calendar year 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 2023 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 landed on a plan to eliminate the BSF in FY 2024-2025. The BSF will remain at \$141 million for FY 2023-2024.

I am thankful for the additional investments we've made for Fiscal Year 2023-2024 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 2023-24



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 2023-24

Christopher Gdowski	Superintendent of Schools
Priscilla Straughn	Deputy Superintendent
Beau Foubert	Chief Academic Officer
Joe Ferdani	Chief Communications Officer
Gina Lanier	Chief Financial Officer
Myla Shepard	Chief Human Resource Officer
Greg Mortimer	Chief Information Technology Officer
Pat Hamilton	Chief Operating Officer
Philip Spare	General Counsel
Marie McKenzie	Executive Director of Equity and Engagement

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>	\$ 5,380,085	
Update learning materials, resources, and textbooks	\$ 1,789,782	
Expand Career and Technical Education (CTE) programming	\$ 2,625,013	
Add Academic Interventionists at elementary and K-8 schools	\$ 1,724,157	
Increase early career educator salary and compensation across all experience levels to remain competitive in the market	\$ 3,817,008	
Increase experience credit to 10 years to better recruit veteran teachers	\$ 596,594	
Develop and implement a new program for teacher leadership	\$ 1,789,782	
Implement 1% Cost-of-Living Adjustment (COLA) for all staff	\$ 3,221,608	
Implement salary adjustments for identified Administrative and Classified (support staff) roles to remain competitive in the market	\$ 178,979	
Add Counselors and Social Workers to schools at all levels	\$ 4,112,920	
Develop and implement social-emotional learning curriculum	\$ 477,276	
Expand preschool to new locations	\$ 835,231	
Add a member to the district Crisis Response Team	\$ 119,318	
Install facility access cards at high schools	\$ 357,956	
Add additional Campus Supervisors at high school (2 per comprehensive high school)	\$ 477,275	
Reduce district-level student fees	\$ 1,312,507	
Update technology devices and systems	\$ 178,979	
Allocate resources to district charter schools based on enrollment	\$ 3,221,608	
TOTAL:	\$ 32,216,078	

*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.

Assurances

Adams 12 Five Star Schools assures that its budget methodology is compliant with the supplement, not supplant provisions within section 1118(b) of, and referenced throughout, the Every Student Succeeds Act. The district allocates State and local funds to all district schools, regardless of Title I status by distributing resources based on a combination of the characteristics of the students and school staffing.

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: 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 Handbook (FPP Handbook). 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 20.00 percent of the latest valuation for assessment of the taxable property in the district, or 6.00 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, 2023, 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. 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 and native students totaling \$0.4 million.

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, 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, keeping rates flat. In 2021, SB21-293 temporarily decreased the residential and multi-family property. The assessment rate is currently 6.765 percent for residential and multi-family property.



Other Sources of Funding

The district's other sources of funding include income generated from the use of district facilities, 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 15.77 percent of its Total Program Funding through mill levy overrides, allowing for approximately \$39.6 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 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.

Adams 12 Five Star Schools' voters approved the following overrides, which provide \$67.6 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>32,216,078</u>
Total	\$ 67,616,078

** 2018 Mill Levy adjusts for 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 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 funded 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.

Bond Debt History		
<i>As of June 30th 2023</i>		
Year	Original Principle	Outstanding Principle
2012	\$93,460,000	\$45,035,000
2014a	20,215,000	20,090,000
2014b	61,030,325	38,635,000
2015	27,150,000	-
2016a	34,845,000	-
2016b	285,000,000	204,775,000
<u>2018</u>	<u>65,000,000</u>	<u>34,500,000</u>
Total	\$586,700,325	\$343,035,000

Certificates of Participation History		
Year	Original Principle	Outstanding Principle
2016	\$21,645,000	\$10,950,00

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.

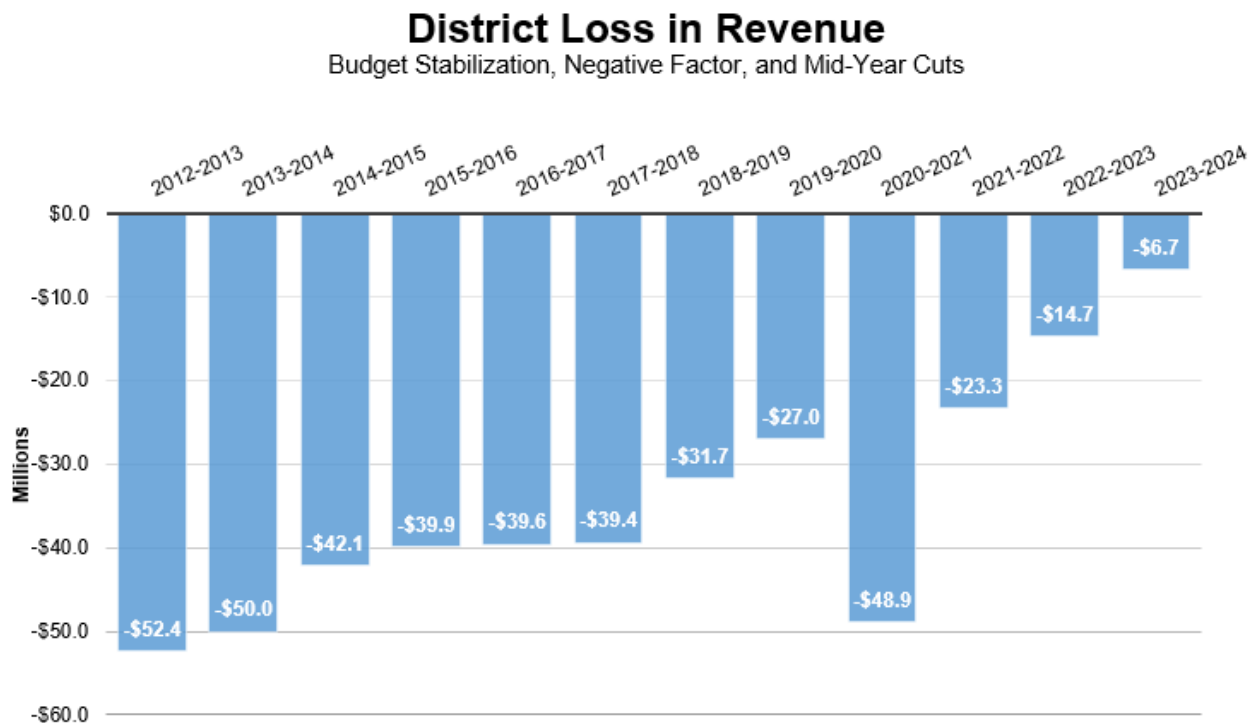
COPs do not require voter approval. Under a COP arrangement, the district leverages the asset (typically a building) to be constructed or

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 Budget Stabilization Factor 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 2023-24 school year, the Budget Stabilization Factor is a 1.56 percent reduction to the Total Program Funding, an improvement over the final Fiscal Year 2022-23 budgeted factor of 3.67 percent. The financial impact of the Budget Stabilization Factor to the district is estimated to be \$6.7 million in Fiscal Year 2023-24.



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 2023-24.

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 2023-24, 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 18,536 students according to Total Program Funding, and will provide nearly \$22.6 million in additional funding for Fiscal Year 2023-24.

ELL Factor

The ELL Factor was a new factor in Fiscal Year 2021-22. In Fiscal Year 2023-24 the ELL Factor is calculated as 8.00 percent of preliminary per pupil funding multiplied by ELL enrollment. The projected district ELL enrollment is 3,744 and will provide nearly \$3.0 million in additional funding for Fiscal Year 2023-24.

Online Funding

Pupils enrolled in a certified multi-district online program are funded at the online per pupil amount of \$9,738 (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. Starting in Fiscal Year 2023-24, Adams 12 Five Star Online Academy will be a certified multi-district school. 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.

Local Property Taxes

The estimated assessed valuation upon which property taxes are levied and collected during the 2024 calendar year is \$4.1 billion, which is an increase of 24.24 percent from the previous year amount of \$3.3 billion. There is potential for the assessed valuation to go up or down prior to the final calculation in December 2023. Assessed valuation notices are mailed to taxpayers in April and May. Taxpayers have the opportunity to protest their assessed valuation, and a final decision on an appeal could be as late as December 2023. Also, business personal property tax reports are not due until June 2023, 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 2023-24 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 2023-24. The General Fund specific ownership tax revenues are estimated to be \$13.2 million for Fiscal Year 2023-24.

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 \$22.7 million in Fiscal Year 2023-24 in categorical funding.

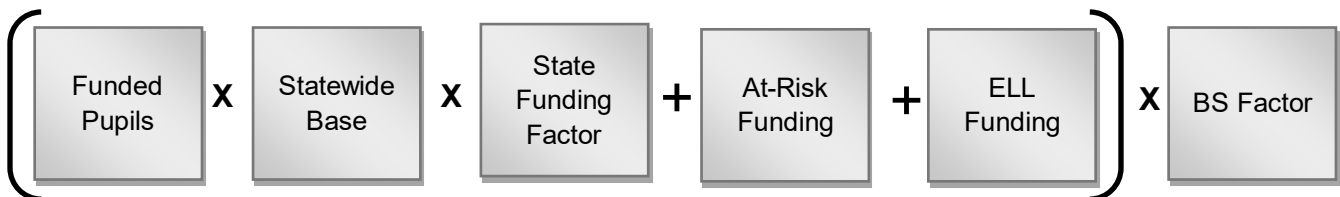
Subject to legislative approval the State of Colorado gives an annual direct distribution to school districts for Public Employees' Retirement Association (PERA) payments. Adams 12 Five Star Schools expects to receive \$6.4 million in PERA on-behalf funding which is used to pay district employee PERA 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 2023-24, the statewide base per pupil funding amount is \$8,076.

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 53.22 percent of total revenues.



The Fiscal Year 2023-24 budget is based on the following School Finance Act factors (as percentages):

Base Per Pupil	\$8,076
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	(1.56)
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, leaving the residential and nonresidential assessment rates at their current rates in the 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 for the tax year beginning January 1, 2023 is 6.765 percent.

Colorado State legislature has drafted SB23-303 to include Proposition HH on the ballot in the fall of 2023. If Proposition HH passes, property tax assessment rates for residential and nonresidential properties will be lowered. The result will be less property tax collected and, therefore, a lower local share for districts. The state will need to backfill Total Program Funding for all districts if the local share is not sufficient to cover the cost. Through Proposition HH the state would be allowed to keep additional revenue from other sources, which it would use to backfill school districts.

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	2018	2019	2020	2021	2022	2023	2024
Estimated Market Value	\$ 404,250	\$ 428,125	\$ 435,238	\$ 490,000	\$ 492,450	\$ 494,912	\$ 579,047
Assessment Rate Residential	7.20%	7.20%	7.15%	7.15%	6.95%	6.95%	6.765%
Assessment Value	\$ 29,106	\$ 30,825	\$ 31,120	\$ 35,035	\$ 34,225	\$ 34,396	\$ 39,173
District Mill Levies:							
School Finance	27.000	27.000	27.000	27.000	27.000	27.000	27.000
Abatement	0.356	0.180	0.672	0.494	0.756	0.544	0.544
Override	14.238	24.665	20.647	20.626	19.256	19.157	19.157
Debt Service	21.665	21.665	21.665	21.665	21.665	21.665	21.665
Total District Levy	63.259	73.510	69.984	69.785	68.677	68.366	68.366
School taxes							
before inflation	\$ 1,841	\$ 2,266	\$ 2,178	\$ 2,445	\$ 2,350	\$ 2,352	\$ 2,678

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 2023. Each residential property is unique and the final levy is set in December 2023 after all factors were finalized. A 0.50 percent increase in valuation is forecasted for 2023, a 17.00 percent projected increase for 2024, and 0.50 percent increase in subsequent years.

Where the Money Goes

The district's financial plan and budget reflects the cost of educating nearly 35,000 (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 69.67 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 6.85 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 87.00 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 (which includes 1.02 percent for Other Post Employee Benefits) of qualifying salaries in July 2022, and account for approximately 13.19 percent of the overall General Fund expenditures in Fiscal Year 2023-24. Additionally, employees will contribute up to 11.00 percent of their salary to PERA.

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.

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 4.71 percent increase in health rates for Fiscal Year 2023-24.

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

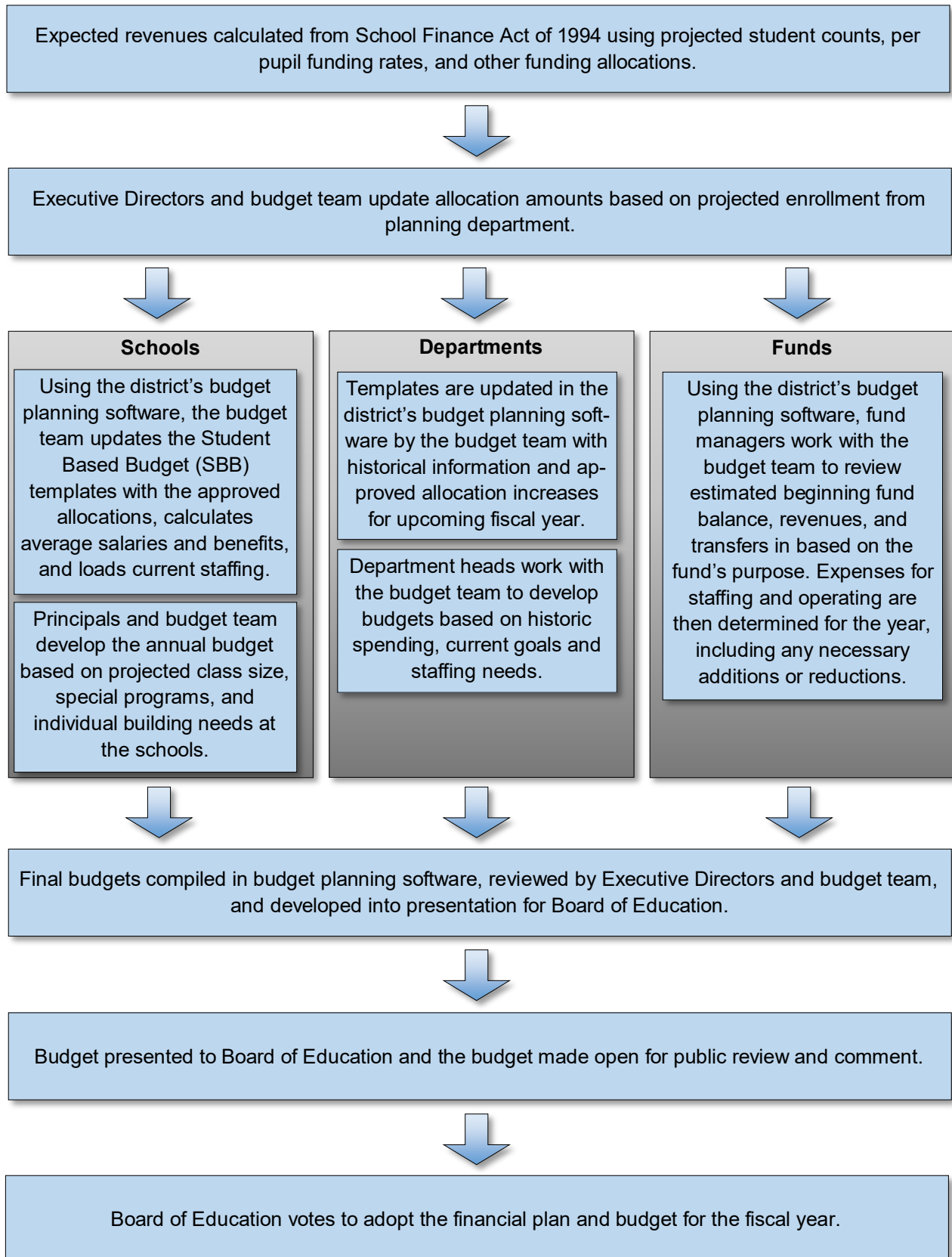
Previously, the district provided employees with a financial incentive for early retirement. Certified and Classified employees with at least thirteen years of service in the district could elect early retirement. These benefits are based on years of service and a percentage of current base salary. This 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 2023-24, \$5.8 million is budgeted for post-employment benefits in the General Fund.

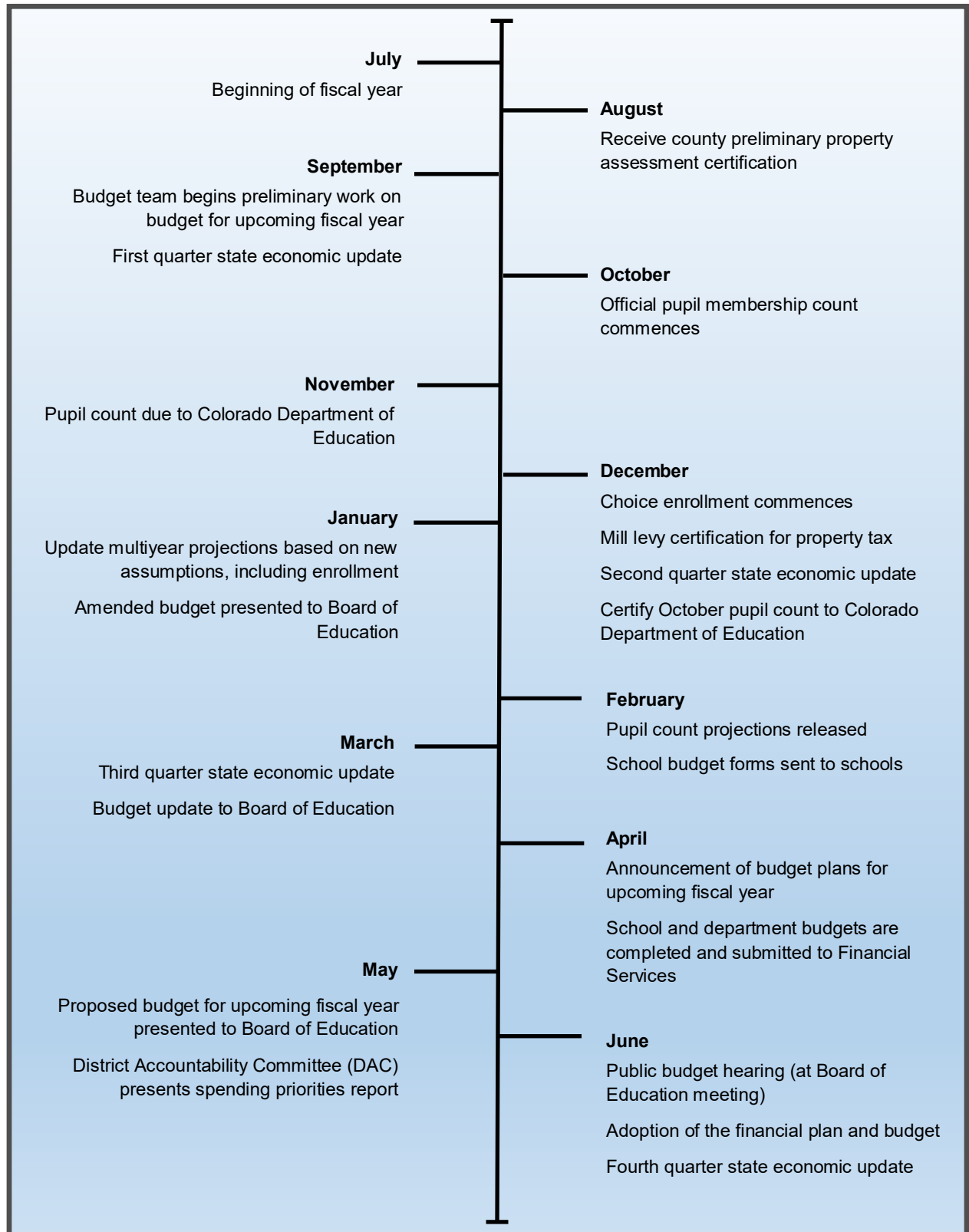
Capital Improvements, Operations, and Maintenance

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

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 Career & Technical Education (CTE) programs such as construction trades, welding, introductory diesel mechanic courses, Emergency Medical Technician (EMT) training, criminal justice, forensic science, sports medicine, fire science, advanced diesel mechanic and veterinarian assistant.

In summer 2023, the district will continue the construction of a \$8.0 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 2022 calendar year included a major concrete repair at Thunder Vista K-8; critical plumbing and crawl space repair projects at 4 district schools; roof upgrades and repairs at 3 schools; calming room installation at 6 elementary and middle schools; emergency services access and intercom upgrades at 7 locations; and staff technology equipment upgrades at each school.

Planned work for summer 2023 includes intercom and intrusion panel control upgrades; additional door hardware and external security sensors throughout the district; roof replacement at Legacy High School; continued calming room retrofits and upgrades; and upgrades of IT network core switches.

Five Star Stadium

Major renovations of the Five Star Stadium were completed in the fall 2022 sports season, with minor remaining projects wrapped up during the spring 2023. The \$9.5 million renovation included structural repairs; bleacher replacement and expansion; bathroom, press box, and ticket office renovations; turf and track replacement; as well as a new scoreboard.

Continued Installation on Instructional Upgrades

Across the district, schools used 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 2023 the district will continue to spend an additional \$500,000 that was allocated for these upgrades in 2022.

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 was completed in June of 2021.

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

Starting Teacher Salary Increase

Adams 12 Five Star Schools raised the starting teacher salary to \$58,000 a year starting in fiscal year 2023-24. This is an increase of more than \$12,000 from the previous starting salary. Increasing pay for new educators was a priority during the budget process for the 2023-24 school year. The compensation package also ensures that all educators will earn at least a 6.00 percent total increase in pay.

Expansion of Career and Technical Education (CTE) Programming

The 2023-24 budget invests additional funds in CTE programming, FutureForward. Student demand for some FutureForward programs exceeds the district's ability to offer these opportunities to all interested students. The district plans to increase the number of classes offered in the following areas: sports medicine, crime scene investigation, diesel, firefighting, law enforcement, and behavioral and mental health. In addition the district added a veterinarian assistant program in Fiscal Year 2024.

Newcomer Center

During the 2023-24 school year Adams 12 Five Star Schools will open a High School Newcomer Center for recently arrived immigrant and refugee students. High school newcomer students will have the option to enroll in the Newcomer Center. The new program, housed inside Thornton High School, will provide targeted academic, social-emotional, and wraparound family services for high school newcomer students and their families, all while giving them access to the many opportunities and activities that come with attending a comprehensive high school. The district's other comprehensive high schools will continue to offer Newcomer English Language Development and Newcomer English Language Arts.

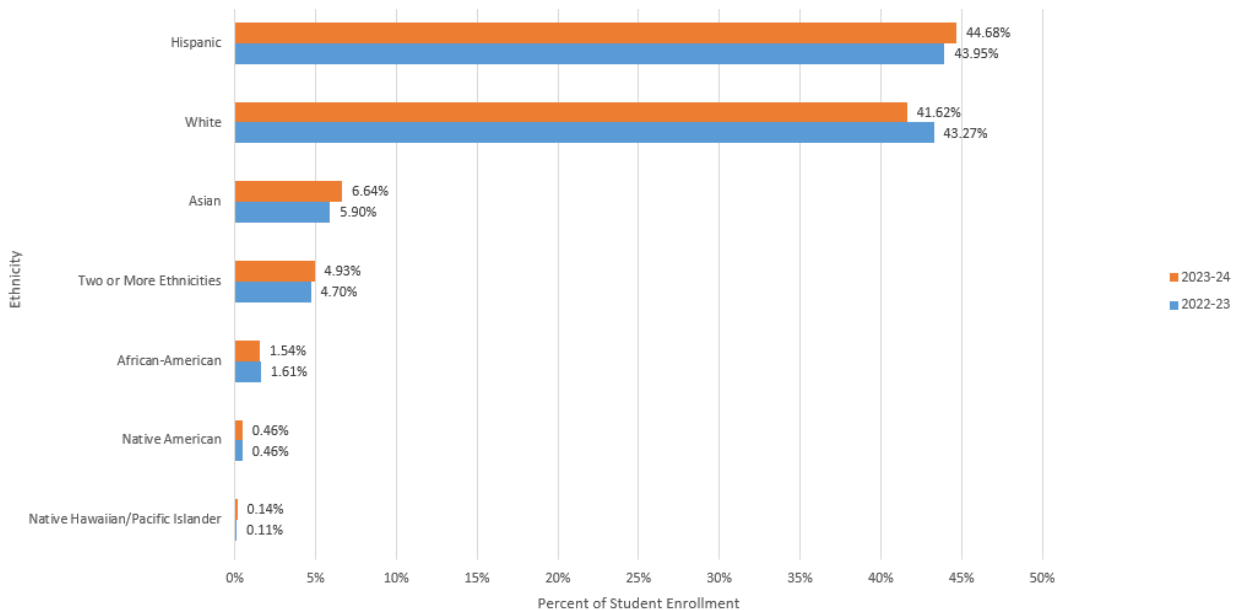
Healthy School Meals for All (HSMA)

Beginning in Fiscal Year 2023-24, the district will participate in the Healthy School Meals for All (HSMA) state act. This act provides state funded reimbursements in combination with existing federal reimbursements to provide no-cost meals to all students in the district. The anticipated result is a significant reduction to cash revenues, (only cash paid for a la carte items,) and lower federal reimbursement, but is offset by the increase to state reimbursements.

Universal Preschool

Starting in the 2023-24 school year, Adams 12 Five Star Schools will implement Universal Preschool. Universal Preschool is a state initiative that began with the passage of HB22-1295 Department Early Childhood and Universal Preschool Program. Adams 12 has 18 school locations that offer preschool. All four year olds will receive at least 15 hours a week of preschool for free. Four year olds that meet specific eligibility factors may qualify for additional hours of free preschool. Three year olds that meet certain eligibility requirements may also qualify for free preschool.

Demographics

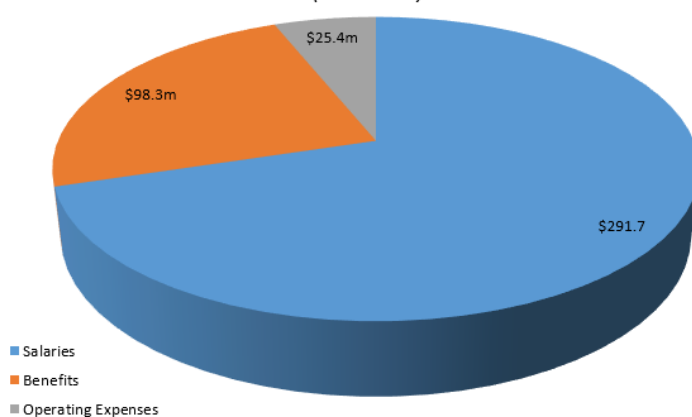


General Fund Summary

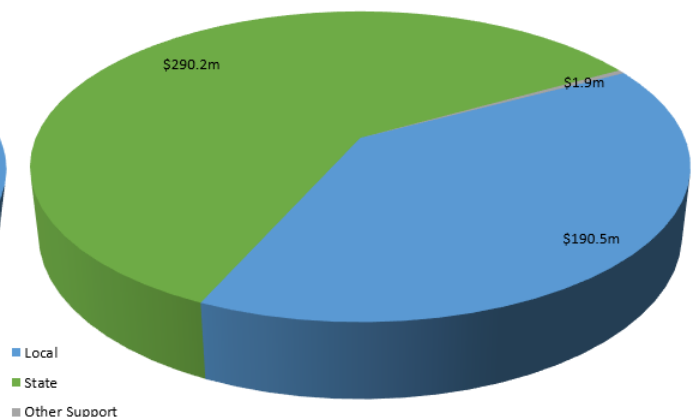
GENERAL FUND BUDGET SUMMARY FISCAL YEARS 2019-2020 TO 2023-2024

	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Audited Actual	2022-2023 Amended Budget	2023-2024 Adopted Budget
Beginning Fund Balance	\$ 63,489,960	\$81,246,746	\$ 72,574,854	\$84,638,575	\$ 73,146,399
Revenues:					
Local	158,930,961	159,531,928	170,007,192	170,439,639	190,489,180
State	244,986,205	220,312,858	256,086,984	272,451,626	290,156,534
Other Support	4,907,611	1,748,787	134,704	1,948,486	1,908,914
Transfer In	-	-	-	-	-
Total Revenues	408,824,777	381,593,573	426,228,879	444,839,751	482,554,628
Expenditures:					
Salaries	232,061,958	237,514,751	245,891,722	271,679,544	291,668,420
Benefits	76,124,115	73,835,679	81,266,950	91,626,822	98,268,352
Operating Expenses	26,736,255	23,805,953	18,876,078	30,024,374	25,356,491
Transfers Out	56,145,663	55,109,082	68,116,047	75,553,393	77,664,020
Total Expenditures and Transfers Out	391,067,991	390,265,465	414,150,797	468,884,133	492,957,283
Excess of Revenues Over/ (Under) Expenditures and Transfers Out	17,756,786	(8,671,892)	12,078,082	(24,044,382)	(10,402,655)
Ending Fund Balance	\$ 81,246,746	\$72,574,854	\$ 84,652,935	\$60,594,193	\$ 62,743,744

General Fund Expenditures
(in millions)

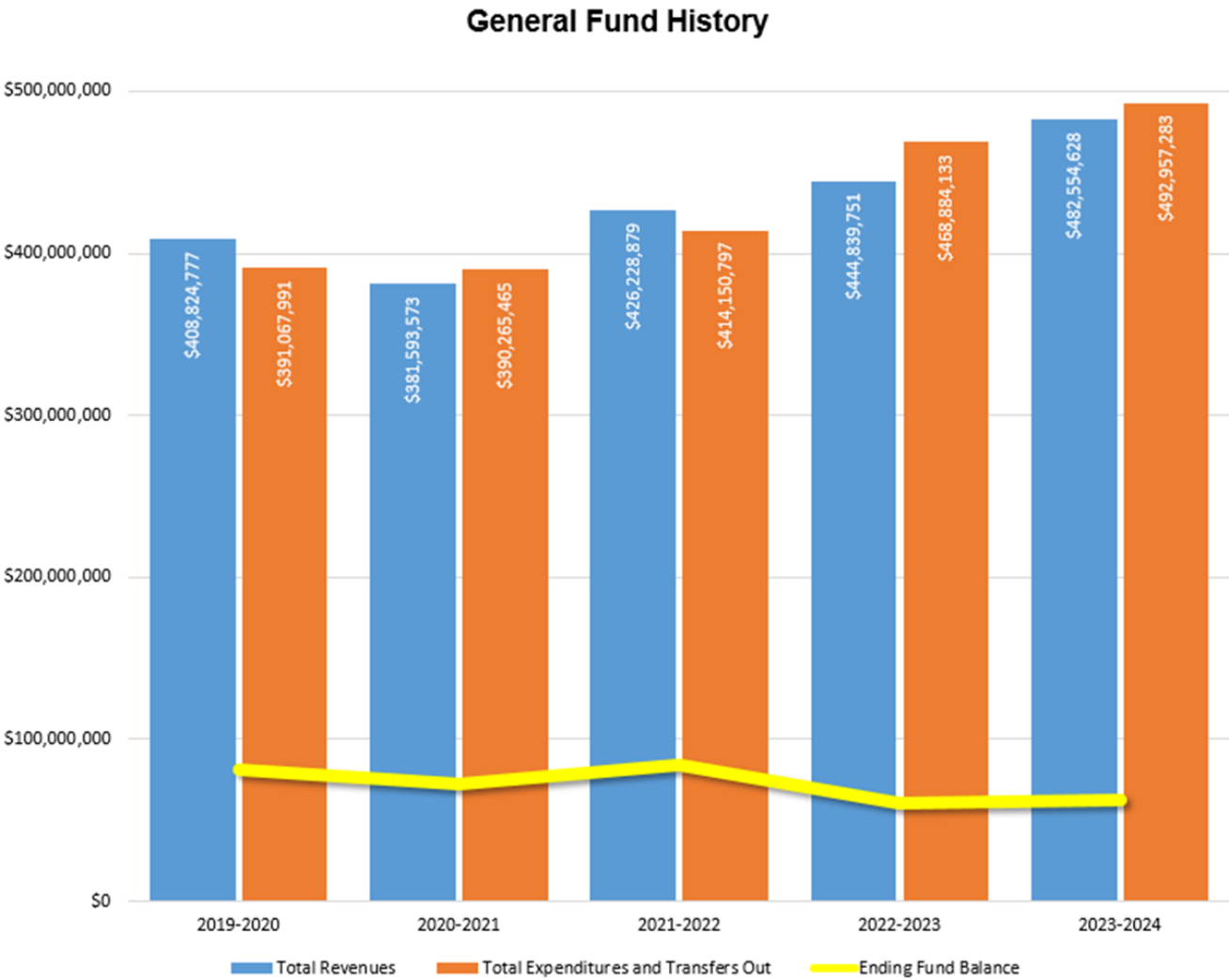


General Fund Revenue
(in millions)



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.



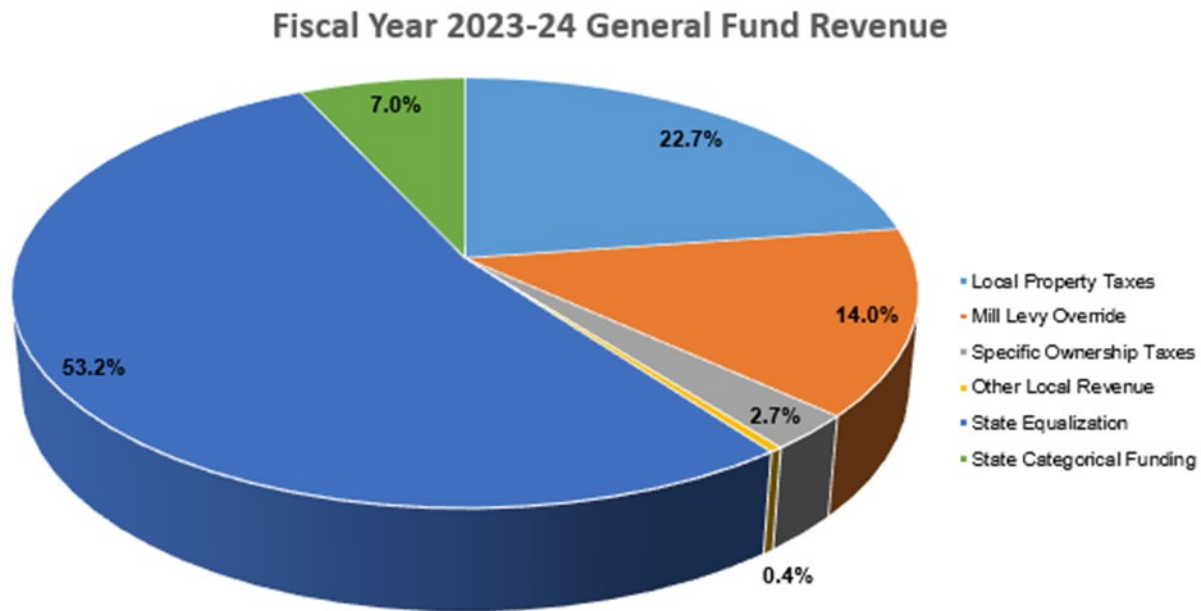
Data for Fiscal Years 2019-20 through 2021-22 based on audited actual information.
Data for Fiscal Year 2022-23 and 2023-24 based on budgeted information.

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 35,520 (including District approved charter schools and not inclusive of CSI) for Fiscal Year 2023-24.

Changes to the School Finance Act for Fiscal Year 2023-24 include:

- The statewide base per pupil funding was adjusted for 8.00 percent inflation and increased to \$8,076. The district's per-pupil revenue increased by \$996 to \$10,484.
- The budget stabilization factor statewide is \$141.2 million, which is a decrease of \$180.0 million. This reduces funding for the district by \$6.7 million. This amount is a reduction from the \$14.8 million reduced in Fiscal Year 2022-23.
- State special education funding increased by \$40.0 million due to SB23-099. The district received an additional \$2.0 million for special education.



General Fund Revenue Summary	Amount	Percent
Local Property Taxes	\$109,670,796	22.7%
Mill Levy Override	67,616,078	14.0%
Specific Ownership Taxes	13,183,230	2.7%
Other Local Revenue	1,927,990	0.4%
State Equalization	256,827,045	53.2%
State Categorical Funding	33,329,489	7.0%
Total Revenue	\$482,554,628	100.00%

General Fund Expenditure Assumptions

The changes in budgeted expenditures for Fiscal Year 2023-24 mainly result from the following components:

Employee Compensation Increase:

- The District Twelve Educator's Association negotiated a change to the certified salary schedule, salaries now start at \$58.0 thousand, which is an increase of over \$12.0 thousand from Fiscal Year 2022-2023. Changes to steps and lanes within the salary schedule will ensure certified staff will receive no less than a 6.00 percent increase in salary.
- Classified and Administrative staff will receive a 6.00 percent cost of living increase.

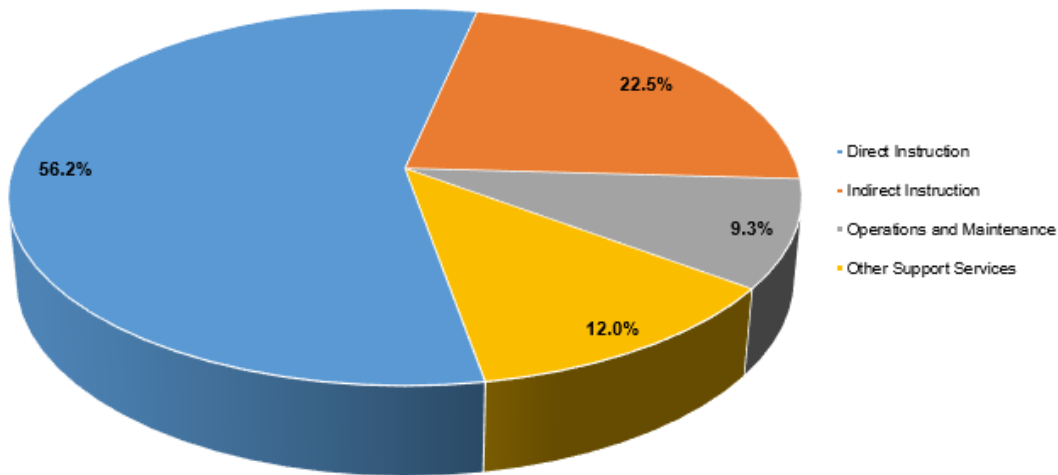
Employee Benefits:

- Health insurance premiums were budgeted with an anticipated increase of 4.71 percent in 2023-24 effective January 1st, 2024.

Other Significant Changes in Expenditures:

- \$0.8 million due to increase cost of utilities; \$0.5 million for district substitutes.
- \$0.3 million for middle and high school classified training and hold harmless calendar adjustments due to the districts adoption of a school year calendar.
- \$2.0 million in Special Education staffing due to increased Tier B Funding (recurring).

Fiscal Year 2023-24 General Fund Expenditures



78.7% of General Fund expenditures consist of instructional program costs

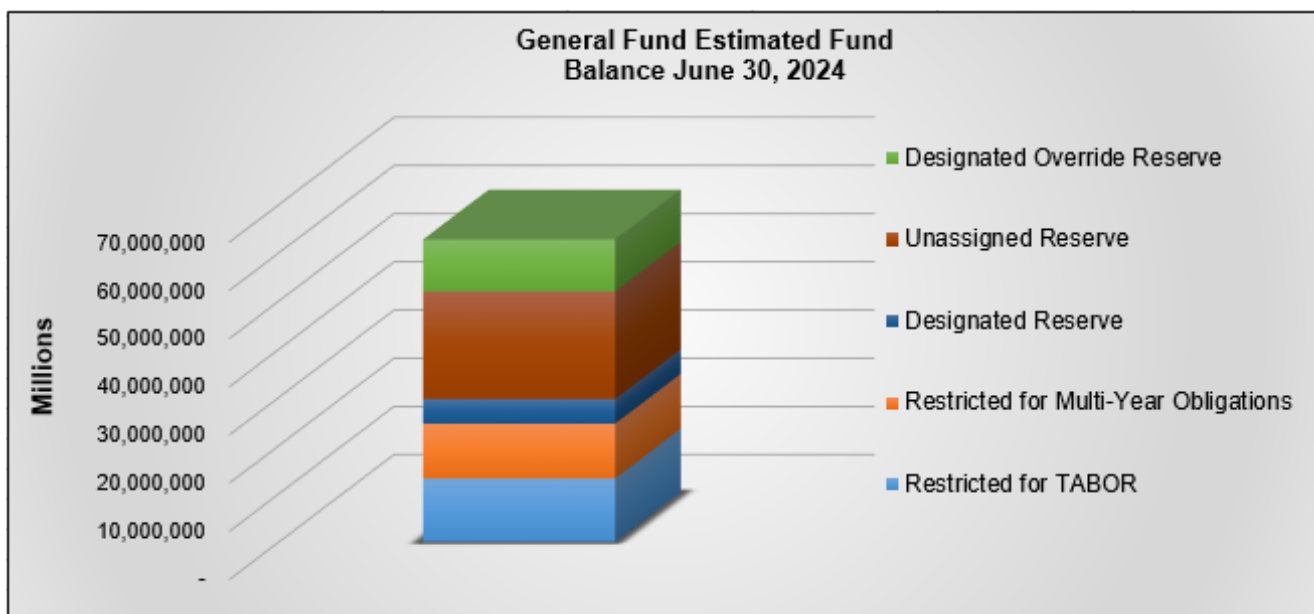
General Fund Expenditures by Program		Amount	Percent
Direct Instruction	\$	233,234,493	56.2%
Indirect Instruction		93,512,399	22.5%
Operations and Maintenance		38,434,906	9.3%
Other Support Services		50,111,465	12.0%
Total	\$	415,293,263	100.0%

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 \$13.1 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 2023-2024 Estimated Ending Fund Balance	Amount
Restricted for TABOR	13,148,249
Restricted for Multi-Year Obligations	11,370,368
Designated Reserve	5,107,807
Designated Override Reserve	10,823,923
Unassigned Reserve	22,293,397
Total	\$ 62,743,744



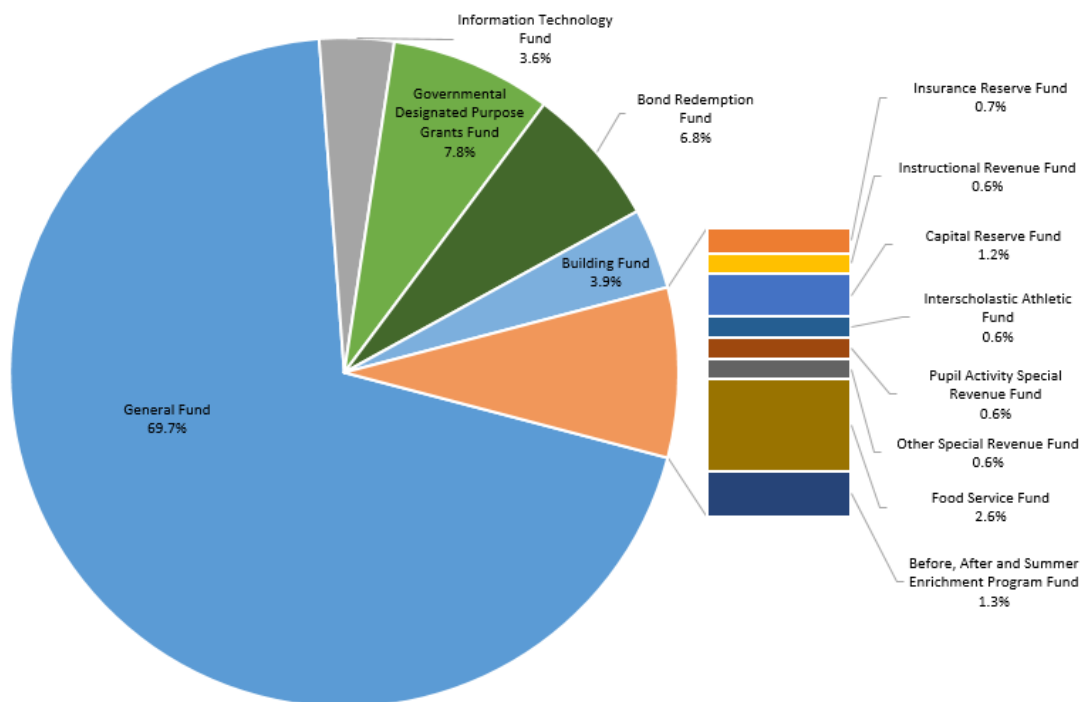
Overview of All Funds

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 69.70 percent, of expenditures. The Governmental Designated Purpose Grants Fund accounts for 7.80 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	\$ 415,293,263	69.7%
Insurance Reserve Fund	4,133,494	0.7%
Information Technology Fund	21,256,557	3.6%
Instructional Revenue Fund	3,558,191	0.6%
Capital Reserve Fund	7,167,101	1.2%
Governmental Designated Purpose Grants Fund	46,424,609	7.8%
Interscholastic Athletic Fund	3,711,298	0.6%
Pupil Activity Special Revenue Fund	3,670,159	0.6%
Other Special Revenue Fund	3,893,194	0.6%
Food Service Fund	15,298,705	2.6%
Before, After and Summer Enrichment Program Fund	7,492,896	1.3%
Bond Redemption Fund	40,827,925	6.8%
Building Fund	23,313,163	3.9%
Total	\$ 596,040,555	100.00%

Fiscal Year 2023-24 All Funds Expenditure Summary



**ALL FUNDS (EXCLUDING CHARTER SCHOOLS)
BUDGET SUMMARY
FISCAL YEARS 2019-2020 TO 2023-2024**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	Audited Actual	Audited Actual	Audited Actual	Amended Budget	Adopted Budget
Beginning Fund Balance and Net Assets	\$380,355,183	\$324,793,786	\$299,918,225	\$ 315,999,034	\$232,399,621
Revenues and Financing Sources:					
General Fund	408,824,777	381,593,573	426,228,879	444,839,751	482,554,628
Insurance Reserve Fund	3,965,662	3,702,400	3,505,751	3,644,459	3,639,487
Information Technology Fund	-	-	19,979,457	19,255,336	19,740,607
Instructional Revenue Fund	-	-	-	15,131,114	4,237,269
Capital Reserve Fund	10,796,254	10,870,468	7,631,856	7,607,379	6,177,946
Governmental Designated Purpose Grants Fund	39,553,923	56,991,838	49,208,344	59,805,234	46,424,609
Interscholastic Athletic Fund	2,046,371	2,011,744	2,435,450	4,530,520	3,664,999
Pupil Activity Special Revenue Fund	4,100,646	1,489,246	4,195,444	3,665,912	3,963,383
Other Special Revenue Fund	2,886,712	2,268,210	2,295,221	1,965,484	2,448,681
Instructional Special Revenue Fund	10,874,611	7,582,887	4,738,550	-	-
Food Service Fund	11,397,739	13,703,648	17,878,385	13,043,113	14,387,729
Before, After and Summer Enrichment Program Fund	6,299,993	5,050,962	5,517,411	6,465,940	7,525,731
Bond Redemption Debt Service Fund	66,177,760	66,166,073	72,198,121	72,362,764	72,117,113
Building Fund	9,433,669	2,067,216	1,041,519	2,648,847	271,658
Total Revenues and Financing Sources	576,358,117	553,498,264	616,854,390	654,965,853	667,153,840
Expenditures and Transfers Out:					
General Fund	391,067,991	390,265,465	414,150,797	468,884,133	492,957,283
Insurance Reserve Fund	3,679,071	3,561,714	3,977,633	3,980,410	4,133,494
Information Technology Fund	-	-	14,910,120	19,313,437	21,256,557
Instructional Revenue Fund	-	-	-	4,286,797	3,558,191
Capital Reserve Fund	7,587,620	8,465,209	7,808,451	9,482,393	7,167,101
Governmental Designated Purpose Grants Fund	39,553,923	56,991,838	51,503,342	59,805,234	46,424,609
Interscholastic Athletic Fund	2,230,240	2,039,382	2,481,423	4,505,657	3,711,298
Pupil Activity Special Revenue Fund	3,783,187	1,525,177	3,666,098	3,571,383	3,670,159
Other Special Revenue Fund	2,516,976	3,332,312	1,916,829	2,659,779	3,893,194
Instructional Special Revenue Fund	7,630,950	9,352,872	2,459,213	10,400,915	-
Food Service Fund	11,834,407	10,244,491	13,483,414	14,393,673	15,298,705
Before, After and Summer Enrichment Program Fund	6,767,034	4,251,391	3,867,144	6,409,487	7,492,896
Bond Redemption Debt Service Fund	49,486,475	44,811,525	59,478,401	104,535,575	40,827,925
Building Fund	105,781,641	43,532,494	23,130,471	29,855,447	23,313,163
Total Expenditures	631,919,513	578,373,870	602,833,337	742,427,097	673,704,575
Excess of Revenues Over / (Under) and Expenditures and Transfers Out	(55,561,396)	(24,875,606)	14,021,053	(87,118,467)	(6,550,735)
Ending Fund Balance/Net Assets	\$324,793,786	\$299,918,180	\$313,939,278	\$ 228,537,790	\$225,848,886

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 2023-24 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 2023-24 BUDGET AND PROJECTIONS TO 2026-27

	2023-2024 Adopted Budget	2024-2025 Projected Budget	2025-2026 Projected Budget	2026-2027 Projected Budget
Beginning Fund Balance	\$ 73,146,399	\$ 62,743,744	\$ 59,728,508	\$ 53,302,983
Revenues	482,554,628	495,550,284	499,470,682	505,301,108
Total Source of Funds Available	555,701,027	558,294,028	559,199,190	558,604,091
Expenditures	415,293,263	418,478,708	424,627,237	428,120,085
Transfers Out	77,664,020	80,086,812	81,268,970	82,010,307
Total Expenditures and Transfers Out	492,957,283	498,565,520	505,896,207	510,130,392
Total Ending Fund Balance	\$ 62,743,744	\$ 59,728,508	\$ 53,302,983	\$ 48,473,699
Change in Fund Balance	\$ (10,402,655)	\$ (3,015,236)	\$ (6,425,525)	\$ (4,829,284)

**ALL FUNDS (EXCLUDING CHARTER SCHOOLS)
BUDGET AND FORECAST SUMMARY
FISCAL YEARS 2023-2024 TO 2026-2027**

	2023-2024 Adopted Budget	2024-2025 Projected Budget	2025-2026 Projected Budget	2026-2027 Projected Budget
Beginning Fund Balance and Net Assets	\$ 232,399,621	\$ 225,848,886	\$ 243,477,714	\$ 252,065,071
Revenues and Financing Sources:				
General Fund	482,554,628	495,550,284	499,470,682	505,301,108
Insurance Reserve Fund	3,639,487	3,639,487	3,639,487	3,639,487
Information Technology Fund	19,740,607	19,740,607	19,740,607	19,740,607
Instructional Revenue Fund	4,237,269	4,237,269	4,237,269	4,237,269
Capital Reserve Fund	6,177,946	6,235,297	6,290,776	6,351,306
Governmental Designated Purpose Grants Fund	46,424,609	30,251,542	29,365,596	28,078,348
Interscholastic Athletic Fund	3,664,999	3,675,662	3,686,431	3,697,307
Pupil Activity Special Revenue Fund	3,963,383	3,991,720	4,024,810	4,058,462
Other Special Revenue Fund	2,448,681	2,691,655	2,739,488	2,788,278
Instructional Special Revenue Fund	-	-	-	-
Food Service Fund	14,387,729	14,664,647	14,947,000	15,234,896
Before, After and Summer Enrichment Program Fund	7,525,731	7,728,926	7,937,607	8,151,922
Bond Redemption Debt Service Fund	72,117,113	64,905,402	58,414,862	52,573,376
Building Fund	271,658	-	-	-
Total Revenues and Financing Sources	667,153,840	657,312,498	654,494,614	653,852,366
Expenditures and Transfers Out:				
General Fund	492,957,283	498,565,520	505,896,207	510,130,392
Insurance Reserve Fund	4,133,494	4,303,737	4,612,992	4,871,184
Information Technology Fund	21,256,557	20,555,956	20,860,157	21,169,239
Instructional Revenue Fund	3,558,191	3,629,355	3,701,942	3,775,981
Capital Reserve Fund	7,167,101	7,344,789	7,082,863	7,317,810
Governmental Designated Purpose Grants Fund	46,424,609	30,251,542	29,365,596	28,078,348
Interscholastic Athletic Fund	3,711,298	3,753,765	3,797,081	3,841,264
Pupil Activity Special Revenue Fund	3,670,159	3,774,020	3,818,597	3,894,660
Other Special Revenue Fund	3,893,194	3,054,127	3,071,241	3,088,646
Instructional Special Revenue Fund	-	-	-	-
Food Service Fund	15,298,705	16,012,654	16,330,766	16,888,896
Before, After and Summer Enrichment Program Fund	7,492,896	7,795,788	7,987,172	8,247,354
Bond Redemption Debt Service Fund	40,827,925	40,678,000	39,454,875	41,378,750
Building Fund	23,313,163	-	-	-
Total Expenditures	673,704,575	639,719,253	645,979,489	652,682,523
Excess of Revenues Over/ (Under) and Expenditures and Transfers Out	(6,550,735)	17,593,245	8,515,125	1,169,843
Ending Fund Balance/Net Assets	\$ 225,848,886	\$ 243,442,131	\$ 251,992,839	\$ 253,234,914

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), 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, 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 2023-24 are expected to be \$4.1 million.

The beginning fund balance is estimated to be \$4.0 million for Fiscal Year 2023-24. This amount contains self-insured workers compensation claims of \$1.4 million, one month of reserves \$333,710, and insurance reserves. An additional transfer from the general fund will provide total revenue of \$3.6 million to cover salaries and insurance premiums. This creates total resources of \$7.5 million for Fiscal Year 2023-24 Insurance Reserve Fund.

INSURANCE RESERVE FUND BUDGET SUMMARY FISCAL YEARS 2019-2020 TO 2023-2024

	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Audited Actual	2022-2023 Amended Budget	2023-2024 Adopted Budget
Beginning Fund Balance	\$ 4,393,292	\$ 4,679,883	\$ 4,820,568	\$ 4,348,686	\$ 4,007,992
Revenues:					
Local Support	-	-	-	-	-
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	3,965,662	3,702,400	3,505,751	3,644,459	3,639,487
Total Revenues	\$ 3,965,662	\$ 3,702,400	\$ 3,505,751	\$ 3,644,459	\$ 3,639,487
Expenditures:					
Salaries	297,720	303,598	267,174	280,211	295,553
Benefits	89,148	92,431	84,586	89,487	93,460
Operating Expenses	3,292,202	3,165,686	3,625,873	3,610,712	3,744,481
Total Expenditures	\$ 3,679,071	\$ 3,561,714	\$ 3,977,633	\$ 3,980,410	\$ 4,133,494
Excess of Revenues Over/ (Under) Expenditures	286,592	140,686	(471,882)	(335,951)	(494,007)
Ending Fund Balance	\$ 4,679,883	\$ 4,820,567	\$ 4,348,686	\$ 4,012,735	\$ 3,513,985

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 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

During Fiscal Year 2023-24 the Information Technology Fund will use a portion of beginning fund balance to help support the implementation and rollout of Multi-Tiered Systems of Support (MTSS) software to support the individual needs of our students, a new transportation software system, a new IT Service Management system (ITSM), a replacement of core network technology, and other key technology projects. The IT 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 2019-2020 TO 2023-2024

	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Audited Actual	2022-2023 Amended Budget	2023-2024 Adopted Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 5,069,337	\$ 6,512,942
Revenues:					
Local Support	-	-	-	-	-
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	-	-	19,979,457	19,255,336	19,740,607
Total Revenues	\$ -	\$ -	\$19,979,457	\$19,255,336	\$19,740,607
Expenditures:					
Salaries	-	-	5,174,334	6,286,692	7,077,449
Benefits	-	-	1,484,674	1,881,525	2,105,230
Operating Expenses	-	-	8,256,478	11,145,220	12,073,878
Transfers Out	-	-	(5,366)	-	-
Total Expenditures and Transfers Out	\$ -	\$ -	\$14,910,120	\$19,313,437	\$21,256,557
Excess of Revenues Over/ (Under) Expenditures	-	-	5,069,337	(58,101)	(1,515,950)
Ending Fund Balance	\$ -	\$ -	\$ 5,069,337	\$ 5,011,236	\$ 4,996,992

Instructional Revenue Fund

The Instructional Revenue Fund was created in Fiscal Year 2022-23 to replace the Instructional Special Revenue Fund. The beginning fund balance from the Instructional Special Revenue Fund was transferred into the Instructional Revenue Fund in Fiscal Year 2022-23. In Fiscal Year 2022-23, revenue included mill levy overrides for textbooks and funds from tuition based Preschool at participating locations. Budgeted revenues for Fiscal Year 2023-24 only include mill levy override funds for textbooks.

In Fiscal Year 2022-23, a small remaining fund balance for literacy and preschool was used for salaries and benefits. In Fiscal Year 2023-24, the literacy and preschool salaries and benefits were moved to other funding sources. Remaining budgeted expenditures include mill levy override funds allocated for textbooks and curriculum.

INSTRUCTIONAL REVENUE FUND BUDGET SUMMARY FISCAL YEARS 2019-2020 TO 2023-2024

	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Audited Actual	2022-2023 Amended Budget	2023-2024 Adopted Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$10,611,885
Revenues:					
Local Support	-	-	-	-	-
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	-	-	-	15,131,114	4,237,269
Total Revenues	\$ -	\$ -	\$ -	\$15,131,114	\$ 4,237,269
Expenditures:					
Salaries	-	-	-	602,260	-
Benefits	-	-	-	227,335	-
Operating Expenses	-	-	-	3,457,202	3,558,191
Total Expenditures	\$ -	\$ -	\$ -	\$ 4,286,797	\$ 3,558,191
Excess of Revenues Over/ (Under) Expenditures	-	-	-	10,844,317	679,078
Ending Fund Balance	\$ -	\$ -	\$ -	\$10,844,317	\$11,290,963

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 2023-24 Governmental Designated-Purpose Grant Fund budget is \$46.4 million and includes onetime Federal funds from the Elementary and Secondary School Emergency Relief (ESSER) Fund totaling \$9.0 million. When compared to the Fiscal Year 2022-23 amended budget, the Grant Fund budget has a net decrease of \$13.4 million due to decreases in Federal funding of \$11.2 million and State grants of \$2.2 million.

The funding decrease of \$11.2 million is due primarily to the spending of onetime COVID-19 pandemic relief funds and federal grant carryover funds. The State funding decrease of \$2.2 million is mainly due to the completion of the Building Excellent Schools Today (BEST) grant funds. In Fiscal Year 2022-23, the District budgeted \$14.6 million for ESSER compared to the budgeting of \$9.0 million for Fiscal Year 2023-24, which will complete the grant.

The \$2.3 million negative fund balance in fiscal year 2021-22 is due to revenue timing from the Emergency Connectivity Fund (ECF) grant. The district incurred expenditures as of June 30, however reimbursement for those costs were received past the district's 180 day receivable policy.

GOVERNMENTAL DESIGNATED PURPOSE GRANTS FUND BUDGET SUMMARY FISCAL YEARS 2019-2020 TO 2023-2024

	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Audited Actual	2022-2023 Amended Budget	2023-2024 Adopted Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Local Support	-	-	-	-	-
State Support	5,738,624	7,372,249	8,311,336	8,810,594	6,621,591
Federal Support	33,803,603	49,614,340	40,897,008	50,994,640	39,803,018
Other	11,696	5,249	-	-	-
Total Revenues	\$39,553,923	\$56,991,838	\$49,208,344	\$59,805,234	\$46,424,609
Expenditures:					
Salaries	25,104,572	25,555,125	26,330,843	19,941,172	21,324,560
Benefits	6,613,997	7,156,044	8,120,346	6,675,588	6,160,391
Operating Expenses	7,835,354	24,280,669	17,052,153	33,188,474	18,939,658
Total Expenditures	\$39,553,923	\$56,991,838	\$51,503,342	\$59,805,234	\$46,424,609
Excess of Revenues Over/ (Under) Expenditures	-	-	(2,294,997)	-	-
Ending Fund Balance	\$ -	\$ -	\$ (2,294,998)	\$ -	\$ -

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.

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. This transfer included \$1.2 million in start-up costs and \$800,000 in on-going costs. Expenditures also increased resulting from the added costs associated with offering sports in grades 6-8. Fiscal Year 2022-23 ending fund balance differs from Fiscal Year 2023-24 beginning fund balance due to grades 6-8 sports expenses being less than projected during the amended budget. Additionally, three sports were funded, but only two sports were implemented.

In Fiscal Year 2023-24, the General Fund transfer includes \$800,000 in on-going support for middle school sports. In each fiscal year the ending fund balance includes TABOR and Designated Athletic Reserve.

INTERSCHOLASTIC ATHLETIC FUND BUDGET SUMMARY FISCAL YEARS 2019-2020 TO 2023-2024

	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Audited Actual	2022-2023 Amended Budget	2023-2024 Adopted Budget
Beginning Fund Balance	\$ 580,311	\$ 396,442	\$ 368,803	\$ 322,832	\$ 1,734,130
Revenues:					
Local Support	191,500	29,832	207,228	200,300	217,350
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	1,854,871	1,981,912	2,228,222	4,330,220	3,447,649
Total Revenues	\$ 2,046,371	\$ 2,011,744	\$ 2,435,450	\$ 4,530,520	\$ 3,664,999
Expenditures:					
Salaries	1,263,020	1,205,861	1,377,995	1,383,539	1,712,467
Benefits	284,439	284,767	326,164	331,605	410,887
Operating Expenses	682,781	548,755	777,263	2,790,513	1,587,944
Total Expenditures	\$ 2,230,240	\$ 2,039,382	\$ 2,481,423	\$ 4,505,657	\$ 3,711,298
Excess of Revenues Over/ (Under) Expenditures	(183,869)	(27,638)	(45,972)	24,863	(46,299)
Ending Fund Balance	\$ 396,442	\$ 368,804	\$ 322,830	\$ 347,695	\$ 1,687,831

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 2019-2020 TO 2023-2024

	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Audited Actual	2022-2023 Amended Budget	2023-2024 Adopted Budget
Beginning Fund Balance	\$ 3,961,199	\$ 4,278,658	\$ 4,242,593	\$ 4,771,937	\$ 4,646,270
Revenues:					
Local Support	2,131,256	593,107	2,059,586	1,772,150	1,913,922
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	1,969,390	896,139	2,135,858	1,893,762	2,049,461
Total Revenues	\$ 4,100,646	\$ 1,489,246	\$ 4,195,444	\$ 3,665,912	\$ 3,963,383
Expenditures:					
Salaries	112,339	21,340	103,186	93,840	81,340
Benefits	24,271	5,015	22,740	21,443	18,859
Operating Expenses	3,646,577	1,498,822	3,540,173	3,456,100	3,569,960
Total Expenditures	\$ 3,783,187	\$ 1,525,177	\$ 3,666,098	\$ 3,571,383	\$ 3,670,159
Excess of Revenues Over/ (Under) Expenditures	317,459	(35,931)	529,346	94,529	293,224
Ending Fund Balance	\$ 4,278,658	\$ 4,242,727	\$ 4,771,937	\$ 4,866,466	\$ 4,939,494

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. The beginning fund balance is estimated to be \$3.6 million for Fiscal Year 2023-24, based on the forecasted year end instead of the amended budgets ending fund balance.

OTHER SPECIAL REVENUE FUND BUDGET SUMMARY FISCAL YEARS 2019-2020 TO 2023-2024

	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Audited Actual	2022-2023 Amended Budget	2023-2024 Adopted Budget
Beginning Fund Balance	\$ 3,164,852	\$ 3,534,588	\$ 2,470,664	\$ 2,849,053	\$ 3,573,601
Revenues:					
Local Support	2,041,823	2,033,546	1,562,491	1,421,563	1,596,338
State Support	-	-	832	26,643	-
Federal Support	-	-	-	-	-
Other	844,889	234,664	731,898	517,278	852,343
Total Revenues	\$ 2,886,712	\$ 2,268,210	\$ 2,295,221	\$ 1,965,484	\$ 2,448,681
Expenditures:					
Salaries	503,815	861,838	490,133	464,349	1,233,593
Benefits	145,457	254,870	146,665	140,782	412,128
Operating Expenses	1,867,703	2,215,604	1,280,030	2,054,648	2,247,473
Total Expenditures	\$ 2,516,976	\$ 3,332,312	\$ 1,916,829	\$ 2,659,779	\$ 3,893,194
Excess of Revenues Over/ (Under) Expenditures	369,736	(1,064,102)	378,393	(694,295)	(1,444,513)
Ending Fund Balance	\$ 3,534,588	\$ 2,470,487	\$ 2,849,057	\$ 2,154,758	\$ 2,129,088

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 returned to the pre-pandemic National School Lunch Program (NSLP) where student lunches are reimbursed based on the student's Free & Reduced eligibility.

In Fiscal Year 2023-24, the Healthy Schools Meals for All (HSMA) act will be implemented. This act provides state funded reimbursements in combination with existing federal reimbursements to provide no-cost meals to all students. The anticipated result is a significant reduction to cash revenues, (only cash paid for a la carte items,) and lower federal reimbursement, but is offset by the increase to state reimbursements.

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 2019-2020 TO 2023-2024

	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Audited Actual	2022-2023 Amended Budget	2023-2024 Adopted Budget
Beginning Fund Balance	\$ 3,593,201	\$ 3,156,533	\$ 6,615,690	\$11,010,654	\$10,385,037
Revenues:					
Local Support	3,078,625	178,662	754,867	2,249,134	1,028,701
State Support	272,402	104,091	103,633	535,822	4,844,901
Federal Support	8,018,145	13,415,195	17,008,476	10,235,157	8,486,627
Other	28,567	5,700	11,409	23,000	27,500
Total Revenues	\$11,397,739	\$13,703,648	\$17,878,385	\$13,043,113	\$14,387,729
Expenditures:					
Salaries	4,157,147	3,634,416	4,545,168	4,861,174	5,115,364
Benefits	1,312,929	1,197,962	1,447,041	1,261,292	1,629,543
Operating Expenses	6,364,331	5,412,113	7,491,206	8,271,207	8,553,798
Total Expenditures	\$11,834,407	\$10,244,491	\$13,483,414	\$14,393,673	\$15,298,705
Excess of Revenues Over/ (Under) Expenditures	(436,667)	3,459,157	4,394,970	(1,350,560)	(910,976)
Ending Fund Balance	\$ 3,156,533	\$ 6,615,690	\$11,010,660	\$ 9,660,094	\$ 9,474,061

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. In Fiscal Year 2023-24, tuition rates were restructured to align with the district's new school schedules along with the staffing model to meet state child care requirements and to meet the needs of each site.

BEFORE, AFTER, AND SUMMER ENRICHMENT FUND BUDGET SUMMARY FISCAL YEARS 2019-2020 TO 2023-2024

	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Audited Actual	2022-2023 Amended Budget	2023-2024 Adopted Budget
Beginning Fund Balance	\$ 742,201	\$ 275,160	\$ 1,074,731	\$ 2,725,000	\$ 2,992,049
Revenues:					
Local Support	6,299,298	2,772,282	5,517,350	6,465,940	7,525,731
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	695	2,278,680	61	-	-
Total Revenues	\$ 6,299,993	\$ 5,050,962	\$ 5,517,411	\$ 6,465,940	\$ 7,525,731
Expenditures:					
Salaries	4,642,731	3,009,551	2,471,809	4,074,409	4,603,452
Benefits	1,430,287	1,042,290	827,950	1,330,460	1,596,543
Operating Expenses	694,016	199,550	567,386	1,004,618	1,292,901
Total Expenditures	\$ 6,767,034	\$ 4,251,391	\$ 3,867,144	\$ 6,409,487	\$ 7,492,896
Excess of Revenues Over/ (Under) Expenditures	(467,041)	799,571	1,650,267	56,453	32,835
Ending Fund Balance	\$ 275,160	\$ 1,074,731	\$ 2,724,998	\$ 2,781,453	\$ 3,024,884

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) compliance, 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 2023-24, 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 FUND BUDGET SUMMARY FISCAL YEARS 2019-2020 TO 2023-2024

	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Audited Actual	2022-2023 Amended Budget	2023-2024 Adopted Budget
Beginning Fund Balance	\$23,044,801	\$26,253,435	\$28,658,695	\$28,261,224	\$28,497,824
Revenues:					
Local Support	875,008	154,936	2,369,393	367,865	684,351
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	9,921,246	10,715,532	5,262,464	7,239,514	5,493,595
Total Revenues	\$10,796,254	\$10,870,468	\$ 7,631,856	\$ 7,607,379	\$ 6,177,946
Expenditures:					
Salaries	57,310	74,810	278,455	65,646	135,003
Benefits	21,248	25,615	85,083	24,093	46,992
Operating Expenses	7,509,061	8,364,784	7,444,913	9,392,654	6,985,106
Total Expenditures	\$ 7,587,620	\$ 8,465,209	\$ 7,808,451	\$ 9,482,393	\$ 7,167,101
Excess of Revenues Over/ (Under) Expenditures	3,208,636	2,405,259	(176,595)	(1,869,956)	(989,155)
Ending Fund Balance	\$26,253,435	\$28,658,694	\$28,482,101	\$26,386,210	\$27,508,669

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 \$454.7 million as of June 30, 2023. The budgeted amount for this debt service in Fiscal Year 2023-24 is \$40.8 million. Property taxes provide the revenue for this fund. In Fiscal Year 2022-23 the district had sufficient funds in fund balance to defease outstanding debt obligations. The district will use \$65.7 million to defease 2016B bonds and save tax payers \$38.6 million in interest payments.

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 2019-2020 TO 2023-2024

	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Audited Actual	2022-2023 Amended Budget	2023-2024 Adopted Budget
Beginning Fund Balance	\$ 73,611,261	\$ 90,302,546	\$ 111,657,094	\$ 124,376,815	\$ 63,249,987
Revenues:					
Local Support	65,036,100	65,951,224	72,606,803	72,362,764	72,117,113
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	1,141,660	214,849	(408,682)	-	-
Total Revenues	\$ 66,177,760	\$ 66,166,073	\$ 72,198,121	\$ 72,362,764	\$ 72,117,113
Expenditures:					
Salaries	-	-	-	-	-
Benefits	-	-	-	-	-
Operating Expenses	49,486,475	44,811,525	59,478,401	104,535,575	40,827,925
Total Expenditures	\$ 49,486,475	\$ 44,811,525	\$ 59,478,401	\$ 104,535,575	\$ 40,827,925
Excess of Revenues Over/ (Under) Expenditures	16,691,285	21,354,548	12,719,720	(32,172,811)	31,289,188
Ending Fund Balance	\$ 90,302,546	\$ 111,657,094	\$ 124,376,814	\$ 92,204,004	\$ 94,539,175

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 2023-2024, the bond will focus on:

- Construction of a \$8.0 million campus for Independence Academy, greatly expanding access to programming for at-risk middle and high school students throughout the district.
- Intercom upgrades and installation of sensors on external doors across all schools, in order to provide greater security for students and staff, as well as effective emergency mitigation and response.
- \$0.45 million to construct calming and seclusion rooms at five elementary and two middle schools.
- \$1.1 million to purchase 10 new Type A school buses for the transportation department.
- \$3.5 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 equipment upgrades, including new classroom furniture and technology.

BUILDING FUND BUDGET SUMMARY FISCAL YEARS 2019-2020 TO 2023-2024

	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Audited Actual	2022-2023 Amended Budget	2023-2024 Adopted Budget
Beginning Fund Balance	\$196,783,427	\$100,435,455	\$ 58,970,177	\$ 36,881,229	\$ 23,041,505
Revenues:					
Local Support	-	-	-	-	-
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	9,433,669	2,067,216	1,041,519	2,648,847	271,658
Total Revenues	\$ 9,433,669	\$ 2,067,216	\$ 1,041,519	\$ 2,648,847	\$ 271,658
Expenditures:					
Salaries	1,998,397	1,940,132	1,281,849	-	505,876
Benefits	600,780	588,672	378,265	-	155,204
Operating Expenses	103,182,465	41,003,689	21,470,357	29,855,447	22,652,083
Total Expenditures	\$105,781,641	\$ 43,532,494	\$ 23,130,471	\$ 29,855,447	\$ 23,313,163
Excess of Revenues Over/ (Under) Expenditures	(96,347,972)	(41,465,277)	(22,088,952)	(27,206,600)	(23,041,505)
Ending Fund Balance	\$100,435,455	\$ 58,970,177	\$ 36,881,225	\$ 9,674,629	\$ -

Instructional Special Revenue 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.

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. In Fiscal Year 2022-23, fund balance and general fund transfers were moved to the newly created Instructional Revenue Fund.

INSTRUCTIONAL SPECIAL REVENUE FUND BUDGET SUMMARY FISCAL YEARS 2019-2020 TO 2023-2024

	2019-2020 Audited Actual	2020-2021 Audited Actual	2021-2022 Audited Actual	2022-2023 Amended Budget	2023-2024 Adopted Budget
Beginning Fund Balance	\$ 6,990,678	\$ 10,234,340	\$ 8,464,355	\$ 10,743,692	\$ -
Revenues:					
Local Support	-	-	18,452	-	-
State Support	964,185	-	-	-	-
Federal Support	-	-	-	-	-
Other	9,910,426	7,582,887	4,720,098	-	-
Total Revenues	\$ 10,874,611	\$ 7,582,887	\$ 4,738,550	\$ -	\$ -
Expenditures:					
Salaries	3,823,896	3,603,948	465,780	-	-
Benefits	1,213,027	1,158,885	156,701	-	-
Operating Expenses	2,594,026	4,590,039	1,836,732	-	-
Total Expenditures	\$ 7,630,950	\$ 9,352,872	\$ 2,459,213	\$ -	\$ -
Transfers:					
Transfers Out	-	-	-	10,743,692	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ 10,743,692	\$ -
Excess of Revenues Over/ (Under) Expenditures	3,243,662	(1,769,986)	2,279,339	-	-
Ending Fund Balance	\$ 10,234,339	\$ 8,464,355	\$ 10,743,693	\$ -	\$ -

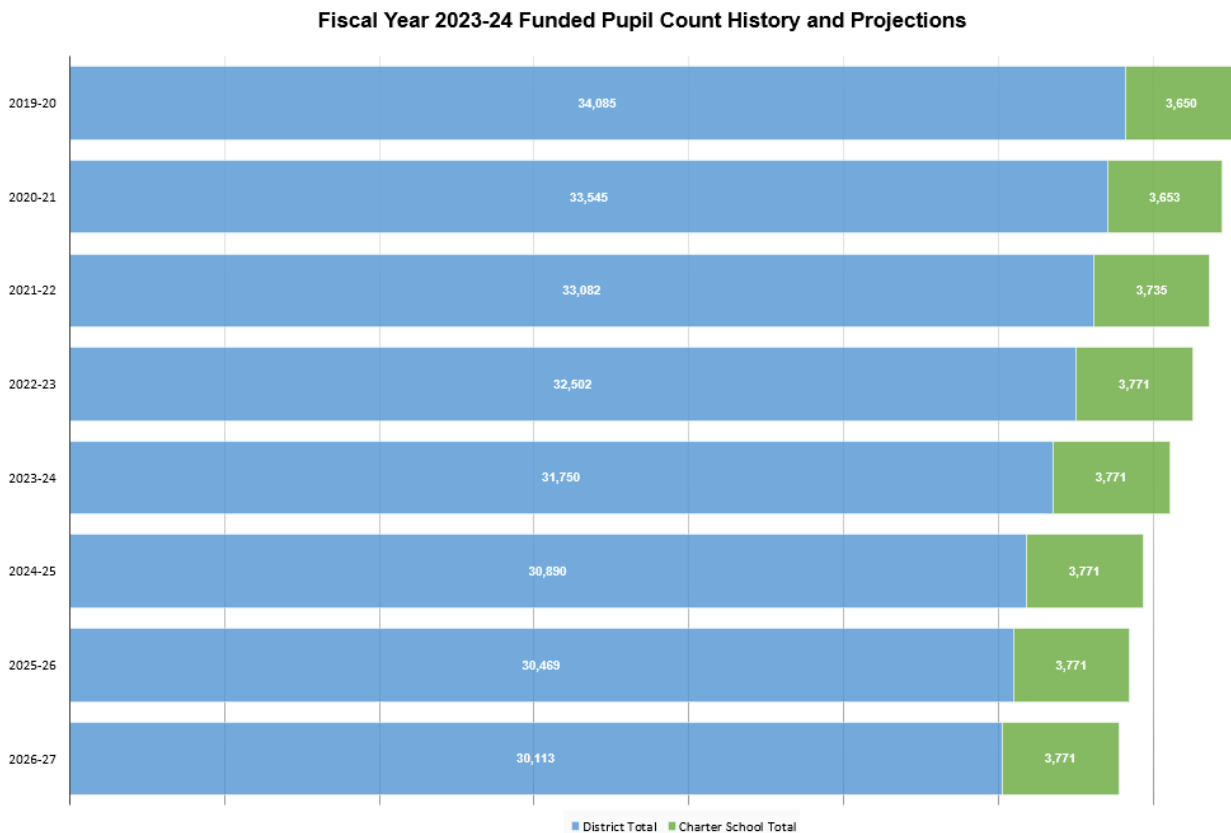
Funded Pupil Count

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.

With the passage of HB22-1295 the Department of Early Childhood was developed along with universal preschool for 4 year olds and 3 year old with qualifying factors. Starting in Fiscal Year 2023-24, preschool students will now be funded and counted through the Department of Early Childhood and will no longer be part of the Funded Pupil Count.

For the 2023-24 school year, district charter students make up more than 10.60 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 2019-20 through Fiscal Year 2022-23 are actual.

Fiscal Year 2023-24 through Fiscal Year 2026-27 are forecasted.

Starting in Fiscal Year 2023-24 preschool students are no longer included in Funded Pupil Count.

District Personnel

Summary of FTE for All District Funds

Staffed Positions:	2019-20	2020-21	2021-22	2022-23	2023-24	Net Change
Administrators						
Principals	49.00	50.00	51.00	51.00	51.00	-
Assistant Principals ¹	63.00	64.50	66.50	66.50	68.10	1.60
Central ²	26.50	22.00	23.00	24.00	25.00	1.00
Certified						
Teachers ³	2,270.55	2,247.07	2,260.05	2,248.40	2,239.48	(8.92)
Deans ⁴	22.50	21.00	27.00	27.00	30.00	3.00
Counselors	77.30	75.25	81.50	81.10	81.00	(0.10)
Nurses ⁵	19.00	19.00	21.80	25.00	21.50	(3.50)
Psychologists ⁶	38.20	41.40	47.40	47.40	45.90	(1.50)
Social Workers ⁶	77.35	80.25	86.50	98.20	102.15	3.95
Paraprofessionals ⁷	750.54	752.07	726.77	769.16	799.36	30.20
Professionals/Technical ⁸	187.88	201.20	212.34	216.23	228.73	12.50
Office Support	254.98	252.05	245.09	249.77	250.75	0.99
Crafts, Trades, and Services ⁹	569.98	559.51	553.50	541.98	534.45	(7.53)
Total Staffed Positions	4,406.78	4,385.30	4,402.44	4,445.73	4,477.42	31.69

Explanation of Major Changes

¹Assistant Principals increased due to increase of FTE to 1.0 at select locations.

²Central Administrators increased due to position reclassified as an Executive Director.

³Teachers had a net decrease due to the reduction in classroom teachers related to declining enrollment and the increase of elementary specials teachers to 1.0 FTE, the addition of special education teachers and the addition of teaching staff related to the opening of the Newcomer Center.

⁴Deans increased due to additional allocations at middle schools.

⁵Nurses decreased due to School Nurse Workforce grant ending.

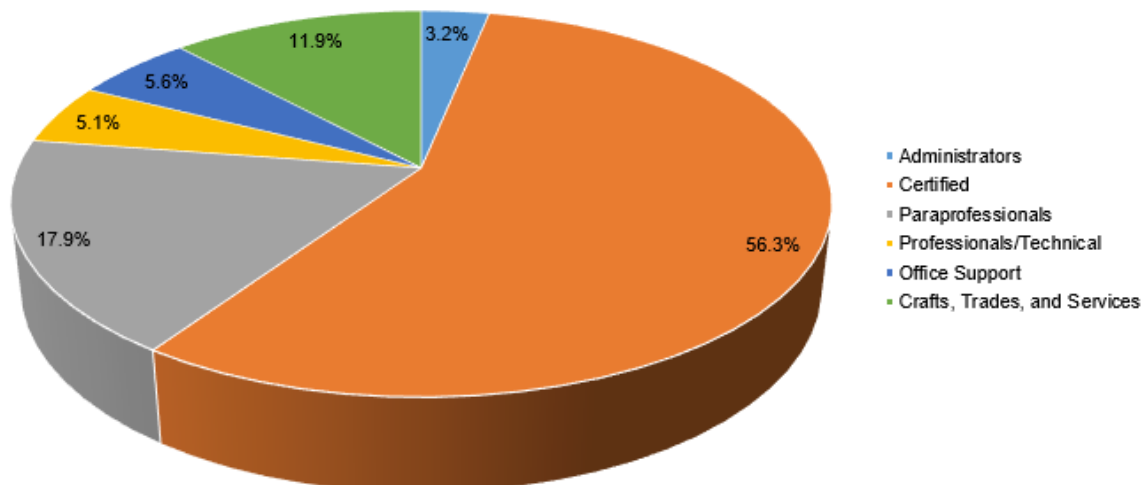
⁶Psychologists and Social Works had a net increase due to increases in the SSS department to meet school needs.

⁷Paraprofessionals increased resulting from the creation of the MTSS Department, addition of Newcomer Assistants, increase of Community Liaisons at schools and BASE FTE changes due to new district calendar and schedule.

⁸Professional/Technical increased due to the opening of the Newcomer Center, creation of the MTSS Department, expansion in Safety Services and Translation Services.

⁹Crafts, Trades, and Services reduced due to staffing hours and schedule days.

Fiscal Year 2023-24 FTE by Employee Type





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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 in 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 2022 certified assessed valuation is \$3.4 billion^{2,3}. With 34,952 enrolled students (including pre-school and charter schools) for the 2023-24 school year, the district is the sixth largest of the 178 school districts in the state. In Fiscal Year 2023-24, 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 2023 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 2023 from: https://adcogov.org/sites/default/files/2023-01/2022_Abstract_of_Assessment_And_Tax_Levies.pdf

³ City and County of Broomfield, Colorado. Assessor’s Department. *Abstract of Assessment for 2021 Revenues*. Retrieved May 2023 from <https://www.broomfield.org/DocumentCenter/View/41706>

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, vocational, 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. Adams 12 Five Star also offer Pre-K with the focus of staff partners with families assure that the youngest learners develop positive attitudes about learning, as well as strong developmental and academic foundation for success in their future school experiences. Additionally, the district offers Five Star Online Academy 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 Academy. This certified multi-district school started in Fiscal Year 2021-22. It operates 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.



Science, Technology, Engineering and Math (STEM) Lab and 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.

International Baccalaureate 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 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.

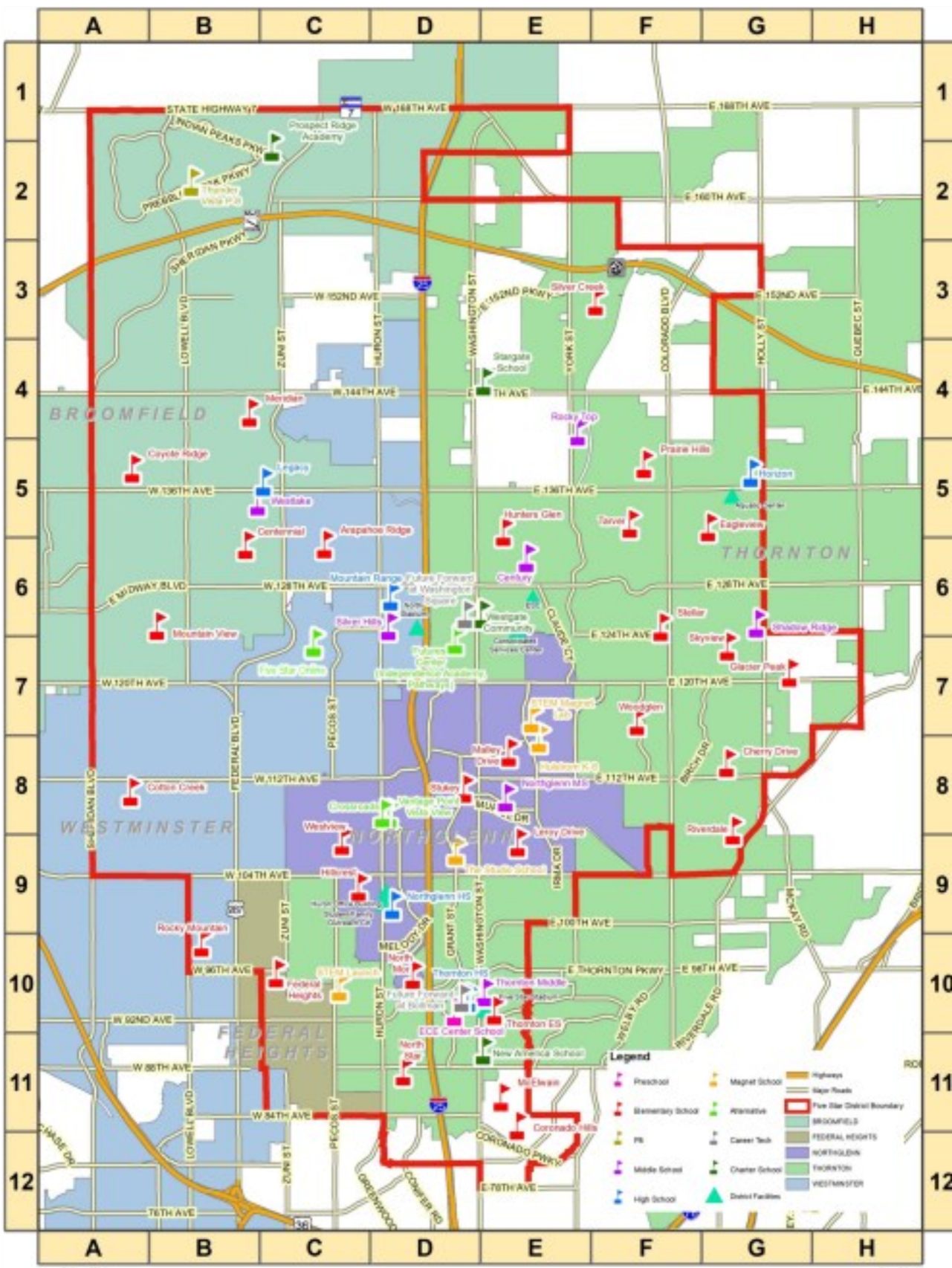
Legacy 2000 at Legacy High School

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 gives 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 Stukey 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 Academy	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

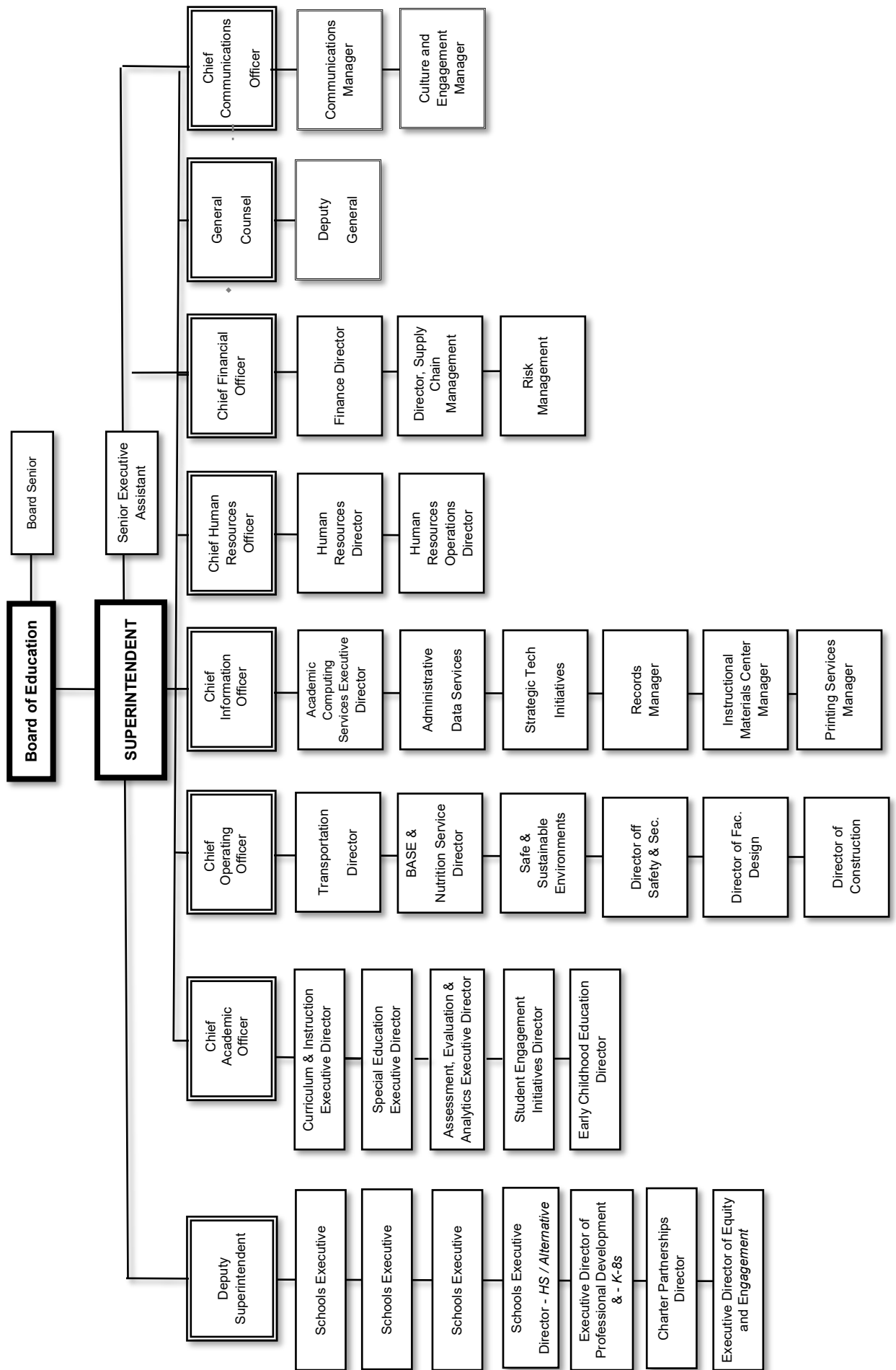
ADAMS 12 FIVE STAR SCHOOLS (Includes Charter Schools)	
Grade Level	Pupils
Pre-K	902
Full-Day Kindergarten	2,298
Grade 1	2,501
Grade 2	2,445
Grade 3	2,483
Grade 4	2,592
Grade 5	2,675
Grade 6	2,618
Grade 7	2,591
Grade 8	2,768
Grade 9	2,917
Grade 10	2,872
Grade 11	3,011
Grade 12	2,279

District Total 34,952

TOTALS	
	<u>Pupils</u>
Early Childhood Education	902
Elementary Schools	14,994
Middle Schools	7,977
High Schools	11,079
TOTAL	<u>34,952</u>

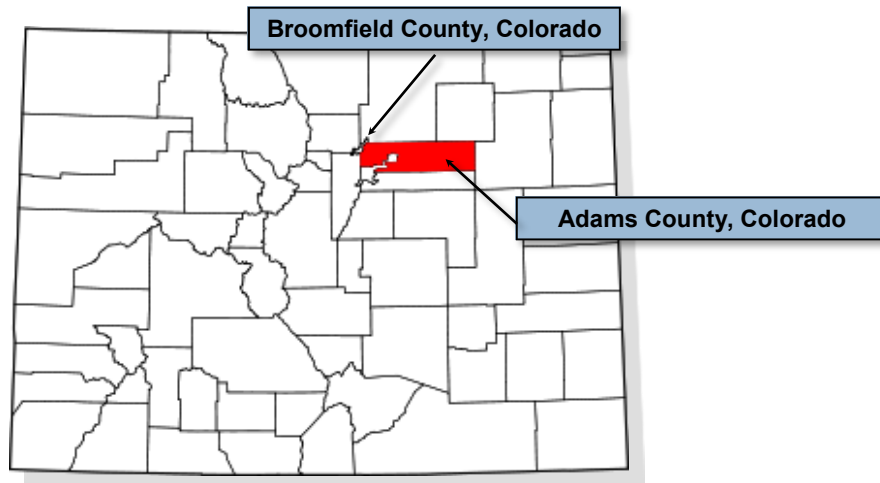


District Organizational Chart



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 2021, 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 (2021)	522,140	75,325
Land area (square miles)	1,167.7	34.0
Median age (2021)	34.8	38.9
Median household income (2016 - 2021)	\$ 81,285	\$ 107,638
Median house value (2016 - 2021)	\$360,000	\$ 482,100
Percentage of residents living below poverty level (2016- 2021)	12.5%	6.7%

Racial Breakdown (2021)

White Non-Hispanic	41.8%	73.6%
Hispanic	46.4%	13.4%
Black	3.5%	1.1%
American Indian and Alaska Native	2%	.4%
Asian	4.2%	7.3%
Native Hawaiian and Other Pacific Islander	0.3%	0.0%
Other Race	13.9%	4.7%
Two or More Races	20.8%	9.7%

Source

United States Census Bureau. Retrieved May 2023 <https://data.census.gov/table?q=Broomfield+county,+CO&tid=ACSDP1Y2021.DP05>; Data Tables B01003, DP03, DP04, DP05, S0101, S1501, S1701, S1903,

United States Census Bureau. Retrieved May 2023 from <https://data.census.gov/table?q=Adams+County&tid=ACSDP1Y2021.DP05>; 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 (2016-2021)	84%	95.4%
People 25 years or older with bachelor's degree or higher (2016-2021)	28.6%	58.9%

Industries Providing Employment (2021)

Agriculture, forestry, fishing and hunting, and mining	1.7%	0.7%
Construction	11.8%	4.3%
Manufacturing	8.3%	10.3%
Wholesale trade	3.3%	2.5%
Retail trade	11.7%	9.3%
Transportation, warehousing, and utilities	7.8%	3.3%
Information	2.4%	4.4%
Finance and insurance, real estate, rental and leasing	5.5%	8.4%
Professional, scientific, management, and administrative	11.6%	17.5%
Educational services, health care and social assistance	17.6%	22.4%
Arts, entertainment, recreation, accommodation and food services	9.0%	8.7%
Other services, except public administration	4.9%	4.1%
Public administration	4.5%	4.0%

Age Distribution, % of Population (2021)

0 - 19	27.7%	23.5%
20 - 24	6.5%	5.6%
25 - 34	16%	15%
35 - 44	15.5%	15%
45 - 54	12.4%	14.2%
55 - 64	10.8%	11.7%
65 - 74	7.2%	8.9%
75 and older	3.8%	6.1%

Source

United States Census Bureau. Retrieved May 2023 from <https://data.census.gov/profile?g=050XX00US08001>; Data Tables B01003, DP03, DP04, DP05, S0101, S1501, S1701, S1903,

United States Census Bureau. Retrieved May 2023 from https://data.census.gov/profile/Broomfield_County,_Colorado?g=050XX00US08014 Data Tables B01003, DP03, DP04, DP05, S0101, S1501, S1701, S1903,

Economic Conditions in Colorado

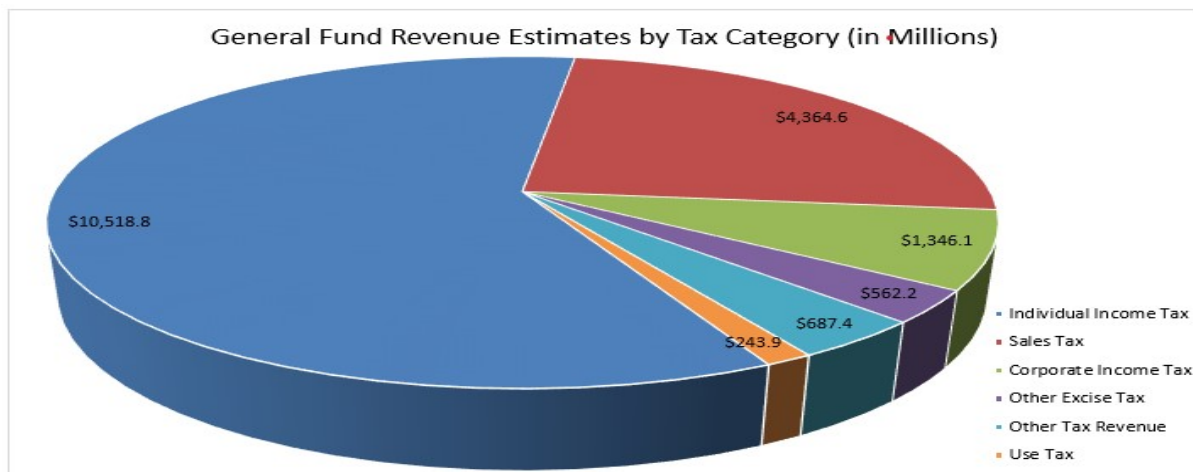
National and State Economic Outlook

Since March 2023, the labor market has continued to overtake expectations and consumer demand has remained robust. U.S. inflation and wage growth has continued to be moderate, but price growth is currently higher locally than nationwide due to higher local demand for shelter and services. The combination of these factors has prompted small upward adjustments to the near-term economic outlook, but slowing consumer demand and diminishing financial conditions are expected to slow economic progress in the final quarter of 2023 and beginning of 2024, before recovering over the remainder of the year. By the start of 2025, the economy is anticipated to complete its rebalancing and stabilize, growing above potential GDP growth. Colorado is anticipated to fare slightly better than the nation as a whole over the course of the forecast period due to a marginally tighter labor market and a higher percentage of service spending.

GDP growth of 2.1 percent was higher than anticipated in 2022 due to sustainability of service spending in the first half of the year and continued slow growth in goods spending. 2024 GDP is anticipated to grow 0.8 percentage points and 2.3 percent in 2025. The Colorado rate of 2.8 percent and the U.S. unemployment rate of 3.7 percent remain above full employment and job growth continues. The gap between the number of job openings and unemployed workers also remains higher, suggesting tight labor market conditions. Wages and income growth for Colorado and the U.S. have also remained sturdier than anticipated as the tight labor market has kept wages and salaries elevated. A deep or protracted recession is still not currently expected. The strength of the labor market is expected to buoy the economy through the anticipated slowdown that is expected to begin toward the end of 2023

Revenue: General Fund and Cash Fund

General Fund Revenue increased 23.7 percent in Fiscal Year 2021-22 to \$17,697 million. Due to stronger than expected revenue collections, OSPB has upwardly revised General Fund expectations in FY 2022-23. General Fund revenue expectations in Fiscal Year 2023-24 are downwardly revised due to weaker economic expectations along with tax policy adjustments from the 2023 legislative session. General Fund revenue expectations in FY 2024-25 are revised upward largely due to strengthening consumer demand and an anticipated aggregate wage and salary resurgence following slower growth in FY 2023-24. Although General Fund revenue is projected to fall in FY 2023-24 when the economy is anticipated to slow, Colorado is likely better positioned fiscally relative to most state governments around the nation.



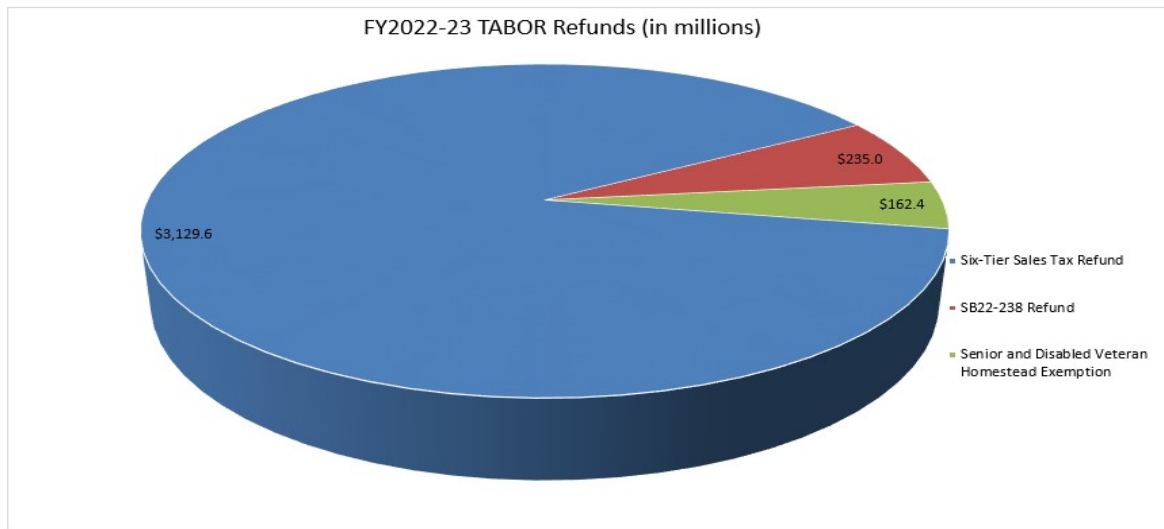
Source

The Governor's Office of State Planning and Budgeting (2023). *Colorado Economic and Fiscal Outlook* (March 2023 and June 2023). Retrieved June 2023 from <https://www.colorado.gov/governor/economics>

Taxpayers Bill of Rights (TABOR)

Current law specifies three mechanisms by which revenue in excess of the cap 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 \$3,848.1 million in Fiscal Year 2021-22, revenue subject to TABOR is expected to remain above this cap through the duration of the forecast period. In Fiscal Year 2022-23, revenue is projected at \$3,375.6 million above the cap, reflecting an \$869.3 million revision as increased income and severance revenue are above previous expectations. In FY 2023-24, revenue above the cap is expected to fall to \$535.9 million due to tax policy changes and high 2022 inflation that allows for further growth in the Referendum C limit.



An estimated \$2,739.7 million of the \$3,848.1 million refund obligation from Fiscal Year 2021-22 was paid out as a part of the Colorado Cash Back last fall. Additionally, \$161.3 million is refunded via the senior homestead and disabled veterans property tax exemption expenditures and \$795.7 million via a sales tax refund this year. Note that \$151.4 million is currently listed as an underrefunded amount. This is because the TABOR certification occurred after the passage of Proposition 121, which eliminated the need for this mechanism, meaning that the \$151.4 million will not be sent out in the Fiscal Year 2021-22 refunds repaid in Fiscal Year 2022-23, but instead be applied to the following year's refund under current law. TABOR refunds in Fiscal Year 2023-24 are expected to fall in response to tightening financial conditions that limit firm profits, reduce consumer demand, and lead to falling wage and job growth.

Source

The Governor's Office of State Planning and Budgeting (2023). *Colorado Economic and Fiscal Outlook* (March 2023 and June 2023).

Retrieved June 2023 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 2023-24, the estimate revenue is \$32.2 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.
- Employees in the district received a promised 1 percent Cost-of-Living Adjustment (COLA) in January 2019.
- Other staff salary implications are confirmed but the details are being negotiated in the Interest-Based Strategies Negotiations. This includes increasing new teacher salaries and the amount of years that teachers get credit for when transferring into the district from six to ten.
- 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.



For more information visit: <https://www.adams12.org/our-district/strategic-plan>

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 <https://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>	\$ 5,380,085	 
Update learning materials, resources, and textbooks	\$ 1,789,782	  
Expand Career and Technical Education (CTE) programming	\$ 2,625,013	  
Add Academic Interventionists at elementary and K-8 schools	\$ 1,724,157	
Increase early career educator salary and compensation across all experience levels to remain competitive in the market	\$ 3,817,008	
Increase experience credit to 10 years to better recruit veteran teachers	\$ 596,594	
Develop and implement a new program for teacher leadership	\$ 1,789,782	  
Implement 1% Cost-of-Living Adjustment (COLA) for all staff	\$ 3,221,608	
Implement salary adjustments for identified Administrative and Classified (support staff) roles to remain competitive in the market	\$ 178,979	
Add Counselors and Social Workers to schools at all levels	\$ 4,112,920	 
Develop and implement social-emotional learning curriculum	\$ 477,276	 
Expand preschool to new locations	\$ 835,231	  
Add a member to the district Crisis Response Team	\$ 119,318	 
Install facility access cards at high schools	\$ 357,956	
Add additional Campus Supervisors at high school (2 per comprehensive high school)	\$ 477,275	
Reduce district-level student fees	\$ 1,312,507	 
Update technology devices and systems	\$ 178,979	 
Allocate resources to district charter schools based on enrollment	\$ 3,221,608	 
TOTAL:	\$ 32,216,078	

*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.

1.3 Value

The educational value provided to students who are served by Adams 12 Five Star Schools shall be reasonable compared to the costs of the resources used to provide that education.

- The value added by educating school-age children and young adults and graduating them shall be reasonable compared to the costs expended annually toward those ends.
- The Colorado School District Performance Framework scores-to-cost ratio shall improve annually compared to the previous year and compared to similar school districts. This ratio is the combined total of all points earned by the district on the district's performance framework divided by operating fund expenditures during the same year.



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:

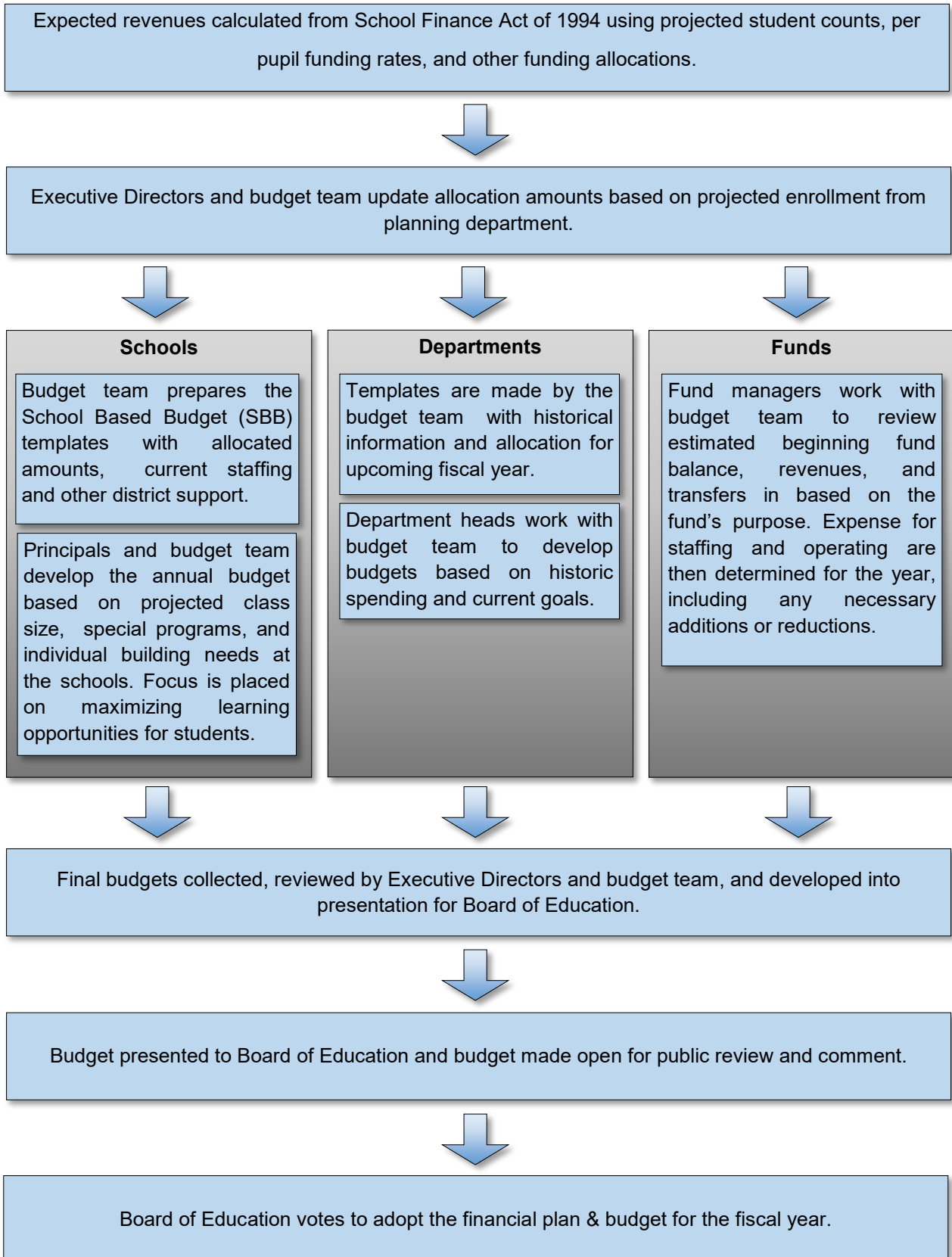
1. Fail to include credible projections of revenues, carryover funds and expenses, separation of capital and operational items, and disclosure of planning assumptions for the organization as a whole, for each school and operating unit, and for each fund.
2. Provide less for Board prerogatives during 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

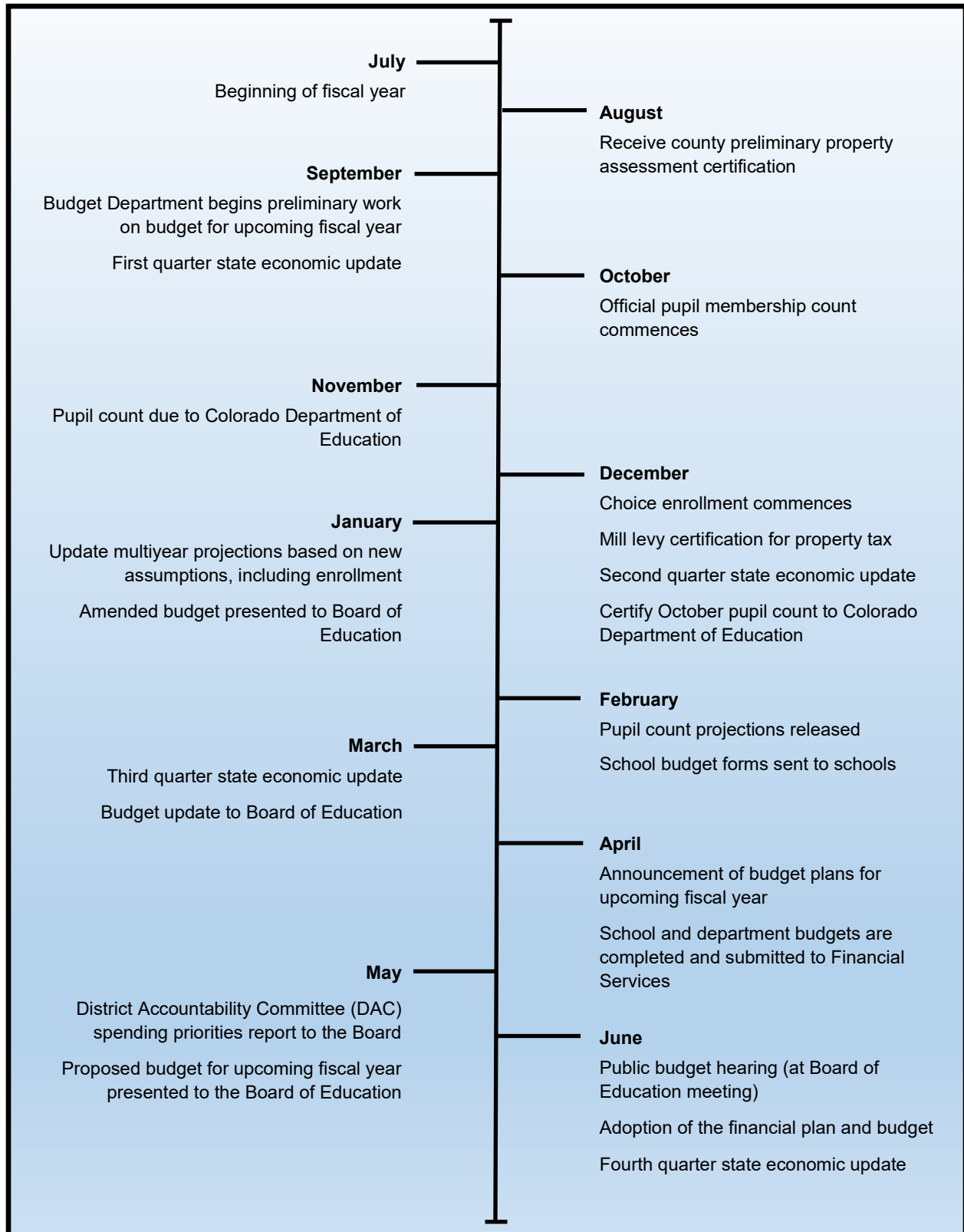
In January, multi-year projections are updated based on new assumptions including enrollment projections. In February and March, funding needs and the prioritization of the allocation of resources are reviewed and budget information is distributed to schools and departments. Throughout the month of March, 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*⁶:

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 its 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.

⁶ 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 2023-24 mainly result from the following components:

Employee Compensation

- The District Twelve Educator's Association negotiated a change to the certified salary schedule, salaries now start at \$58,000, which is an increase of over \$12,000 from Fiscal Year 2022-2023. Changes to steps and lanes within the salary schedule will ensure certified staff will receive no less than a 6.00 percent increase in salary.
- Classified and Administrative staff will receive a 6.00 percent cost of living increase.

Employee Benefits

- Health insurance premiums were budgeted with an anticipated increase of 4.71 percent in Fiscal Year 2023-24 effective January 1st, 2024.

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 4.00 percent and no more than 8.00 percent 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 principal 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 24, 2023, notice was then published in the local newspaper on May 28, 2023.

- 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 2023-24 on June 7, 2023.
- 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 2023-24 budget on June 7, 2023.
- 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:

- Board Member.
- 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/leadership/board-of-education/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, roofing projects and debt payments such as cops and leases.

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 seven 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 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

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 local grants, vendor rebates, business donations, and fund balances assigned for periodic high-cost expenditures, such as textbooks and band uniforms.





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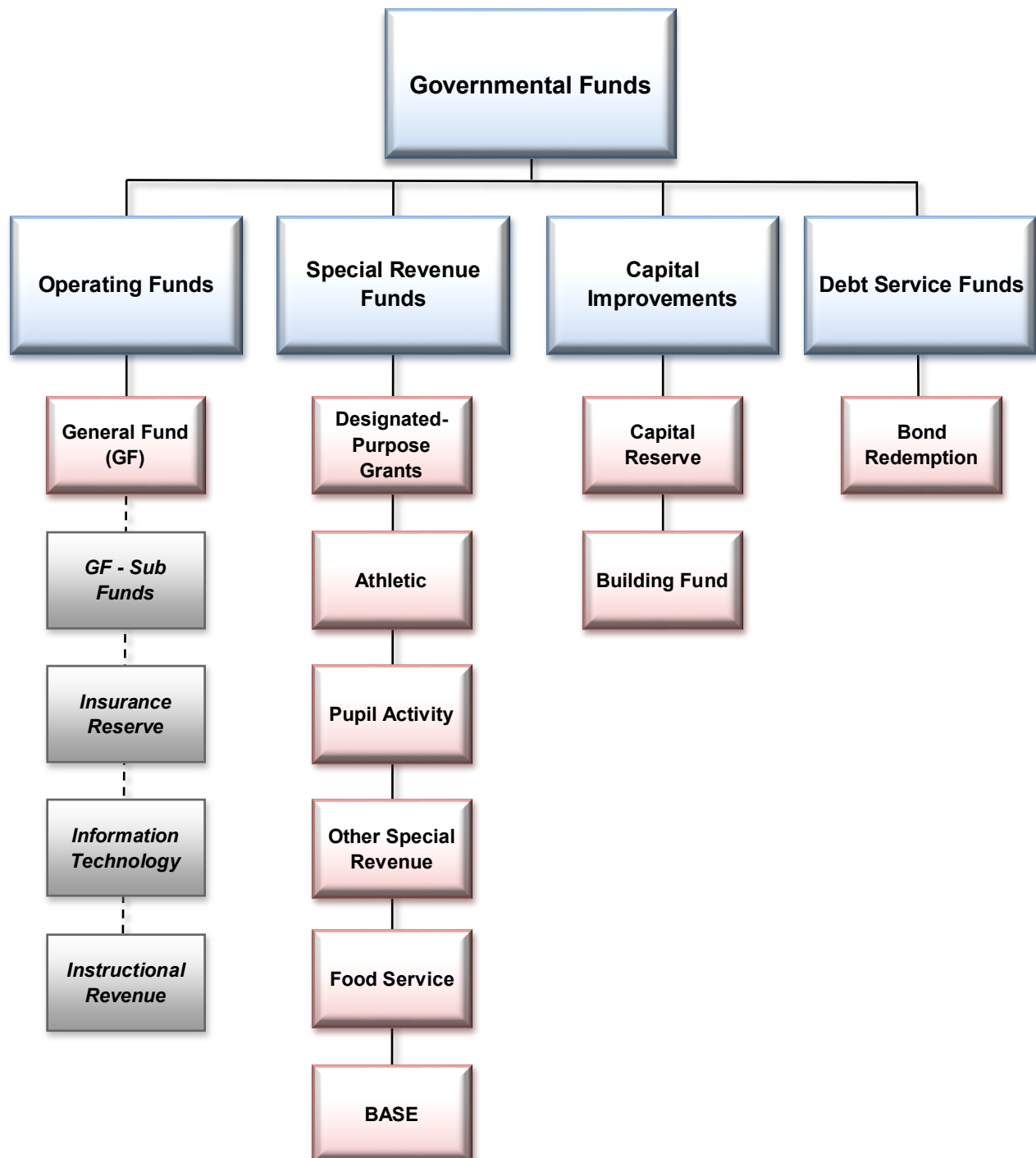


FINANCIAL SECTION

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 2019-2020 TO 2026-2027**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 380,355,183	\$ 324,793,786	\$ 299,918,225	\$ 315,999,034	\$ 232,399,621	\$ 225,848,886	\$ 243,477,714	\$252,065,071
Local Support								
Property Tax	210,237,216	212,442,619	230,450,242	229,600,061	249,403,987	244,227,567	240,299,076	236,723,870
Specific Ownership Taxes	13,704,723	13,025,604	12,142,272	13,183,230	13,183,230	13,183,230	13,183,230	13,183,230
Other Local	14,642,632	5,777,294	12,510,847	12,496,064	12,985,469	13,472,433	13,766,809	14,071,731
State Support								
State Equalization	226,389,820	207,218,434	230,882,915	247,080,258	256,827,045	267,120,820	268,479,169	272,043,315
State Categorical	25,571,597	20,570,763	33,619,870	34,744,427	44,795,981	43,926,070	43,724,906	43,138,470
Audit Adjustment & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	41,821,747	63,029,535	57,905,484	61,229,797	48,289,645	33,919,710	33,506,891	33,083,480
Other Support								
Tuition & Fees	3,262,104	2,157,074	3,880,133	3,610,358	3,156,105	3,161,544	3,167,037	3,172,585
Community Use	2,971,048	2,286,172	2,579,413	3,250,777	2,800,934	2,865,539	2,931,911	3,000,098
Transfer In From Other Funds	21,778,863	21,810,591	30,730,654	45,553,342	33,121,625	33,121,625	33,121,625	33,121,625
Earnings on Investment	8,636,001	557,282	(1,471,778)	1,208,795	2,057,809	1,781,951	1,781,951	1,781,951
Other Miscellaneous	7,342,366	4,622,895	3,624,337	3,008,744	532,010	532,010	532,010	532,010
Total Revenue	576,358,117	553,498,264	616,854,390	654,965,853	667,153,840	657,312,498	654,494,614	653,852,366
Total Available Resources	956,713,300	878,292,051	916,772,615	970,964,887	899,553,461	883,161,384	897,972,328	905,917,438
Expenditures								
Employee Salaries	274,022,905	277,725,370	288,678,448	309,732,837	333,753,077	328,882,252	333,186,568	336,315,281
Employee Benefits	87,859,698	85,642,230	94,347,165	103,610,432	110,897,589	109,586,567	111,401,952	111,484,821
Purchased Services	31,037,510	30,394,364	30,923,831	36,618,926	36,799,588	31,657,371	32,329,693	32,929,421
Supplies & Materials	17,426,957	24,223,783	22,066,714	30,673,401	25,507,733	24,187,755	24,432,161	24,773,766
Utilities	7,243,101	7,922,333	9,586,145	9,706,418	10,325,167	10,324,812	10,479,056	10,635,606
Property/Equipment	105,280,881	49,556,394	26,131,974	36,020,850	22,351,912	5,516,435	5,309,458	5,433,472
Debt Services	52,477,705	47,270,625	62,347,426	107,731,436	43,767,204	43,668,100	42,050,675	43,985,950
Internal Charge/Reimbursements	179,397	278,369	220,804	391,591	981,467	(1,411,347)	(1,585,809)	(1,819,797)
Other Expenditures	245,696	251,319	420,149	19,090,691	7,923,942	5,522,174	5,396,750	5,211,814
Contingency Reserve	-	-	-	2,553,431	3,732,876	1,698,322	1,710,015	1,721,883
Total Expenditures	575,773,850	523,264,788	534,722,656	656,130,012	596,040,555	559,632,441	564,710,519	570,672,216
Transfers								
Allocations to Charter Schools	35,487,122	34,423,655	38,619,462	41,600,414	45,817,520	48,240,312	49,422,470	50,163,807
Charter School Service Charges	(1,120,322)	(1,125,164)	(1,239,435)	(1,199,448)	(1,275,125)	(1,275,125)	(1,275,125)	(1,275,125)
Transfer to Governmental Designated Grant Fund	-	-	-	-	-	-	-	-
Transfer to BASE Fund	-	2,278,610	-	-	-	-	-	-
Transfer for Athletic Subsidy	1,333,019	1,423,719	1,517,237	3,618,320	2,598,749	2,598,749	2,598,749	2,598,749
Transfer to Capital Reserve	6,911,056	6,803,436	1,075,226	4,167,851	2,710,004	2,710,004	2,710,004	2,710,004
Transfer for Student Fee Waivers	9,550,207	7,541,064	4,457,756	4,335,093	4,237,269	4,237,269	4,237,269	4,237,269
Transfer of Other Funds for Prior Year Commitments	213,713	217,774	235,322	10,926,105	255,019	255,019	255,019	255,019
Transfer to Information Technology Fund	-	-	19,952,046	19,232,420	19,681,097	19,681,097	19,681,097	19,681,097
Transfer to Insurance Reserve	3,770,868	3,545,988	3,493,067	3,616,330	3,639,487	3,639,487	3,639,487	3,639,487
Total Transfers	56,145,663	55,109,082	68,110,681	86,297,085	77,664,020	80,086,812	81,268,970	82,010,307
Total Year End Expenditures & Transfers	631,919,513	578,373,870	602,833,337	742,427,097	673,704,575	639,719,253	645,979,489	652,682,523
Reserves Designated								
TABOR Reserve	9,973,038	11,011,445	12,342,385	12,800,988	13,871,791	14,473,889	14,607,682	14,741,951
Reserved for Multi-Year Obligations	10,975,952	10,975,952	10,216,410	11,924,375	13,570,567	13,273,149	12,966,261	12,651,947
Contingency Reserve - 3% Per Board Policy	8,800,277	10,126,932	-	-	-	-	-	-
Encumbrances and Carryover	192,335	262,476	683,795	-	-	-	-	-
Designated Reserve Commitments	244,484,033	223,731,730	230,330,676	158,607,502	157,879,756	178,651,958	193,995,819	200,440,176
School Carryforward	367,987	3,205,597	2,957,437	-	2,389,374	-	-	-
CPP Reserve	-	-	-	-	-	-	-	-
Assigned	12,967,403	1,784,470	4,292,091	-	-	-	-	-
Designated Override Reserve	24,603,476	27,023,428	28,228,612	20,730,251	15,844,001	12,265,621	9,075,083	5,886,126
Unassigned	12,429,285	11,796,149	24,887,872	24,474,674	22,293,397	24,777,514	21,347,994	19,514,715
Ending Fund Balance	324,793,786	299,918,180	313,939,278	228,537,790	225,848,886	243,442,131	251,992,839	253,234,914
Total Appropriations	\$ 956,713,300	\$ 878,292,051	\$ 916,772,615	\$ 970,964,887	\$ 899,553,461	\$ 883,161,384	\$ 897,972,328	\$ 905,917,438

- Listed above is a consolidated summary of all funds for an eight year period from Fiscal Year 2019-20 through Fiscal Year 2026-27. 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 2022-2023 TO 2023-2024

	2022-2023 Amended Budget			2023-2024 Adopted Budget		
	Beginning Fund Balance	Revenues / Transfers In	Total Resources	Beginning Fund Balance	Revenues / Transfers In	Total Resources
Operating Funds						
General Fund	84,638,575	444,839,751	529,478,326	73,146,399	482,554,628	555,701,027
Insurance Reserve Fund	4,348,686	3,644,459	7,993,145	4,007,992	3,639,487	7,647,479
Information Technology Fund	5,069,337	19,255,336	24,324,673	6,512,942	19,740,607	26,253,549
Instructional Revenue Fund	-	15,131,114	15,131,114	10,611,885	4,237,269	14,849,154
Special Revenue Funds						
Governmental Designated-Purpose Grants Fund	-	59,805,234	59,805,234	-	46,424,609	46,424,609
Interscholastic Athletic Fund	322,832	4,530,520	4,853,352	1,734,130	3,664,999	5,399,129
Pupil Activity Special Revenue Fund	4,771,937	3,665,912	8,437,849	4,646,270	3,963,383	8,609,653
Other Special Revenue Fund	2,849,053	1,965,484	4,814,537	3,573,601	2,448,681	6,022,282
Food Service Fund	11,010,654	13,043,113	24,053,767	10,385,037	14,387,729	24,772,766
Before, After, and Summer Enrichment Program Fund (BASE)	2,725,000	6,465,940	9,190,940	2,992,049	7,525,731	10,517,780
Capital Improvement Funds						
Capital Reserve Capital Projects Fund	28,261,224	7,607,379	35,868,603	28,497,824	6,177,946	34,675,770
Building Capital Projects Fund	36,881,229	2,648,847	39,530,076	23,041,505	271,658	23,313,163
Debt Service Fund						
Bond Redemption Debt Service Fund	124,376,815	72,362,764	196,739,579	63,249,987	72,117,113	135,367,100
Total Resources	\$ 305,255,342	\$ 654,965,853	\$ 960,221,195	\$ 232,399,621	\$ 667,153,840	\$ 899,553,461

- 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 85-86 and the Other Funds section.
- Major variances in Revenue/Transfers consist of the following:
 1. General Fund - Details of increase included on pages 85-86.
 2. Information Technology Fund - Expenditures increased due to negotiated salary and benefit increases.
 3. Instructional Revenue Fund - Transfer reduced in 2023-24 due to beginning fund balance from the Instructional Special Revenue Fund being transferred into the fund in 2022-23.
 4. Governmental Grants Fund - All increases/decreases detailed on page 110.
 5. Interscholastic Athletic Fund - Transfer reduced in 2023-2024 due to one time costs in implementing 2 sports at each Middle and K-8 schools in 2022-2023.
 6. Other Special Revenue Fund - Increase in revenues due to the addition of the Rose Foundation grant in 2023-2024.
 7. Food Service Fund - Increase in revenue due to the Healthy School Meals for All program, participation is anticipated to increase.
 8. Before, After, and Summer Enrichment Fund - Increase in revenue due to an increase in rates to offset negotiated salary and benefit increases.
 9. Capital Reserve Capital Projects Fund - Transfer in reduced in 2023-24 in order to support recurring costs in the General Fund.
 10. Building Capital Projects Fund - Decrease in Other Misc. revenue due to decrease in e-rate reimbursements.

ADAMS 12 FIVE STAR SCHOOLS
SUMMARY OF ALL FUNDS - TOTAL EXPENDITURES AND TRANSFERS OUT
FISCAL YEARS 2022-2023 TO 2023-2024

	2022-2023 Amended Budget			2023-2024 Adopted Budget		
	Expenditures	Transfers Out	Total Expenditures & Transfers	Expenditures	Transfers Out	Total Expenditures & Transfers
Operating Funds						
General Fund	393,330,740	75,553,393	468,884,133	415,293,263	77,664,020	492,957,283
Insurance Reserve Fund	3,980,410	-	3,980,410	4,133,494	-	4,133,494
Information Technology Fund	19,313,437	-	19,313,437	21,256,557	-	21,256,557
Instructional Revenue Fund	4,286,797	-	4,286,797	3,558,191	-	3,558,191
Special Revenue Funds						
Governmental Designated Purpose Grants Fund	59,805,234	-	59,805,234	46,424,609	-	46,424,609
Interscholastic Athletic Fund	4,505,657	-	4,505,657	3,711,298	-	3,711,298
Pupil Activity Special Revenue Fund	3,571,383	-	3,571,383	3,670,159	-	3,670,159
Other Special Revenue Fund	2,659,779	-	2,659,779	3,893,194	-	3,893,194
Food Service Fund	14,393,673	-	14,393,673	15,298,705	-	15,298,705
Before, After, and Summer Enrichment Program Fund (BASE)	6,409,487	-	6,409,487	7,492,896	-	7,492,896
Capital Improvement Funds						
Capital Reserve Capital Projects Fund	9,482,393	-	9,482,393	7,167,101	-	7,167,101
Building Capital Projects Fund	29,855,447	-	29,855,447	23,313,163	-	23,313,163
Debt Service Fund						
Bond Redemption Debt Service Fund	104,535,575	-	104,535,575	40,827,925	-	40,827,925
Total Expenditures & Transfers Out	\$ 656,130,012	\$ 75,553,393	\$ 731,683,405	\$ 596,040,555	\$ 77,664,020	\$ 673,704,575

- Details of increase 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 2023-2024

	General Fund	Insurance Reserve Fund	Information Technology Fund	Instructional Revenue Fund	Sub-Total Operating Funds
Beginning Fund Balance					
and Net Assets	\$ 73,146,399	\$ 4,007,992	\$ 6,512,942	\$ 10,611,885	\$ 94,279,218
Local Support					
Property Tax	177,286,874	-	-	-	177,286,874
Specific Ownership Taxes	13,183,230	-	-	-	13,183,230
Other Local	19,076	-	-	-	19,076
State Support					
State Equalization	256,827,045	-	-	-	256,827,045
State Categorical	33,329,489	-	-	-	33,329,489
Audit Adjustment & Other	-	-	-	-	-
Federal Support					
Federal Revenue	-	-	-	-	-
Other Support					
Tuition & Fees	821,963	-	-	-	821,963
Community Use	260,000	-	-	-	260,000
Transfer In From Other Funds	-	3,639,487	19,681,097	4,237,269	27,557,853
Earnings on Investment	664,451	-	-	-	664,451
Other Miscellaneous	162,500	-	59,510	-	222,010
Total Revenue	482,554,628	3,639,487	19,740,607	4,237,269	510,171,991
Total Available Resources	555,701,027	7,647,479	26,253,549	14,849,154	604,451,209
Expenditures					
Employee Salaries	291,668,420	295,553	7,077,449	-	299,041,422
Employee Benefits	98,268,352	93,460	2,105,230	-	100,467,042
Purchased Services	12,183,489	3,626,081	9,552,849	-	25,362,419
Supplies & Materials	8,348,733	68,900	236,081	3,558,191	12,211,905
Utilities	10,284,259	-	23,328	-	10,307,587
Property/Equipment	454,311	1,500	3,076,000	-	3,531,811
Debt Services	-	-	-	-	-
Internal Charges/Reimbursements	(7,047,468)	46,500	(1,022,800)	-	(8,023,768)
Other Expenditures	353,653	1,500	8,420	-	363,573
Contingency Reserve	779,514	-	200,000	-	979,514
Total Expenditures	415,293,263	4,133,494	21,256,557	3,558,191	444,241,505
Transfers					
Allocations to Charter Schools	45,817,520	-	-	-	45,817,520
Charter School Service Charges	(1,275,125)	-	-	-	(1,275,125)
Transfer to Governmental Designated Grant Fund	-	-	-	-	-
Transfer to BASE Fund	-	-	-	-	-
Transfer for Athletic Subsidy	2,598,749	-	-	-	2,598,749
Transfer to Capital Reserve	2,710,004	-	-	-	2,710,004
Transfer for Student Fee Waivers	4,237,269	-	-	-	4,237,269
Transfer of Other Funds for Prior Year Commitments	255,019	-	-	-	255,019
Transfer to Information Technology Fund	19,681,097	-	-	-	19,681,097
Transfer to Insurance Reserve	3,639,487	-	-	-	3,639,487
Total Transfers	77,664,020	-	-	-	77,664,020
Total Year End Expenditures & Transfers	492,957,283	4,133,494	21,256,557	3,558,191	521,905,525
Reserves Designated					
TABOR Reserve	13,148,249	-	-	-	13,148,249
Reserved for Multi-Year Obligations	11,370,368	-	-	-	11,370,368
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-
Designated Reserve Commitments	2,718,433	3,513,985	4,653,141	7,296,641	18,182,200
School Carryforward	2,389,374	-	-	-	2,389,374
CPP Reserve	-	-	-	-	-
Designated Override Reserve	10,823,923	-	343,851	3,994,322	15,162,096
Unassigned	22,293,397	-	-	-	22,293,397
Ending Fund Balance	62,743,744	3,513,985	4,996,992	11,290,963	82,545,684
Total Appropriations	\$ 555,701,027	\$ 7,647,479	\$ 26,253,549	\$ 14,849,154	\$ 604,451,209

- 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 2023-2024

	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	\$ -	\$ 1,734,130	\$ 4,646,270	\$ 3,573,601	\$ 10,385,037	\$ 2,992,049	\$ 23,331,087
Local Support							
Property Tax	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-
Other Local	-	217,350	1,913,922	1,596,338	1,028,701	7,525,731	12,282,042
State Support							
State Equalization	-	-	-	-	-	-	-
State Categorical	6,621,591	-	-	-	4,844,901	-	11,466,492
Audit Adjustment & Other	-	-	-	-	-	-	-
Federal Support							
Federal Revenue	39,803,018	-	-	-	8,486,627	-	48,289,645
Other Support							
Tuition & Fees	-	543,900	1,790,242	-	-	-	2,334,142
Community Use	-	305,000	-	552,343	-	-	857,343
Transfer In From Other Funds	-	2,598,749	255,019	-	-	-	2,853,768
Earnings on Investment	-	-	4,200	-	17,500	-	21,700
Other Miscellaneous	-	-	-	300,000	10,000	-	310,000
	46,424,609	3,664,999	3,963,383	2,448,681	14,387,729	7,525,731	78,415,132
	46,424,609	5,399,129	8,609,653	6,022,282	24,772,766	10,517,780	101,746,219
Expenditures							
Employee Salaries	21,324,560	1,712,467	81,340	1,233,593	5,115,364	4,603,452	34,070,776
Employee Benefits	6,160,391	410,887	18,859	412,128	1,629,543	1,596,543	10,228,351
Purchased Services	3,605,480	210,637	1,020,704	368,671	403,699	621,942	6,231,133
Supplies & Materials	1,087,739	368,089	2,342,751	1,229,193	6,709,666	194,697	11,932,135
Utilities	1,020	-	-	-	-	16,560	17,580
Property/Equipment	299,550	26,500	37,774	15,275	340,000	7,500	726,599
Debt Services	-	-	-	-	-	-	-
Internal Charges/Reimbursements	7,049,151	258,110	138,834	14,223	1,095,200	449,692	9,005,210
Other Expenditures	6,896,718	5,800	29,897	620,111	5,233	2,510	7,560,269
Contingency Reserve	-	718,808	-	-	-	-	718,808
Total Expenditures	46,424,609	3,711,298	3,670,159	3,893,194	15,298,705	7,492,896	80,490,861
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 for Student Fee Waivers	-	-	-	-	-	-	-
Transfer of Other Funds for Prior Year Commitments	-	-	-	-	-	-	-
Transfer to Information Technology Fund	-	-	-	-	-	-	-
Transfer to Insurance Reserve	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	46,424,609	3,711,298	3,670,159	3,893,194	15,298,705	7,492,896	80,490,861
Reserves Designated							
TABOR Reserve	-	31,988	111,251	73,460	177,033	225,772	619,504
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-
Designated Reserve Commitments	-	1,655,843	4,281,831	2,055,628	9,297,028	2,799,112	20,089,442
School Carryforward	-	-	-	-	-	-	-
CPP Reserve	-	-	-	-	-	-	-
Designated Override Reserve	-	-	546,412	-	-	-	546,412
Unassigned	-	-	-	-	-	-	-
Ending Fund Balance	-	1,687,831	4,939,494	2,129,088	9,474,061	3,024,884	21,255,358
Total Appropriations	\$ 46,424,609	\$ 5,399,129	\$ 8,609,653	\$ 6,022,282	\$ 24,772,766	\$ 10,517,780	\$ 101,746,219

ADAMS 12 FIVE STAR SCHOOLS
SUMMARY OF ALL FUNDS
REVENUE BY SOURCE
EXPENDITURES BY OBJECT AND FUND RESERVES
FISCAL YEAR 2023-2024

	Total Operating Special Revenue Funds	Bond Redemption Fund	Capital Reserve Fund	Building Fund	Total All Funds
Beginning Fund Balance	\$ 117,610,305	\$ 63,249,987	\$ 28,497,824	\$ 23,041,505	\$ 232,399,621
Local Support					
Property Tax	177,286,874	72,117,113	-	-	249,403,987
Specific Ownership Taxes	13,183,230	-	-	-	13,183,230
Other Local	12,301,118	-	684,351	-	12,985,469
State Support					
State Equalization	256,827,045	-	-	-	256,827,045
State Categorical	44,795,981	-	-	-	44,795,981
Audit Adjustment & Other	-	-	-	-	-
Federal Support					
Federal Revenue	48,289,645	-	-	-	48,289,645
Other Support					
Tuition & Fees	3,156,105	-	-	-	3,156,105
Community Use	1,117,343	-	1,683,591	-	2,800,934
Transfer In From Other Funds	30,411,621	-	2,710,004	-	33,121,625
Earnings on Investment	686,151	-	1,100,000	271,658	2,057,809
Other Miscellaneous	532,010	-	-	-	532,010
Total Revenue	588,587,123	72,117,113	6,177,946	271,658	667,153,840
Total Available Resources	706,197,428	135,367,100	34,675,770	23,313,163	899,553,461
Expenditures					
Employee Salaries	333,112,198	-	135,003	505,876	333,753,077
Employee Benefits	110,695,393	-	46,992	155,204	110,897,589
Purchased Services	31,593,552	16,000	1,649,422	3,540,614	36,799,588
Supplies & Materials	24,144,040	-	287,340	1,076,353	25,507,733
Utilities	10,325,167	-	-	-	10,325,167
Property/Equipment	4,258,410	-	2,092,940	16,000,562	22,351,912
Debt Services	-	40,811,925	2,955,279	-	43,767,204
Internal Charge/Reimbursements	981,442	-	25	-	981,467
Other Expenditures	7,923,842	-	100	-	7,923,942
Contingency Reserve	1,698,322	-	-	2,034,554	3,732,876
Total Expenditures	524,732,366	40,827,925	7,167,101	23,313,163	596,040,555
Transfers					
Allocations to Charter Schools	45,817,520	-	-	-	45,817,520
Charter School Service Charges	(1,275,125)	-	-	-	(1,275,125)
Transfer to Governmental Designated Grant Fund	-	-	-	-	-
Transfer to BASE Fund	-	-	-	-	-
Transfer for Athletic Subsidy	2,598,749	-	-	-	2,598,749
Transfer to Cap Reserve	2,710,004	-	-	-	2,710,004
Transfer for Student Fee Waivers	4,237,269	-	-	-	4,237,269
Transfer of Other Funds for Prior Year Commitments	255,019	-	-	-	255,019
Transfer to Information Technology Fund	19,681,097	-	-	-	19,681,097
Transfer to Insurance Reserve	3,639,487	-	-	-	3,639,487
Total Transfers	77,664,020	-	-	-	77,664,020
Total Year End Expenditures & Transfers	602,396,386	40,827,925	7,167,101	23,313,163	673,704,575
Reserves Designated					
TABOR Reserve	13,767,753	-	104,038	-	13,871,791
Reserved for Multi-Year Obligations	11,370,368	-	2,200,199	-	13,570,567
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-
Encumbrances and Carryover Designated	38,271,642	94,539,175	25,068,939	-	157,879,756
School Carryforward	2,389,374	-	-	-	2,389,374
CPP Reserve	-	-	-	-	-
Designated Override Reserve	15,708,508	-	135,493	-	15,844,001
Unassigned	22,293,397	-	-	-	22,293,397
Ending Fund Balance	103,801,042	94,539,175	27,508,669	-	225,848,886
Total Appropriations	\$ 706,197,428	\$ 135,367,100	\$ 34,675,770	\$ 23,313,163	\$ 899,553,461

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 2023-24 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 (CDE) website. The funded pupil count is projected to be 35,520 which includes 3,770 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 2023-24 will be \$8,076, an increase of \$598 (or 8.00 percent) over the Fiscal Year 2022-23 base of \$7,478. Total Program per pupil district revenues, as adjusted by the funding factors below, is expected to be \$10,484 per funded pupil and will amount to \$372.5 million for Fiscal Year 2023-24.

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 2023-24.
- **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 1.56 percent, an improvement over the final Fiscal Year 2022-23 budgeted factor of 3.67 percent, but still amounts to \$6.7 million in decreased funding.

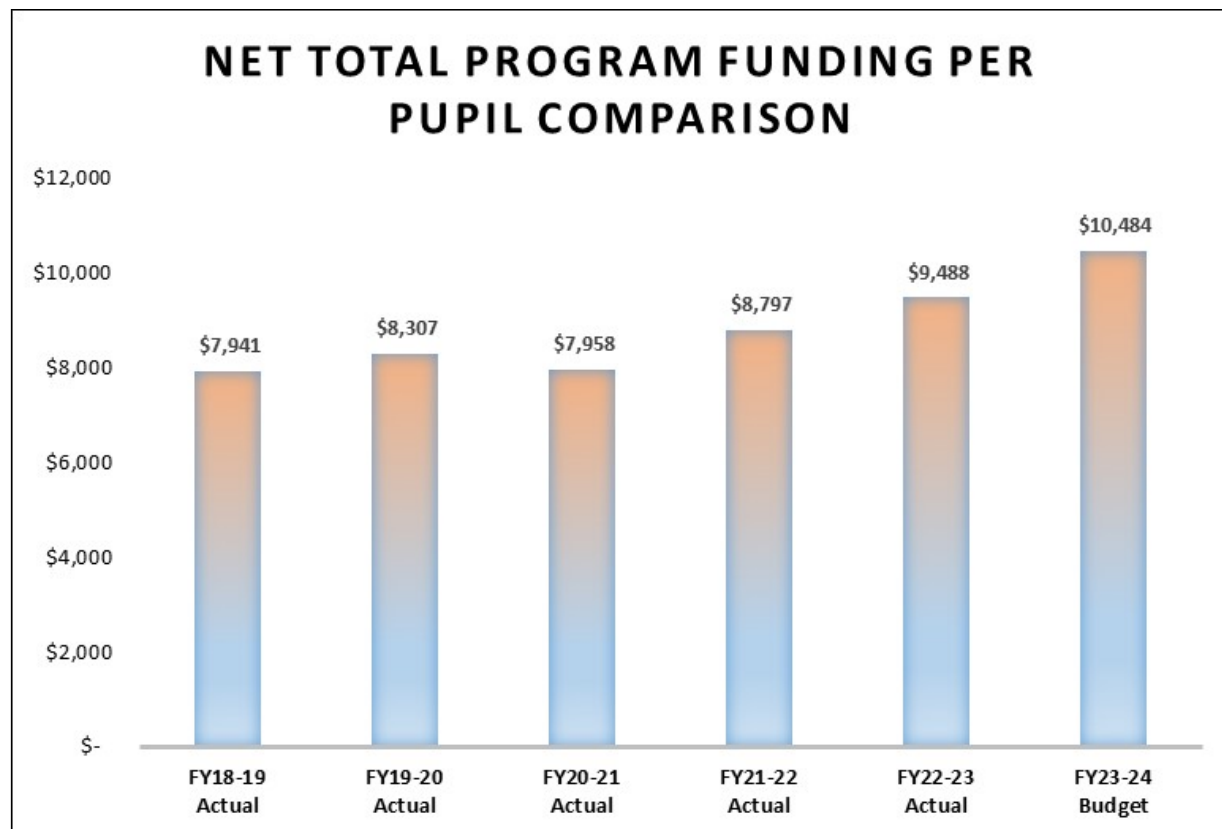
At-Risk Funding

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 18,536 students according to Total Program Funding, and will provide nearly \$22.6 million in additional funding for Fiscal Year 2023-24.

ELL Funding

Beginning in Fiscal Year 2021-22, 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 3,744 and will provide nearly \$3.0 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 \$177.3 million for Fiscal Year 2023-24.

- 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 \$4.1 billion for properties within the district, the base property tax revenue is \$110.3 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 \$67.6 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 \$5.3 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 2023-2024 Adams 12 Five Star Schools will receive an additional \$2.0 million in Special Education funding with the passage of SB 23-099 which increases the allocation for each child identified with specific disabilities (known as Tier B funding) from \$4,318 to \$6,000. Total projected funding of \$15.2 million is planned for Fiscal Year 2023-24.

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 2023-24.

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 \$1.5 million is projected in Fiscal Year 2023-24. 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 2023-24.

Expenditures

The General Fund accounts for the vast majority of the district's expenditures. General Fund expenditures and transfers are budgeted at \$493.0 million for Fiscal Year 2023-24. This is an overall increase of \$24.1M from the Fiscal Year 2022-23 Amended Budget.

The majority of the expenditure increase is due to negotiated salary increases for each employee group. The District Twelve Educator's Association negotiated a change to the certified salary schedule, salaries now start at \$58.0 thousand which is an increase of over \$12.0 thousand from Fiscal Year 2022-23. Changes to steps and lanes within the salary schedule will ensure Certified staff will receive no less than a 6.00 percent increase in salary. Classified and Administrative staff will receive a 6.00 percent cost of living increase. In order to fund electives at Elementary Schools at 1.0 FTE, ten certified staff were added to the budget, and nearly 20.0 FTE were added in the special education department to meet the growing needs of students. Benefit expenses increased by 4.71 percent for medical insurance premiums. The PERA employer rate for Fiscal Year 2023-24 remains at 21.40 percent.

Other adjustments include a variety of increases in both recurring and one time expenditures. The total increase in recurring expenses beyond salary and benefits is \$1.5 million, primarily to increase department operating budgets due to inflation. Total increases in one time expenses equate to \$8.8 million to fund additional school based staff, election fees, and supplies and materials to support the districts assessment of future construction and instructional needs. As required by law and Board Policy the district's expenditure increases match the recurring and one time funding sources.

Transfers

The transfers to other funds total \$77.6 million. This includes \$2.7 million for the Capital Reserve Fund, \$3.6 million for the Insurance Reserve Fund, \$19.7 million for the Information Technology Fund, \$2.6 million for the Athletic Fund, \$4.2 million for the Instructional Revenue Fund, \$0.3 million to the Pupil Activity Special Revenue Fund, and \$44.5 million to the district's 4 charter schools.

Reserves

The ending fund balance for Fiscal Year 2023-24 is projected to increase by \$1.7 million to \$62.7 million. This increase is the direct result of the \$2.1 million increase to the multi-year obligations. The multi-year obligation budgeted at \$11.4 million covers post employment benefit stipends paid to former eligible certified and classified employees. Approximately 65 certified and 40 classified staff budgeted for this benefit in Fiscal Year 2023-24, and the forecast remains the same for the next 3 years. The increase in multi-year obligations is offset by the continued use of fund balance within designated override balance. Reserves have been established to meet requirements under Article X, Section 20 of the Colorado Constitution (TABOR). The TABOR reserve is estimated to be \$13.1 million. 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 4.00 percent and no more than 8.00 percent of general fund revenue will be held as unassigned fund balance. The Fiscal Year 2023-24 budget includes unassigned fund balance of 5.17 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 2023-24, \$5.8 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, 4.30 percent in Fiscal Year 2024-25 and 2.70 percent in Fiscal Year 2025-26, the budget stabilization factor is projected to be brought down to \$0 in Fiscal Year 2024-25 and Fiscal Year 2025-26. Both of these revenue increases are offset by the impact of continued declining enrollment, the district continues to maintain the use of 5 year averaging over the reporting period, however the variance between average funded pupils and enrollment is decreasing. Increases in expenditures assume salary adjustments for a step and step equivalent, health insurance premium adjustments of 5.00 percent each year, the PERA contribution remains constant at 21.4 percent in the reporting 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 4.50 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 \$555.7 million in Fiscal Year 2023-24. Estimated expenditures of \$415.3 million and transfers out to other funds of \$77.7 million will leave an estimated ending fund balance of \$62.7 million at the end of the Fiscal Year 2023-24. For the Fiscal Year 2024-25 through 2026-27, 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 \$67.6 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>32,216,078</u>
Total	\$ 67,616,078

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



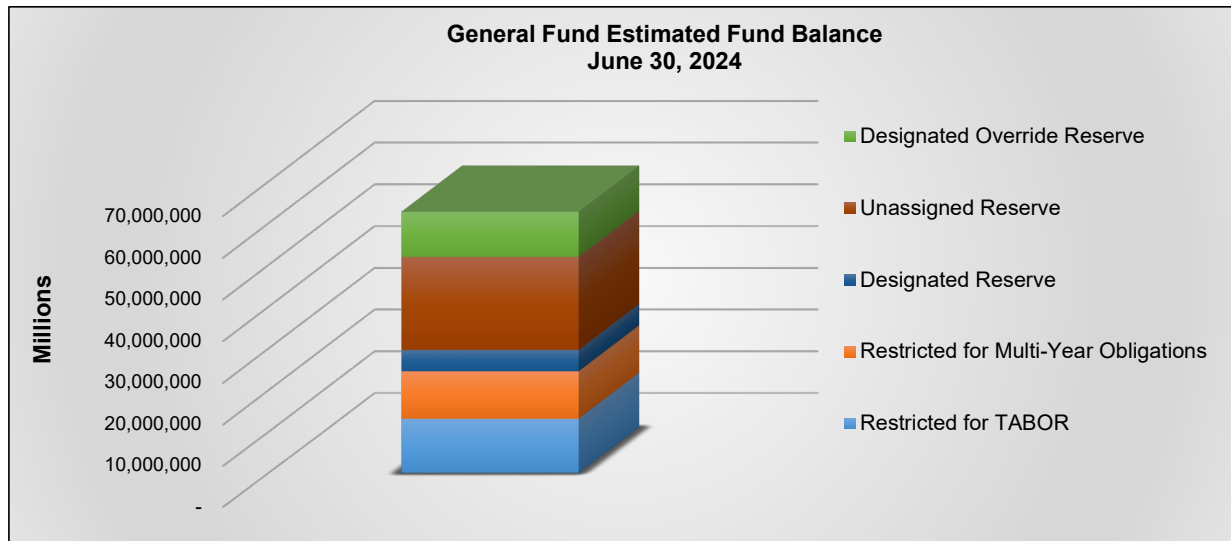
- Smaller Class Sizes
- Teacher Leadership
- Gifted and Talented
- Retention of highly qualified staff
- Increase safety and security

- 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 2019-2020 TO 2023-2024**

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Amended Budget	2023-2024 Adopted Budget
Beginning Fund Balance	\$ 63,489,960	\$ 81,246,746	\$ 72,574,854	\$ 84,638,575	\$ 73,146,399
Revenues	408,824,777	381,593,573	426,228,879	444,839,751	482,554,628
Transfers In	-	-	-	-	-
Total Revenue Sources	408,824,777	381,593,573	426,228,879	444,839,751	482,554,628
Total Resources Available	472,314,737	462,840,319	498,803,733	529,478,326	555,701,027
Expenditures	334,922,328	335,156,383	346,034,751	393,330,740	415,293,263
Transfers Out	56,145,663	55,109,082	68,116,047	75,553,393	77,664,020
Total Expenditures and Transfers Out	391,067,991	390,265,465	414,150,797	468,884,133	492,957,283
Total Revenue Over (Under) Total Expenditures and Transfers Out	17,756,787	(8,671,892)	12,078,082	(24,044,382)	(10,402,655)
Ending Fund Balance:	\$ 81,246,746	\$ 72,574,854	\$ 84,652,935	\$ 60,594,193	\$ 62,743,744



Fiscal Year 2023-2024 Estimated Ending Fund Balance	Amount
Restricted for TABOR	13,148,249
Restricted for Multi-Year Obligations	11,370,368
Designated Reserve	5,107,807
Designated Override Reserve	10,823,923
Unassigned Reserve	22,293,397
Total	\$ 62,743,744

ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2019-2020 TO 2026-2027

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 63,489,960	\$ 81,246,746	\$ 72,574,854	\$ 84,638,575	\$ 73,146,399	\$ 62,743,744	\$ 59,728,508	\$ 53,302,983
Local Support								
Property Taxes	145,201,116	146,491,394	157,843,439	157,237,297	177,286,874	179,322,165	181,884,214	184,150,494
Specific Ownership Taxes	13,704,723	13,025,604	12,142,272	13,183,230	13,183,230	13,183,230	13,183,230	13,183,230
Other Local	25,122	14,930	21,480	19,112	19,076	19,076	19,076	19,076
State Support								
State Equalization	226,389,820	207,218,434	230,882,915	247,080,258	256,827,045	267,120,820	268,479,169	272,043,315
State Categorical	18,596,386	13,094,424	25,204,069	25,371,368	33,329,489	33,996,079	33,996,079	33,996,079
Audit Adjustment & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	902,363	1,029,983	1,313,463	1,145,274	821,963	821,963	821,963	821,963
Community Use	327,350	345,841	257,792	395,912	260,000	260,000	260,000	260,000
Transfer In From Other Funds	-	-	-	-	-	-	-	-
Earnings on Investment	3,347,434	162,820	(1,718,964)	175,000	664,451	664,451	664,451	664,451
Other Miscellaneous	330,464	210,144	282,412	232,300	162,500	162,500	162,500	162,500
Total Revenue	408,824,777	381,593,573	426,228,879	444,839,751	482,554,628	495,550,284	499,470,682	505,301,108
Total Available Resources	472,314,737	462,840,319	498,803,733	529,478,326	555,701,027	558,294,028	559,199,190	558,604,091
Expenditures								
Employee Salaries	232,061,958	237,514,751	245,891,722	271,679,544	291,668,420	294,626,783	298,719,002	301,797,225
Employee Benefits	76,124,115	73,835,679	81,266,950	91,626,822	98,268,352	99,265,078	100,952,584	100,992,875
Purchased Services	15,860,228	15,744,999	7,966,284	12,156,309	12,183,489	11,413,845	11,585,053	11,758,829
Supplies & Materials	6,107,758	6,071,558	7,348,291	9,562,426	8,348,733	8,348,733	8,473,964	8,601,073
Utilities	7,221,677	7,907,403	9,533,150	9,647,598	10,284,259	10,284,259	10,438,523	10,595,101
Property/Equipment	2,629,895	812,125	743,801	937,044	454,311	454,311	461,126	468,043
Debt Service	527,980	-	-	-	-	-	-	-
Internal Charge/Reimbursements	(5,808,357)	(6,913,390)	(6,894,657)	(4,590,586)	(7,047,468)	(7,047,468)	(7,153,180)	(7,260,478)
Other Expenditures	197,075	183,257	179,209	275,665	353,653	353,653	358,958	364,342
Contingency Reserve	-	-	-	2,035,918	779,514	779,514	791,207	803,075
Total Expenditures	334,922,328	335,156,383	346,034,751	393,330,740	415,293,263	418,478,708	424,627,237	428,120,085
Transfers								
Allocations to Charter Schools	35,487,122	34,423,655	38,619,462	41,600,414	45,817,520	48,240,312	49,422,470	50,163,807
Charter School Service Charges	(1,120,322)	(1,125,164)	(1,234,069)	(1,199,448)	(1,275,125)	(1,275,125)	(1,275,125)	(1,275,125)
Transfer to Governmental Designated Grant Fund	-	-	-	-	-	-	-	-
Transfer to BASE Fund	-	2,278,610	-	-	-	-	-	-
Transfer for Athletic Subsidy	1,333,019	1,423,719	1,517,237	3,618,320	2,598,749	2,598,749	2,598,749	2,598,749
Transfer to Capital Reserve	6,911,056	6,803,436	1,075,226	4,167,851	2,710,004	2,710,004	2,710,004	2,710,004
Transfer for Student Fee Waivers	9,550,207	7,541,064	4,457,756	4,335,093	4,237,269	4,237,269	4,237,269	4,237,269
Transfer to Other Funds for Prior Year Commitments	213,713	217,774	235,322	182,413	255,019	255,019	255,019	255,019
Transfer to Information Technology Fund	-	-	19,952,046	19,232,420	19,681,097	19,681,097	19,681,097	19,681,097
Transfer to Insurance Reserve	3,770,868	3,545,988	3,493,067	3,616,330	3,639,487	3,639,487	3,639,487	3,639,487
Total Transfers	56,145,663	55,109,082	68,116,047	75,553,393	77,664,020	80,086,812	81,268,970	82,010,307
Total Year End Expenditures & Transfers	391,067,991	390,265,465	414,150,797	468,884,133	492,957,283	498,565,520	505,896,207	510,130,392
Reserves Designated								
TABOR Reserve	8,800,277	10,126,932	11,511,871	12,216,897	13,148,249	13,538,119	13,655,731	13,773,343
Reserved for Multi-Year Obligations	10,975,952	10,975,952	10,216,410	9,262,272	11,370,368	11,370,368	11,370,368	11,370,368
Contingency Reserve - 3% Per Board Policy	8,800,277	10,126,932	-	-	-	-	-	-
Encumbrances and Carryover	192,335	262,476	683,795	-	-	-	-	-
Designated Reserve Commitments	6,511,054	1,839,435	7,672,233	2,937,639	2,718,433	2,718,433	2,718,433	2,718,433
School Carryforward	367,987	3,205,597	2,957,437	-	2,389,374	-	-	-
CPP Reserve	-	-	-	-	-	-	-	-
Assigned	12,967,403	1,784,470	4,292,091	-	-	-	-	-
Designated Override Reserve	20,202,175	22,456,911	22,431,227	11,702,711	10,823,923	7,324,074	4,210,457	1,096,840
Unassigned	12,429,285	11,796,149	24,887,871	24,474,674	22,293,397	24,777,514	21,347,994	19,514,715
Ending Fund Balance	\$ 81,246,746	\$ 72,574,854	\$ 84,652,935	\$ 60,594,193	\$ 62,743,744	\$ 59,728,508	\$ 53,302,983	\$ 48,473,699
Total Appropriations	472,314,737	462,840,319	498,803,733	529,478,326	555,701,027	558,294,028	559,199,190	558,604,091

- 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.

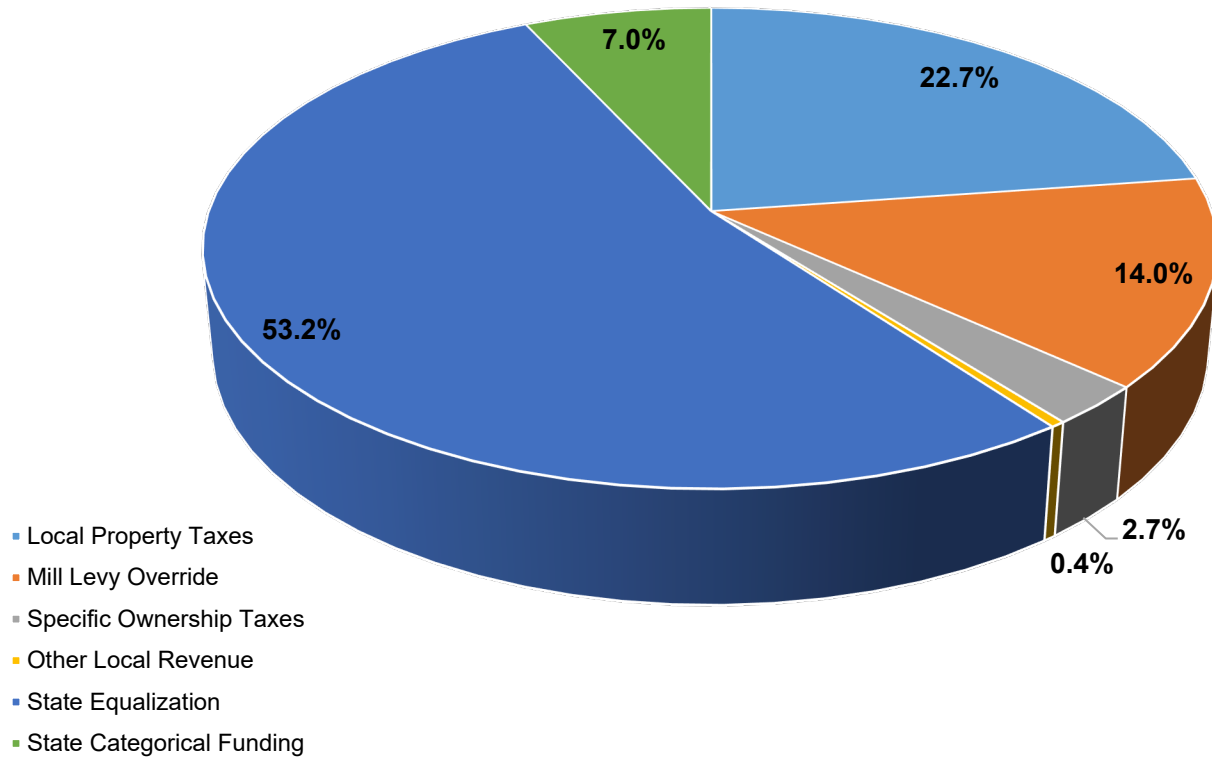
**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF REVENUES
FISCAL YEARS 2019-2020 TO 2023-2024**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	Actual	Actual	Actual	Amended Budget	Adopted Budget
Local Revenues					
Base Property Taxes	\$ 81,824,789	\$ 82,277,888	\$ 93,134,788	\$ 91,445,622	\$ 109,320,796
Mill Levy Override Elections	63,129,000	63,655,851	64,220,968	65,229,702	67,616,078
Delinquent Taxes	247,327	557,655	487,683	561,973	350,000
Specific Ownership Taxes	13,704,723	13,025,604	12,142,272	13,183,230	13,183,230
Community Use	327,350	345,841	257,792	395,912	260,000
Investment Earnings	3,347,434	162,820	(1,718,964)	175,000	664,451
Tuition/Fees	902,363	1,029,983	1,313,463	1,145,274	821,963
Other Local	355,586	225,073	303,892	251,412	181,576
Total Local Revenues	163,838,572	161,280,715	170,141,895	172,388,125	192,398,094
State Revenues					
State Equalization	226,389,820	207,218,434	230,882,915	247,080,258	256,827,045
Special Education	9,057,632	9,127,092	9,935,665	12,693,754	15,223,943
Transportation	2,156,762	2,235,208	2,151,439	2,109,379	2,109,379
Career and Technical Education	986,662	1,323,064	2,151,324	1,590,621	1,830,752
Gifted and Talented Program	374,494	373,459	375,628	350,949	353,050
English Language Proficiency Act	-	-	-	1,300,285	1,479,725
Universal Preschool	-	-	-	-	4,658,425
State Other	6,020,835	35,601	10,590,012	7,326,380	7,674,215
Total State Revenues	244,986,205	220,312,858	256,086,983	272,451,626	290,156,534
Total Revenues	408,824,777	381,593,573	426,228,879	444,839,751	482,554,628
Transfers In	-	-	-	-	-
Total Revenues and Transfers In	\$ 408,824,777	\$ 381,593,573	\$ 426,228,879	\$ 444,839,751	\$ 482,554,628

- During the 2022 legislative session HB22-1295 developed the Department of Early Childhood along with universal preschool for all four year olds and three year olds with qualifying factors. Preschool students will be counted and funded through this department and will now be part of state revenues.

- State revenue for English Language Proficiency Act (ELPA) was moved from the Grant Fund into the General Fund in Fiscal Year 2022-2023.

**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF REVENUES
FISCAL YEAR 2023-2024**



General Fund Revenue Summary	Amount	Percent
Local Property Taxes	\$ 109,670,796	22.7%
Mill Levy Override	67,616,078	14.0%
Specific Ownership Taxes	13,183,230	2.7%
Other Local Revenue	1,927,990	0.4%
State Equalization	256,827,045	53.2%
State Categorical Funding	33,329,489	7.0%
Total Revenue	\$ 482,554,628	100.0%

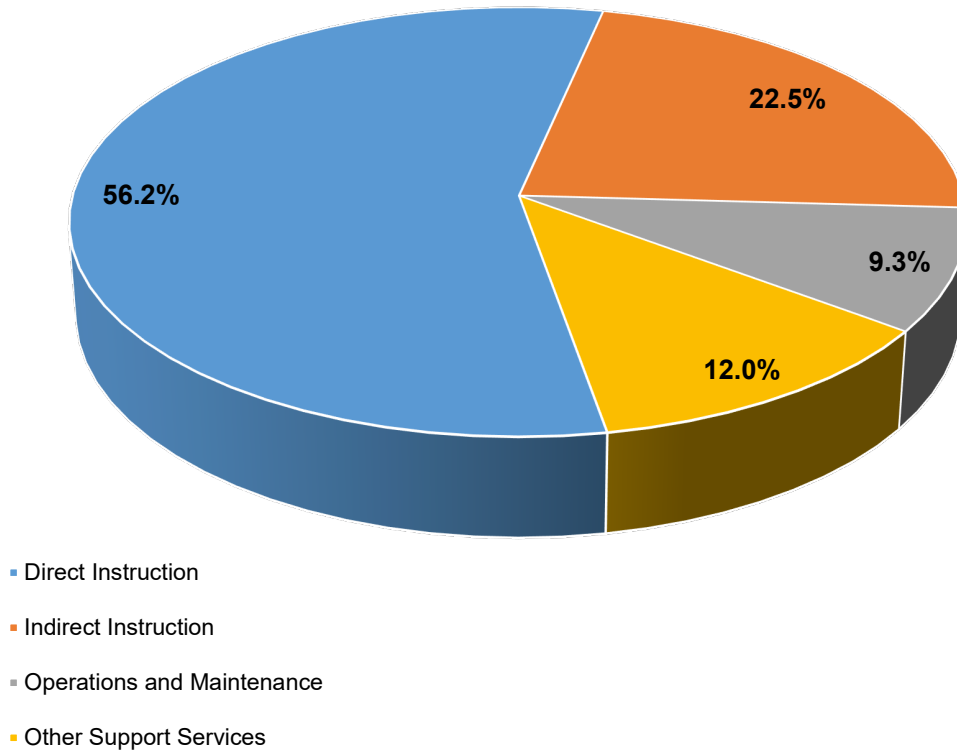
**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
EXPENDITURES BY PROGRAM
FISCAL YEARS 2019-2020 TO 2023-2024**

	2019-2020 Actual	2020-2021 Actual	2021-2022 Actual	2022-2023 Budget	2023-2024 Budget	Percent by Type
Direct Instruction						
Elementary Education	\$ 54,735,689	\$ 56,088,677	\$ 60,206,921	\$ 64,287,085	\$ 65,230,210	15.7%
K-8 Education	12,638,410	13,118,187	12,686,098	15,532,722	15,875,816	3.8%
Middle School Education	28,248,407	29,553,354	29,969,801	29,104,459	27,866,012	6.7%
High School Education	40,394,159	41,556,153	45,669,597	44,489,122	45,157,443	10.9%
Other Regular Education	27,380,734	26,260,755	29,313,690	27,935,955	31,934,001	7.7%
Special Education	35,689,907	36,450,476	37,956,565	42,157,397	47,171,011	11.4%
Total - Direct Instruction	199,087,306	203,027,602	215,802,672	223,506,740	233,234,493	56.2%
Indirect Instruction						
Student Support Services	18,959,061	21,193,106	21,881,716	23,666,189	26,196,742	6.3%
Instructional Staff Services	22,560,515	21,664,450	24,277,914	30,085,500	32,016,934	7.7%
School Administration	28,103,170	28,078,843	31,085,313	34,746,564	35,298,723	8.5%
Total - Indirect Instruction	69,622,746	70,936,399	77,244,943	88,498,253	93,512,399	22.5%
Total Instruction	268,710,052	273,964,001	293,047,615	312,004,993	326,746,892	78.7%
Other Programs						
General Administration	2,348,410	2,319,697	2,701,107	3,373,918	3,770,784	0.9%
Business/Fiscal Services	2,743,076	2,762,039	3,522,829	3,538,914	3,658,809	0.9%
Procurement and Warehouse	1,740,542	1,514,505	1,263,243	1,699,272	1,608,521	0.4%
Printing, Publishing, and Duplicating	198,178	256,672	6,707	-	-	0.0%
Operations and Maintenance	17,471,333	17,616,401	20,036,817	21,663,767	23,107,460	5.6%
Energy/Utilities	7,515,947	7,928,714	9,165,774	9,437,539	9,689,336	2.3%
Safety Services	3,961,402	4,007,474	4,507,599	5,054,459	5,638,110	1.4%
Pupil Transportation Services	12,853,492	9,385,593	10,747,509	12,935,409	13,759,328	3.3%
Communications	645,149	572,739	620,786	782,887	704,250	0.2%
Staff Services	3,990,324	4,062,251	3,564,702	5,630,853	5,826,520	1.4%
Information Technology	9,998,698	10,946,417	735,011	676,043	643,986	0.2%
Other Support Services	2,665,298	2,128,972	2,069,749	3,473,849	3,635,522	0.9%
Community Services	234,404	234,407	476,736	258,837	399,311	0.1%
Construction and Facility Development	405,016	491,385	352,554	1,431,236	1,553,616	0.4%
Debt Service	527,980	-	-	-	-	0.0%
District-Wide Indirect Costs	(1,086,973)	(3,034,884)	(3,787,008)	(2,111,794)	(2,907,808)	-0.7%
Other District-Wide	-	-	(2,996,979)	13,480,558	17,458,626	4.2%
Total Other Programs	66,212,276	61,192,382	52,987,136	81,325,747	88,546,371	21.5%
Total Expenditures Before Transfers	334,922,328	335,156,383	346,034,751	393,330,740	415,293,263	100.2%
Transfers Out	56,145,663	55,109,082	68,116,047	75,553,393	77,664,020	
Total Expenditures and Transfers	\$ 391,067,991	\$ 390,265,465	\$ 414,150,798	\$ 468,884,133	\$ 492,957,283	

- Other District-Wide category includes budget additional pay items not already placed in each location's budget. These allocations will be 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 a sub-fund of the General Fund

**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
EXPENDITURES BY PROGRAM
FISCAL YEAR 2023-2024**



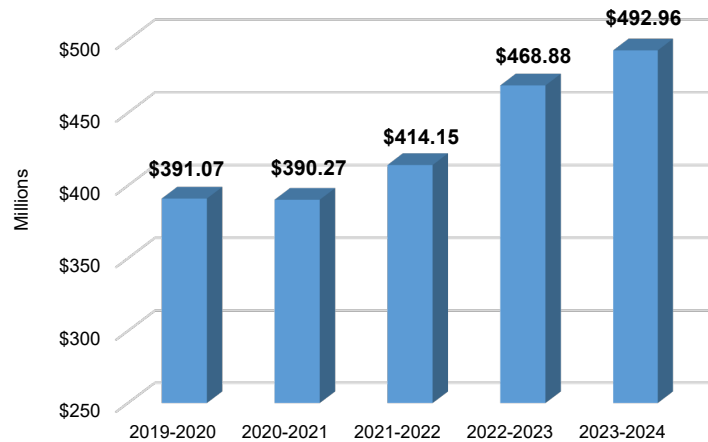
78.7% of General Fund expenditures consist of instructional program costs

General Fund Expenditures by Program		Amount	Percent
Direct Instruction	\$	233,234,493	56.2%
Indirect Instruction		93,512,399	22.5%
Operations and Maintenance		38,434,906	9.3%
Other Support Services		50,111,465	12.0%
Total	\$	415,293,263	100.0%

**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF EXPENDITURES BY OBJECT
FISCAL YEARS 2019-2020 TO 2023-2024**

	2019-2020		2020-2021	
	Actual	% of Total	Actual	% of Total
Salaries				
Administrative	\$ 15,974,677	4.5%	\$ 16,296,603	4.6%
Certified	156,022,173	43.7%	162,252,577	45.5%
Professional/Technical	12,679,192	3.6%	13,032,851	3.7%
Paraprofessionals	17,289,261	4.8%	16,928,722	4.7%
Office Support	11,224,139	3.1%	11,451,299	3.2%
Crafts, Trades, and Services	18,872,516	5.3%	17,552,699	4.9%
Total Salaries	232,061,958	65.0%	237,514,751	66.6%
Benefits				
PERA and Medicare	47,595,202	13.3%	50,135,780	14.0%
Insurances and Other Benefits	28,528,913	8.0%	23,699,899	6.6%
Total Benefits	76,124,115	21.3%	73,835,679	20.6%
Total Salaries and Benefits	308,186,073	86.3%	311,350,430	87.2%
Operating Budgets	26,736,255	7.5%	23,805,953	6.7%
Transfers to Other Funds	56,145,663	6.2%	55,109,082	6.1%
Total - Expenditures and Transfers	\$ 391,067,991		\$ 390,265,465	

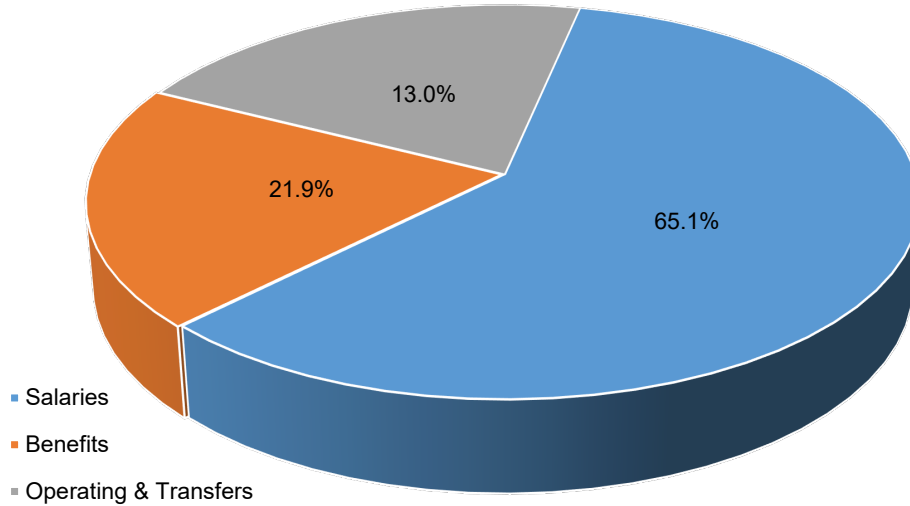
**Five-Year Comparison
of Total Expenditures & Transfers**



**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF EXPENDITURES BY OBJECT
FISCAL YEARS 2019-2020 TO 2023-2024**

	2021-2022		2022-2023		2023-2024	
	Actual	% of Total	Amended Budget	% of Total	Adopted Budget	% of Total
Salaries						
Administrative	\$ 17,135,106	4.5%	\$ 18,579,311	4.3%	\$ 19,548,135	4.4%
Certified	168,777,006	44.8%	180,119,179	42.0%	192,629,743	43.0%
Professional/Technical	9,626,838	2.6%	11,916,299	2.8%	12,569,971	2.8%
Paraprofessionals	19,020,467	5.0%	25,250,863	5.9%	27,890,434	6.2%
Office Support	11,723,479	3.1%	13,983,540	3.3%	15,503,260	3.5%
Crafts, Trades, and Services	19,608,826	5.2%	21,830,352	5.1%	23,526,877	5.2%
Total Salaries	245,891,722	65.2%	271,679,544	63.4%	291,668,420	65.1%
Benefits						
PERA and Medicare	52,072,266	13.8%	59,949,219	14.0%	65,002,083	14.5%
Insurances and Other Benefits	29,194,684	7.7%	31,677,603	7.4%	33,266,269	7.4%
Total Benefits	81,266,950	21.5%	91,626,822	21.4%	98,268,352	21.9%
Total Salaries and Benefits	327,158,672	86.7%	363,306,366	84.8%	389,936,772	87.0%
Operating Budgets	18,876,078	5.0%	30,024,374	7.0%	25,356,491	5.7%
Transfers to Other Funds	68,116,047	8.3%	75,553,393	8.2%	77,664,020	7.3%
Total - Expenditures and Transfers	\$ 414,150,797		\$ 468,884,133		\$ 492,957,283	

Fiscal Year 2023-2024 Expenditures by Object



***Salaries and Benefits make up 87.0% of General Fund expenditures and transfers**

**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF FULL TIME EQUIVALENT (FTE) STAFFING
FISCAL YEARS 2019-2020 TO 2023-2024**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2023-2024 Net Change
Schools						
Elementary Schools	874.15	841.73	895.64	868.15	884.20	16.05
K-8 Schools	202.40	208.25	216.03	210.66	213.19	2.53
Middle Schools	432.79	423.41	410.69	387.28	377.83	(9.45)
High Schools/Alternative Schools	699.76	727.67	685.33	734.84	741.96	7.12
Total Schools	2,209.10	2,201.06	2,207.69	2,200.93	2,217.18	16.25
Instructional Departments						
Adams 12 Five Star Online Program	-	-	63.90	-	-	-
Advanced Academics and Gifted Services	3.00	2.50	2.50	17.75	18.00	0.25
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	5.25	0.25
Culturally & Linguistically Diverse Education	100.10	100.10	103.87	127.32	131.60	4.28
Curriculum and Instruction	15.00	15.00	16.00	16.00	37.00	21.00
Early Childhood Student Support Services	189.70	189.97	188.40	187.05	125.12	(61.93)
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	90.80	87.80	87.30	91.80	9.80	(82.00)
Multi-Tiered System of Support	-	-	-	-	46.00	46.00
PEAK	5.79	5.67	5.67	5.67	5.67	-
School Effectiveness and Accountability	6.00	6.00	6.00	6.00	6.00	-
Student Engagement Initiatives	57.61	58.63	63.40	62.37	61.90	(0.47)
Student Support Services	529.55	529.23	535.71	548.61	654.80	106.19
Teacher and Principal Professional Learning	1.75	1.75	0.75	25.60	43.65	18.05
Total Instructional Departments	1,007.80	1,004.15	1,085.00	1,100.67	1,152.29	51.62
Support Departments						
Athletic Venues	4.87	4.87	4.62	4.62	4.62	-
Board of Education	1.00	1.00	1.00	1.00	1.00	-
Business Services	3.14	3.14	3.14	4.10	4.33	0.23
Communication Services	5.70	6.70	6.20	7.20	6.20	(1.00)
Custodial Services	186.08	186.08	189.08	189.08	188.48	(0.60)
Energy and Sustainability	2.95	2.95	2.95	3.00	3.00	-
Equity & Engagement	-	-	-	-	3.38	3.38
Facilities Planning and Development	0.75	0.75	0.75	9.00	9.00	-
Financial Services	21.00	21.00	22.00	22.00	22.00	-
Human Resources	24.50	25.50	26.50	28.27	28.27	-
Information Technology/IT Maintenance	38.00	40.00	-	-	-	-
Instructional Materials Center	4.00	4.00	-	-	-	-
Office of Policy and Legal Services	2.50	2.50	2.50	2.50	2.80	0.30
Office of Superintendent	1.50	1.50	1.50	1.50	1.50	-
Office of Deputy Superintendent	0.95	2.85	4.75	7.00	3.00	(4.00)
Operations and Maintenance	55.00	56.50	57.50	57.50	57.50	-
Print Studio/Records	7.75	8.00	-	-	-	-
Procurement	4.00	4.00	5.00	6.00	6.00	-
Pupil Transportation Services	180.91	185.50	186.50	186.50	186.50	-
Safe & Secure Environment	0.50	0.50	0.50	1.00	1.00	-
Safety Services	14.48	13.98	15.58	15.58	18.58	3.00
Warehouse	11.00	11.00	10.00	9.00	9.00	-
Total Support Departments	570.58	582.32	540.07	554.85	556.16	1.31
Total General Fund FTE	3,787.48	3,787.53	3,832.76	3,856.45	3,925.63	69.18

Explanation of Changes in Staffing

Schools

- Elementary schools were allocated additional FTE to increase their specials teachers to a 1.00 FTE for a total of 10.00 FTE. In addition a total of 6.00 FTE was allocated from enrollment reserve to ensure adequate staffing at certain locations.
- A 1.00 Assistant Principal was added to each K-8 school with the addition of 6-8 sports and preschool programs. This is offset by the overall decline of teachers due to declining enrollment.
- Due to overall declining enrollment FTE was reduced at Middle Schools.
- Due to the expansion of Career and Technical programs FTE increased at Alternative Schools.

Instructional Departments

- In Fiscal Year 2023-24 the district will open a Newcomer Center within Thornton High School, this will add a 1.00 Newcomer Center Director, 1.00 Counselor, 1.00 Administrative Assistant, and 1.00 ELD Teacher to the Culturally & Linguistic Diverse Education department. Other FTE will be funded within the Grant Fund.
- In an effort to appropriately align FTE within Instructional Departments a total of 82.00 FTE is planned to move from the Learning Services department into the following departments in Fiscal Year 2023-24:
 - 18.00 Instructional Coaches and 3.00 Coordinators to Curriculum and Instruction.
 - 18.50 Instructional Coaches to Teacher and Principal Professional Learning
 - 1.00 Director of Multi-Tiered Systems of Support, 0.50 Administrative Assistant, 1.00 Crisis Recovery/Suicide Prevention Coordinator, and 40.00 Social Emotional Learning Specialists to Multi-Tiered System of Support.
- The Multi-Tiered System of Support department was also approved to add 1.00 504 Coordinator, 0.50 Homebound Teacher, and 2.00 Special Program Paraprofessionals.
- A total of 70.27 special education FTE from the Preschool department was moved into Student Support Services. The Student Support Services also added 24.73 FTE that were previously funded from ESSER and Medicaid grant funds. Additionally 10.50 FTE were added to expand programming throughout the district.

Support Departments

- The Bond Communications Specialist was removed from the Communication department budget as it was a temporary position during Bond project implementation.
- With the addition of the Equity and Engagement department the following staff were moved from the Deputy Superintendent department; 1.00 Executive Director of Equity and Engagement, 1.00 Equity and Engagement Coordinator, and 0.70 Nondiscrimination Title IX Attorney
- Other notable changes include 0.30 Nondiscrimination Title IX Attorney to the Legal department and the removal of 1.00 Ombudsman from the Deputy Superintendent department.
- The Safety Services department added 2.00 School Security Liaisons and 1.00 Threat Assessment Specialist.



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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, cybersecurity, 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 property and liability coverage, Pinnacol Assurance for workers' compensation, and Arthur Gallagher for cybersecurity insurance 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 8.00 percent of paid claims, which is capped once a claim meets the \$0.5 million deductible. The beginning fund balance is estimated to be \$4.0 million for Fiscal Year 2023-24, 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 \$1.4 million, 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 \$3.6 million 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 increase based upon history and the upcoming economic recession and current inflation, and will be funded by the insurance reserves until depleted. The insurance reserves are budgeted to decrease by \$434,007 used to fund deductibles in Fiscal Year 2023-24.



**ADAMS 12 FIVE STAR SCHOOLS
INSURANCE RESERVE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2019-2020 TO 2026-2027**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 4,393,292	\$ 4,679,883	\$ 4,820,568	\$ 4,348,686	\$ 4,007,992	\$ 3,513,985	\$ 2,849,735	\$ 1,876,230
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	3,770,868	3,545,988	3,493,067	3,616,330	3,639,487	3,639,487	3,639,487	3,639,487
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	194,794	156,412	12,684	28,129	-	-	-	-
Total Revenues	3,965,662	3,702,400	3,505,751	3,644,459	3,639,487	3,639,487	3,639,487	3,639,487
Total Available Resources	8,358,954	8,382,281	8,326,319	7,993,145	7,647,479	7,153,472	6,489,222	5,515,717
Expenditures								
Employee Salaries	297,720	303,598	267,174	280,211	295,553	300,577	305,687	310,884
Employee Benefits	89,148	92,431	84,586	89,487	93,460	95,049	96,665	98,308
Purchased Services	3,177,723	3,108,411	3,567,043	3,541,866	3,626,081	3,787,518	4,087,813	4,336,889
Supplies & Materials	22,345	7,294	21,358	20,000	68,900	70,209	71,543	72,902
Utilities	240	-	-	-	-	-	-	-
Property/Equipment	-	5,273	13,495	846	1,500	1,500	1,500	1,500
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	139,322	64,745	67,044	46,500	46,500	47,384	48,284	49,201
Other Expenditures	(47,427)	(20,037)	(43,068)	1,500	1,500	1,500	1,500	1,500
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	3,679,071	3,561,714	3,977,633	3,980,410	4,133,494	4,303,737	4,612,992	4,871,184
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	3,679,071	3,561,714	3,977,633	3,980,410	4,133,494	4,303,737	4,612,992	4,871,184
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Insurance Reserve Fund	4,679,883	4,820,567	4,348,686	4,012,735	3,513,985	2,849,735	1,876,230	644,533
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 4,679,883	\$ 4,820,567	\$ 4,348,686	\$ 4,012,735	\$ 3,513,985	\$ 2,849,735	\$ 1,876,230	\$ 644,533
Total Appropriations	\$ 8,358,954	\$ 8,382,281	\$ 8,326,319	\$ 7,993,145	\$ 7,647,479	\$ 7,153,472	\$ 6,489,222	\$ 5,515,717

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

During Fiscal Year 2023-24, the Information Technology Fund will continue to support the many systems and services that were brought online during the pandemic so that staff and students can engage in teaching and learning during the school year. This Fund supports over 30,000 Chromebooks and 1,000 hotspots for student use. It also supports online learning platforms and digital curricula as well as a Service Desk for student and family tech support. During Fiscal Year 2023-24, the Information Technology Fund will use a portion of beginning fund balance to help support the implementation and rollout of Multi-Tiered System of Support (MTSS) software to support the individual needs of our students, a new Transportation software system, a new IT Service Management system (ITSM), a replacement of core network technology, and other key technology projects.



**ADAMS 12 FIVE STAR SCHOOLS
INFORMATION TECHNOLOGY FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2019-2020 TO 2026-2027**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 5,069,337	\$ 6,512,942	\$ 4,996,992	\$ 4,181,643	\$ 3,062,093
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	19,232,420	19,681,097	19,681,097	19,681,097	19,681,097
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	-	-	27,411	22,916	59,510	59,510	59,510	59,510
Total Revenues	-	-	19,979,457	19,255,336	19,740,607	19,740,607	19,740,607	19,740,607
Total Available Resources	-	-	19,979,457	24,324,673	26,253,549	24,737,599	23,922,250	22,802,700
Expenditures								
Employee Salaries	-	-	5,174,334	6,286,692	7,077,449	7,197,766	7,320,128	7,444,570
Employee Benefits	-	-	1,484,674	1,881,525	2,105,230	2,141,019	2,177,416	2,214,432
Purchased Services	-	-	7,387,387	9,019,121	9,552,849	9,696,142	9,841,584	9,989,208
Supplies & Materials	-	-	1,735,846	174,375	236,081	236,081	236,081	236,081
Utilities	-	-	32,549	39,600	23,328	23,328	23,328	23,328
Property/Equipment	-	-	182,751	2,538,207	3,076,000	2,076,000	2,076,000	2,076,000
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	-	-	(1,087,794)	(1,025,500)	(1,022,800)	(1,022,800)	(1,022,800)	(1,022,800)
Other Expenditures	-	-	5,738	8,720	8,420	8,420	8,420	8,420
Contingency Reserve	-	-	-	390,697	200,000	200,000	200,000	200,000
Total Expenditures	-	-	14,915,486	19,313,437	21,256,557	20,555,956	20,860,157	21,169,239
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	(5,366)	-	-	-	-	-
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	-	-	(5,366)	-	-	-	-	-
Total Year End Expenditures & Transfers	-	-	14,910,120	19,313,437	21,256,557	20,555,956	20,860,157	21,169,239
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Information Technology Fund	-	-	4,723,754	4,667,385	4,653,141	3,837,792	2,718,242	1,289,610
CPP Reserve	-	-	-	-	-	-	-	-
Designated Override Reserve	-	-	345,583	343,851	343,851	343,851	343,851	343,851
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ 5,069,337	\$ 5,011,236	\$ 4,996,992	\$ 4,181,643	\$ 3,062,093	\$ 1,633,461
Total Appropriations	\$ -	\$ -	\$ 19,979,457	\$ 24,324,673	\$ 26,253,549	\$ 24,737,599	\$ 23,922,250	\$ 22,802,700

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

Instructional Revenue Fund

Statement of Program

This fund was created to replace the Instructional Special Revenue Fund. Due to the district no longer charging or collecting tuition for full-day Kindergarten students the beginning fund balance from the Instructional Special Revenue Fund was transferred into the Instructional Revenue Fund in Fiscal Year 2022-23. Expenditures included in this fund are those used to support textbook and curriculum purchases, implementation of curriculum, and consumable supplies & materials at schools to eliminate student fees.

Curriculum is generally purchased on a three to five year cycle, therefore expenditures may fluctuate overtime in future years.



**ADAMS 12 FIVE STAR SCHOOLS
INSTRUCTIONAL REVENUE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2019-2020 TO 2026-2027**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 10,611,885	\$ 11,290,963	\$ 11,934,460	\$ 12,542,019
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	-	-	-	395,106	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	-	-	14,736,008	4,237,269	4,237,269	4,237,269	4,237,269
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	15,131,114	4,237,269	4,237,269	4,237,269	4,237,269
Total Available Resources	-	-	-	15,131,114	14,849,154	15,528,232	16,171,729	16,779,288
Expenditures								
Employee Salaries	-	-	-	602,260	-	-	-	-
Employee Benefits	-	-	-	227,335	-	-	-	-
Purchased Services	-	-	-	-	-	-	-	-
Supplies & Materials	-	-	-	3,456,602	3,558,191	3,629,355	3,701,942	3,775,981
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	-	-	-	-	-	-	-	-
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	-	-	-	-	-	-	-	-
Other Expenditures	-	-	-	600	-	-	-	-
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	4,286,797	3,558,191	3,629,355	3,701,942	3,775,981
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	-	-	-	4,286,797	3,558,191	3,629,355	3,701,942	3,775,981
Reserves Designated								
TABOR Reserve	-	-	-	11,853	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Instructional Special Revenue Fund	-	-	-	2,671,128	7,296,641	7,984,441	8,633,640	9,243,883
CPP Reserve	-	-	-	-	-	-	-	-
Designated Override Reserve	-	-	-	8,161,336	3,994,322	3,914,436	3,836,147	3,759,424
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ 10,844,317	\$ 11,290,963	\$ 11,898,877	\$ 12,469,787	\$ 13,003,307
Total Appropriations	\$ -	\$ -	\$ -	\$ 15,131,114	\$ 14,849,154	\$ 15,528,232	\$ 16,171,729	\$ 16,779,288

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 2023-24 Governmental Designated-Purpose Grant Fund budget is \$46.4 million and includes onetime Federal funds from the Elementary and Secondary School Emergency Relief (ESSER) Fund totaling \$9.0 million. When compared to the Fiscal Year 2022-23 amended budget, the Grant Fund budget has a net decrease of \$13.4 million due to decreases in Federal funding of \$11.2 million and State grants of \$2.2 million.

The funding decrease of \$11.2 million is due primarily to the spending of onetime COVID-19 pandemic relief funds and federal grant carryover funds. The State funding decrease of \$2.2 million is mainly due to the completion of the Building Excellent Schools Today (BEST) grant funds. In Fiscal Year 2022-23, the District budgeted \$14.6 million for ESSER compared to the budgeting of \$9.0 million for Fiscal Year 2023-24, which will complete the grant.

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 post-secondary 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.



Other Federal Awards (continued)

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.

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.

Other Federal Awards (continued)

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.

Emergency Connectivity Fund

The Emergency Connectivity Fund (ECF) Program provides funding to meet the remote learning needs of students, school staff, and library patrons who would otherwise lack access to connected devices and broadband connections sufficient to engage in remote learning during the COVID-19 emergency period. Congress established the Emergency Connectivity Fund (ECF) through section 7402 of the American Rescue Plan Act of 2021 (Act), and appropriated \$7.2 billion for the purchase of eligible equipment, advanced telecommunications, and information services.





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ADAMS 12 FIVE STAR SCHOOLS
GOVERNMENTAL DESIGNATED-PURPOSE GRANTS FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2019-2020 TO 2026-2027

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	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	5,738,624	7,372,249	8,311,336	8,810,594	6,621,591	4,988,192	4,688,192	4,000,944
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	33,803,603	49,614,340	40,897,008	50,994,640	39,803,018	25,263,350	24,677,404	24,077,404
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	-	-	-	-	-	-	-
Earnings on Investment	11,697	5,249	-	-	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	39,553,923	56,991,838	49,208,344	59,805,234	46,424,609	30,251,542	29,365,596	28,078,348
Total Available Resources	39,553,923	56,991,838	49,208,344	59,805,234	46,424,609	30,251,542	29,365,596	28,078,348
Expenditures								
Employee Salaries	25,104,572	25,555,125	26,330,843	19,941,172	21,324,560	13,895,665	13,488,717	12,897,436
Employee Benefits	6,613,997	7,156,044	8,120,346	6,675,588	6,160,391	4,014,279	3,896,717	3,725,903
Purchased Services	2,024,837	5,417,298	4,759,441	4,316,561	3,605,480	2,349,429	2,280,624	2,180,652
Supplies & Materials	659,195	4,970,892	1,550,336	4,172,372	1,087,739	708,800	688,042	657,882
Utilities	2,016	2,457	1,797	2,000	1,020	665	645	617
Property/Equipment	673,969	7,567,371	3,807,609	2,173,379	299,550	195,195	189,478	181,173
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	4,453,160	6,301,518	6,747,646	4,289,156	7,049,151	4,593,419	4,458,896	4,263,440
Other Expenditures	22,176	21,132	185,324	18,235,006	6,896,718	4,494,090	4,362,477	4,171,245
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	39,553,923	56,991,838	51,503,342	59,805,234	46,424,609	30,251,542	29,365,596	28,078,348
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	39,553,923	56,991,838	51,503,342	59,805,234	46,424,609	30,251,542	29,365,596	28,078,348
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Grants Fund	-	-	(2,294,998)	-	-	-	-	-
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ (2,294,998)	\$ -	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$ 39,553,923	\$ 56,991,838	\$ 49,208,344	\$ 59,805,234	\$ 46,424,609	\$ 30,251,542	\$ 29,365,596	\$ 28,078,348

ADAMS 12 FIVE STAR SCHOOLS
GOVERNMENTAL DESIGNATED-PURPOSE GRANT FUND
STATEMENT OF REVENUE BY GRANT
FISCAL YEARS 2019-2020 TO 2026-2027

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	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)	2,786,128	2,772,419	3,120,898	-	-	-	-	-
Building Excellent Schools Today (BEST)	426,076	854,779	969,355	2,054,542	-	-	-	-
Counselor Corps	409,338	63,965	308,493	426,949	380,000	-	-	-
Reading To Ensure Academic Development Act (READ)	1,325,840	-	-	1,376,819	1,205,369	1,205,369	1,205,369	1,205,369
Student Work Alliance Program (SWAP)	373,090	503,661	493,851	520,846	548,519	548,519	548,519	548,519
Career Development Incentive Program	23,269	80,880	77,862	1,437,000	1,250,000	1,050,000	750,000	550,000
Expelled & At-Risk Student Services (EARSS)	-	156,831	429,289	277,343	178,433	-	-	-
School Health Professional Grant	-	635,139	97,194	-	-	-	-	-
School Security Disbursement Grant and SAFER	34,212	-	-	393,484	487,248	487,248	487,248	-
Transformation Network Grant	-	-	-	35,439	365,754	-	-	-
Other State Grants	360,671	2,304,575	2,814,394	2,288,172	2,206,268	1,697,056	1,697,056	1,697,056
Subtotal State Support	5,738,624	7,372,249	8,311,336	8,810,594	6,621,591	4,988,192	4,688,192	4,000,944
Federal Support								
Title I: Education for the Disadvantaged	4,711,362	4,340,180	5,051,728	6,113,928	6,787,164	6,321,615	6,321,615	6,321,615
Title IC: Migrant Education	1,946	11,674	675	15,000	27,178	27,178	27,178	27,178
Title II: Improving Teacher Quality	832,138	874,647	806,151	1,152,981	1,222,817	1,294,703	1,011,430	1,011,430
Title III: Instruction for Limited English Proficient Students	443,945	507,327	556,568	623,727	721,662	537,940	537,940	537,940
Title IV: Well Rounded Education	263,373	274,548	444,215	462,431	497,242	874,520	874,520	874,520
Title VI: Indian Education	36,455	41,059	39,756	39,929	34,671	34,671	34,671	34,671
Title IX: McKinney-Vento Homeless	49,165	72,424	65,299	75,000	75,758	75,758	75,758	75,758
21st Century Community Learning Centers (CCLC)	711,176	942,351	989,174	1,035,000	1,260,000	420,000	420,000	-
Individuals with Disabilities Education Act (IDEA)	6,552,253	6,980,992	7,169,812	8,758,993	7,585,750	7,407,963	7,407,963	7,407,963
Perkins - Vocational Secondary	231,425	223,496	263,744	263,744	289,606	289,606	289,606	289,606
Medicaid	4,706,893	5,141,993	4,929,551	6,011,662	6,294,484	5,496,723	5,496,723	5,496,723
Turnaround Network Project	-	-	-	-	508,516	420,000	180,000	-
Other Federal Grants	708,860	9,477,952	752,427	5,800,000	3,000,000	2,000,000	2,000,000	2,000,000
Subtotal Federal Support	19,248,991	28,888,643	21,069,100	30,352,395	28,304,848	25,200,677	24,677,404	24,077,404
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	792,475	100,000	-	-	-	-
Elementary and Secondary School Emergency Relief ESSER II	-	11,478,249	3,345,347	234,861	-	-	-	-
American Rescue Plan - Elementary and Secondary School Emergency Relief (ESSER III)	-	-	13,879,455	14,583,421	8,991,159	-	-	-
ARP Homeless Children and Youth	-	1,933	142,617	303,822	183,850	-	-	-
American Rescue Plan IDEA Fund	-	-	307,839	1,431,961	-	-	-	-
Workforce and Child Care Stabilization Grant	-	-	1,360,175	3,661,562	295,207	-	-	-
Other Federal COVID 19 Grants	-	-	-	326,618	2,027,954	62,673	-	-
Subtotal Federal Support through COVID 19 Funds	14,554,612	20,725,697	19,827,908	20,642,245	11,498,170	62,673	-	-
Total Available Resources	39,553,924	56,991,838	49,208,344	59,805,234	46,424,609	30,251,542	29,365,596	28,078,348

-Other State Grants include grants awarded under \$200,000, such as State Library grant, Universal Screener grant, 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. Examples of Other Federal awards include, funding from Emergency Connectivity Fund, Adams County, CCLC ELO, as well as other Federal grant opportunities that become available prior to the Amended budget being approved by the Board of Education.

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 3 sports opportunities for 6-8 grade students and 24 sports opportunities for high school students. High school students are charged an athletic fee of \$175 per sport per student and 6-8 grade students are charge an athletic fee of \$50 per sport per student, and the fee is capped to the first two sports. Revenue is also generated from gate receipts at high school and grade 6-8 student 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 2019-2020 TO 2026-2027**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 580,311	\$ 396,442	\$ 368,803	\$ 322,832	\$ 1,734,130	\$ 1,687,831	\$ 1,609,728	\$ 1,499,078
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	191,500	29,832	207,228	200,300	217,350	219,524	221,719	223,936
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	258,841	404,004	398,075	406,900	543,900	549,339	554,832	560,380
Community Use	247,956	154,188	312,243	305,000	305,000	308,050	311,131	314,242
Transfer In From Other Funds	1,333,019	1,423,719	1,517,237	3,618,320	2,598,749	2,598,749	2,598,749	2,598,749
Earnings on Investment	7,056	-	667	-	-	-	-	-
Other Miscellaneous	8,000	-	-	-	-	-	-	-
Total Revenues	2,046,371	2,011,744	2,435,450	4,530,520	3,664,999	3,675,662	3,686,431	3,697,307
Total Available Resources	2,626,682	2,408,186	2,804,253	4,853,352	5,399,129	5,363,493	5,296,159	5,196,385
Expenditures								
Employee Salaries	1,263,020	1,205,861	1,377,995	1,383,539	1,712,467	1,746,716	1,781,650	1,817,283
Employee Benefits	284,439	284,767	326,164	331,605	410,887	419,105	427,487	436,037
Purchased Services	301,411	258,556	370,394	375,970	210,637	210,637	210,637	210,637
Supplies & Materials	190,922	225,309	190,820	2,027,325	368,089	368,089	368,089	368,089
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	7,811	-	2,776	26,500	26,500	26,500	26,500	26,500
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	154,070	32,929	180,114	224,250	258,110	258,110	258,110	258,110
Other Expenditures	28,567	31,961	33,159	27,086	5,800	5,800	5,800	5,800
Contingency Reserve	-	-	-	109,382	718,808	718,808	718,808	718,808
Total Expenditures	2,230,240	2,039,382	2,481,423	4,505,657	3,711,298	3,753,765	3,797,081	3,841,264
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	2,230,240	2,039,382	2,481,423	4,505,657	3,711,298	3,753,765	3,797,081	3,841,264
Reserves Designated								
TABOR Reserve	61,391	60,352	73,063	27,366	31,988	32,307	32,630	32,957
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Athletic Fund	335,051	308,452	249,767	320,329	1,655,843	1,577,421	1,466,448	1,322,164
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 396,442	\$ 368,804	\$ 322,830	\$ 347,695	\$ 1,687,831	\$ 1,609,728	\$ 1,499,078	\$ 1,355,121
Total Appropriations	\$ 2,626,682	\$ 2,408,186	\$ 2,804,253	\$ 4,853,352	\$ 5,399,129	\$ 5,363,493	\$ 5,296,159	\$ 5,196,385

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. Student Fees are assessed based on the Board approved fee schedule. Expenditures in this fund are associated with intrascholastic and interscholastic activities, student events 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 2019-2020 TO 2026-2027

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 3,961,199	\$ 4,278,658	\$ 4,242,593	\$ 4,771,937	\$ 4,646,270	\$ 4,939,494	\$ 5,157,194	\$ 5,363,407
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	2,131,256	593,107	2,059,586	1,772,150	1,913,922	1,946,459	1,979,549	2,013,201
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	1,733,378	678,220	1,897,328	1,657,632	1,790,242	1,790,242	1,790,242	1,790,242
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	213,713	217,774	235,322	236,130	255,019	255,019	255,019	255,019
Earnings on Investment	21,190	145	2,848	-	4,200	-	-	-
Other Miscellaneous	1,109	-	360	-	-	-	-	-
Total Revenues	4,100,646	1,489,246	4,195,444	3,665,912	3,963,383	3,991,720	4,024,810	4,058,462
Total Available Resources	8,061,845	5,767,904	8,438,037	8,437,849	8,609,653	8,931,214	9,182,004	9,421,869
Expenditures								
Employee Salaries	112,339	21,340	103,186	93,840	81,340	82,723	84,129	85,559
Employee Benefits	24,271	5,015	22,740	21,443	18,859	19,180	19,506	19,838
Purchased Services	978,491	298,889	1,142,702	884,173	1,020,704	1,041,119	1,061,942	1,083,181
Supplies & Materials	2,437,018	1,156,697	2,138,504	2,374,080	2,342,751	2,389,607	2,437,400	2,486,148
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	28,314	26,678	85,804	36,016	37,774	69,285	40,071	40,873
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	168,651	9,050	132,580	133,905	138,834	141,611	144,444	147,333
Other Expenditures	34,103	7,508	40,583	27,926	29,897	30,495	31,105	31,728
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	3,783,187	1,525,177	3,666,098	3,571,383	3,670,159	3,774,020	3,818,597	3,894,660
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	3,783,187	1,525,177	3,666,098	3,571,383	3,670,159	3,774,020	3,818,597	3,894,660
Reserves Designated								
TABOR Reserve	122,348	44,677	125,863	102,893	111,251	112,101	113,094	114,103
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Pupil Activity Special Revenue Fund	4,156,310	3,797,662	4,118,554	4,345,519	4,281,831	4,498,681	4,703,901	4,866,694
CPP Reserve	-	-	-	-	-	-	-	-
Designated Override Balance	-	400,388	527,522	418,054	546,412	546,412	546,412	546,412
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 4,278,658	\$ 4,242,727	\$ 4,771,939	\$ 4,866,466	\$ 4,939,494	\$ 5,157,194	\$ 5,363,407	\$ 5,527,209
Total Appropriations	\$ 8,061,845	\$ 5,767,904	\$ 8,438,037	\$ 8,437,849	\$ 8,609,653	\$ 8,931,214	\$ 9,182,004	\$ 9,421,869

Other Special Revenue Fund

Statement of Program

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 diverse purposes, some resources may be less restrictive than others.

Revenues and expenditures include:

- Revenues and expenditures from local grants (used in accordance with the guidelines required in funding documents).
- Revenues and expenditures from fundraising, donations, 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 2019-2020 TO 2026-2027**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 3,164,852	\$ 3,534,588	\$ 2,470,664	\$ 2,849,053	\$ 3,573,601	\$ 2,129,088	\$ 1,766,616	\$ 1,434,863
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	2,041,823	2,033,546	1,562,491	1,421,563	1,596,338	1,828,265	1,864,830	1,902,127
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	832	26,643	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	7,304	3,044	8,924	5,446	-	-	-	-
Community Use	716,587	177,447	488,893	478,557	552,343	563,390	574,658	586,151
Transfer In From Other Funds	-	-	-	(53,717)	-	-	-	-
Earnings on Investment	16,602	984	1,600	-	-	-	-	-
Other Miscellaneous	104,397	53,189	232,480	86,992	300,000	300,000	300,000	300,000
Total Revenues	2,886,712	2,268,210	2,295,221	1,965,484	2,448,681	2,691,655	2,739,488	2,788,278
Total Available Resources	6,051,564	5,802,799	4,765,886	4,814,537	6,022,282	4,820,743	4,506,104	4,223,141
Expenditures								
Employee Salaries	503,815	861,838	490,133	464,349	1,233,593	754,564	767,392	780,438
Employee Benefits	145,457	254,870	146,665	140,782	412,128	252,090	256,376	260,735
Purchased Services	787,844	271,473	209,795	108,421	368,671	368,671	368,671	368,671
Supplies & Materials	915,862	1,110,853	998,281	1,344,890	1,229,193	1,029,193	1,029,193	1,029,193
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	126,199	730,846	23,816	65,109	15,275	15,275	15,275	15,275
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	33,444	81,134	37,013	16,596	14,223	14,223	14,223	14,223
Other Expenditures	4,354	21,298	11,125	507,256	620,111	620,111	620,111	620,111
Contingency Reserve	-	-	-	12,376	-	-	-	-
Total Expenditures	2,516,976	3,332,312	1,916,829	2,659,779	3,893,194	3,054,127	3,071,241	3,088,646
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	2,516,976	3,332,312	1,916,829	2,659,779	3,893,194	3,054,127	3,071,241	3,088,646
Reserves Designated								
TABOR Reserve	48,566	65,719	68,857	60,576	73,460	80,750	82,185	83,648
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Other Special Revenue Fund	3,486,022	2,404,768	2,780,200	2,094,182	2,055,628	1,685,866	1,352,678	1,050,847
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 3,534,588	\$ 2,470,487	\$ 2,849,057	\$ 2,154,758	\$ 2,129,088	\$ 1,766,616	\$ 1,434,863	\$ 1,134,495
Total Appropriations	\$ 6,051,564	\$ 5,802,799	\$ 4,765,886	\$ 4,814,537	\$ 6,022,282	\$ 4,820,743	\$ 4,506,104	\$ 4,223,141

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.

A major change to revenue sources starting in Fiscal Year 2023-24 comes from the Healthy School Meals for All (HSMA) act. This act provides state funded reimbursements in combination with existing federal reimbursements to provide no-cost meals to all students in the district. The anticipated result is a significant reduction to cash revenues, (only cash paid for a la carte items,) and lower federal reimbursement, but is expected to be offset by an increase to state reimbursements.

Fund balance for the Food Service Fund is projected to be above the three months of operating reserves after Fiscal Year 2023-24. 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 49 Nutrition Program, which include 47 full service kitchens and 2 satellite 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 2019-2020 TO 2026-2027**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 3,593,201	\$ 3,156,533	\$ 6,615,690	\$ 11,010,654	\$ 10,385,037	\$ 9,474,061	\$ 8,126,054	\$ 6,742,287
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	3,078,625	178,662	754,867	2,249,134	1,028,701	1,038,988	1,049,378	1,059,872
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	272,402	104,091	103,633	535,822	4,844,901	4,941,799	5,040,635	5,141,448
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	8,018,145	13,415,195	17,008,476	10,235,157	8,486,627	8,656,360	8,829,487	9,006,076
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	-	-	-	-	-	-	-
Earnings on Investment	13,278	-	2,997	13,000	17,500	17,500	17,500	17,500
Other Miscellaneous	15,289	5,700	8,412	10,000	10,000	10,000	10,000	10,000
Total Revenues	11,397,739	13,703,648	17,878,385	13,043,113	14,387,729	14,664,647	14,947,000	15,234,896
Total Available Resources	14,990,940	16,860,181	24,494,074	24,053,767	24,772,766	24,138,708	23,073,053	21,977,183
Expenditures								
Employee Salaries	4,157,147	3,634,416	4,545,168	4,861,174	5,115,364	5,371,132	5,639,689	5,921,673
Employee Benefits	1,312,929	1,197,962	1,447,041	1,261,292	1,629,543	1,711,020	1,796,571	1,886,400
Purchased Services	347,435	275,215	553,726	384,651	403,699	407,736	411,813	415,931
Supplies & Materials	4,625,657	4,201,052	5,755,091	6,510,053	6,709,666	6,810,311	6,912,466	7,016,153
Utilities	843	612	714	660	-	-	-	-
Property/Equipment	516,767	245,365	261,600	296,453	340,000	557,000	357,000	374,850
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	868,561	684,405	914,557	1,073,898	1,095,200	1,149,960	1,207,458	1,267,831
Other Expenditures	5,068	5,465	5,518	5,492	5,233	5,495	5,769	6,058
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	11,834,407	10,244,491	13,483,414	14,393,673	15,298,705	16,012,654	16,330,766	16,888,896
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	11,834,407	10,244,491	13,483,414	14,393,673	15,298,705	16,012,654	16,330,766	16,888,896
Reserves Designated								
TABOR Reserve	101,330	8,635	26,097	84,239	177,033	291,685	297,191	302,803
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Food Service Fund	3,055,203	6,607,055	10,984,563	9,575,855	9,297,028	7,834,368	6,445,096	4,785,483
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 3,156,533	\$ 6,615,690	\$ 11,010,660	\$ 9,660,094	\$ 9,474,061	\$ 8,126,054	\$ 6,742,287	\$ 5,088,287
Total Appropriations	\$ 14,990,940	\$ 16,860,181	\$ 24,494,074	\$ 24,053,767	\$ 24,772,766	\$ 24,138,708	\$ 23,073,053	\$ 21,977,183

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.

During 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, lowering the fund balance lower than the reserve requirements. 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., but continued costs are continuing a declining fund balance in the forecasted years.

In Fiscal Year 2023-24, tuition rates were restructured to align with the district's new school schedules along with the staffing model to meet state child care requirements and to meet the needs of each site.

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 2019-2020 TO 2026-2027

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 742,201	\$ 275,160	\$ 1,074,731	\$ 2,725,000	\$ 2,992,049	\$ 3,024,884	\$ 2,958,022	\$ 2,908,457
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	6,299,298	2,772,282	5,517,350	6,465,940	7,525,731	7,728,926	7,937,607	8,151,922
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	2,278,610	-	-	-	-	-	-
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	695	70	61	-	-	-	-	-
Total Revenues	6,299,993	5,050,962	5,517,411	6,465,940	7,525,731	7,728,926	7,937,607	8,151,922
Total Available Resources	7,042,194	5,326,122	6,592,142	9,190,940	10,517,780	10,753,810	10,895,629	11,060,379
Expenditures								
Employee Salaries	4,642,731	3,009,551	2,471,809	4,074,409	4,603,452	4,764,573	4,931,333	5,103,930
Employee Benefits	1,430,287	1,042,290	827,950	1,330,460	1,596,543	1,620,405	1,726,821	1,795,894
Purchased Services	368,668	177,625	321,467	488,353	621,942	634,381	647,068	660,010
Supplies & Materials	155,162	23,857	114,594	265,018	194,697	295,670	196,649	197,632
Utilities	18,095	11,861	17,935	16,560	16,560	16,560	16,560	16,560
Property/Equipment	1,832	1,020	3,318	10,000	7,500	7,500	7,500	7,500
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	148,925	(15,333)	108,620	223,347	449,692	454,189	458,731	463,318
Other Expenditures	1,333	520	1,452	1,340	2,510	2,510	2,510	2,510
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	6,767,034	4,251,391	3,867,144	6,409,487	7,492,896	7,795,788	7,987,172	8,247,354
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	6,767,034	4,251,391	3,867,144	6,409,487	7,492,896	7,795,788	7,987,172	8,247,354
Reserves Designated								
TABOR Reserve	189,000	151,529	165,522	193,978	225,772	231,868	238,128	244,558
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated BASE Fund	86,160	923,202	2,559,476	2,587,475	2,799,112	2,726,154	2,670,329	2,568,467
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 275,160	\$ 1,074,731	\$ 2,724,998	\$ 2,781,453	\$ 3,024,884	\$ 2,958,022	\$ 2,908,457	\$ 2,813,025
Total Appropriations	\$ 7,042,194	\$ 5,326,122	\$ 6,592,142	\$ 9,190,940	\$ 10,517,780	\$ 10,753,810	\$ 10,895,629	\$ 11,060,379



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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 \$454.7 million as of June 30, 2023. The budgeted amount for this debt service in Fiscal Year 2023-24 is \$40.83 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 20.0 percent of the latest valuation for assessment of the taxable property in the district, or 6.0 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, 2023, the debt limitation for the school district under the 6.0 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 property tax collections are sufficient to cover the debt payment structure. The Board of Education approves the mill levy in December of each fiscal year that is used for annual property tax assessments, with the majority of taxes collected during the months of February to June.

Debt payments are made in December and June each year. The ending fund balance is 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.

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 a 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, which 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 was shared to allow the opportunity for interactive feedback on values and priorities as they relate to district facilities and academic offerings.

ADAMS 12 FIVE STAR SCHOOLS
BOND REDEMPTION DEBT SERVICE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2019-2020 TO 2026-2027

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 73,611,261	\$ 90,302,546	\$111,657,094	\$124,376,815	\$ 63,249,987	\$ 94,539,175	\$118,766,577	\$137,726,564
Local Support								
Property Taxes	65,036,100	65,951,224	72,606,803	72,362,764	72,117,113	64,905,402	58,414,862	52,573,376
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	1,141,660	214,849	(408,682)	-	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	66,177,760	66,166,073	72,198,121	72,362,764	72,117,113	64,905,402	58,414,862	52,573,376
Total Available Resources	139,789,021	156,468,619	183,855,215	196,739,579	135,367,100	159,444,577	177,181,439	190,299,940
Expenditures								
Employee Salaries	-	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-	-
Purchased Services	14,500	14,500	15,250	16,000	16,000	16,000	16,000	16,000
Supplies & Materials	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	-	-	-	-	-	-	-	-
Debt Service	49,471,975	44,797,025	59,463,151	104,519,575	40,811,925	40,662,000	39,438,875	41,362,750
Internal Charge/Reimbursements	-	-	-	-	-	-	-	-
Other Expenditures	-	-	-	-	-	-	-	-
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	49,486,475	44,811,525	59,478,401	104,535,575	40,827,925	40,678,000	39,454,875	41,378,750
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	49,486,475	44,811,525	59,478,401	104,535,575	40,827,925	40,678,000	39,454,875	41,378,750
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Bond Fund	90,302,546	111,657,094	124,376,814	92,204,004	94,539,175	118,766,577	137,726,564	148,921,190
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 90,302,546	\$111,657,094	\$124,376,814	\$ 92,204,004	\$ 94,539,175	\$118,766,577	\$137,726,564	\$148,921,190
Total Appropriations	\$139,789,021	\$156,468,619	\$183,855,215	\$196,739,579	\$135,367,100	\$159,444,577	\$177,181,439	\$190,299,940

- 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 2023-24, 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:

- ADA
- Safety and Security
- Equipment
- Deferred Maintenance
- Furniture Replacement
- Major Construction
- Site Improvements

Major projects expected for Fiscal Year 2023-24 include repairs and repaving of parking lots at the Educational Support Center, the installation and training for transportation software, purchases of busses and fleet vehicles and lease payments for the Five Star Online Academy building. Additionally, \$1.1M of interest earnings is expected in this fiscal year, and these earnings will be transferred to General Fund.

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 over Fiscal Year 2024-25 through 2026-27, 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.



Financed Purchases

On May 6, 2021, the district entered into an energy equipment financed purchase agreement to acquire certain energy equipment and other capital upgrades for school purposes. The term is for 15 years with an annual percentage rate of 2.216%. Annual payments begin May 6, 2022, and end May 6, 2036.

On October 8, 2021, the district entered into a financed purchase agreement to acquire vehicle fleet equipment. The term is for 4 years with an annual percentage rate of 0.845%. Quarterly payments begin January 8, 2022, ending October 8, 2025.

On November 1, 2022, the district entered a lease for space to operate the Five Star Online Academy in Westminster. The lease term is for 92 months, with annual rate increases. Monthly payments begin December 2022 and end July 2030, with a total expected expense of \$2,368,026.

The district's obligation to make annual payments under these agreements is subject to annual appropriation authority as made by the Board of Education.

The following schedule represents the principal and interest under these agreements:

Year Ending June 30:	Principal & Lease Payments	Interest	Total
2024	\$ 873,100.58	\$ 49,500.20	\$ 922,600.78
2025	\$ 904,267.12	\$ 43,239.16	\$ 947,506.28
2026	\$ 552,148.70	\$ 37,286.80	\$ 589,435.50
2027	\$ 442,720.81	\$ 34,308.43	\$ 477,029.24
2028	\$ 456,031.80	\$ 31,462.94	\$ 487,494.74
2029-2033	\$ 1,433,016.40	\$ 767,255.43	\$ 2,200,271.83
2034-2038	\$ 518,260.90	\$ 518,260.90	\$ 1,036,521.80

Certificates of Participation

In June 2016, Refunding Certificates of Participation were issued by the district for \$21,645,000 to refund the existing Certificates of Participation, Series 2008, for \$22,805,000. Interest, at rates from 2.00% to 5.00%, is payable semi-annually on June 1 and December 1.

The Certificates of Participation provide for the following payments:

Fiscal Year Ending June 30th	Amount
2024	\$2,464,100
2025	\$2,456,800
2026	\$2,461,200
2027	\$2,445,750
2028	\$2,439,500
Subtotal	\$12,267,350
Less Interest	<u>(\$1,317,350)</u>
Total Principal	\$10,950,000

**ADAMS 12 FIVE STAR SCHOOLS
CAPITAL RESERVE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2019-2020 TO 2026-2027**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 23,044,801	\$ 26,253,435	\$ 28,658,695	\$ 28,261,224	\$ 28,497,824	\$ 27,508,669	\$ 26,399,177	\$ 25,607,090
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local ¹	875,008	154,936	2,369,393	367,865	684,351	691,195	694,650	701,597
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	1,679,155	1,608,696	1,520,485	2,071,308	1,683,591	1,734,099	1,786,122	1,839,705
Transfer In From Other Funds ^{2,3}	6,911,056	6,803,436	1,075,226	4,167,851	2,710,004	2,710,004	2,710,004	2,710,004
Earnings on Investment	572,844	26,991	505,848	1,000,355	1,100,000	1,100,000	1,100,000	1,100,000
Other Miscellaneous	758,191	2,276,410	2,160,905	-	-	-	-	-
Total Revenues	10,796,254	10,870,468	7,631,856	7,607,379	6,177,946	6,235,297	6,290,776	6,351,306
Total Available Resources	33,841,055	37,123,903	36,290,552	35,868,603	34,675,770	33,743,966	32,689,953	31,958,397
Expenditures								
Employee Salaries	57,310	74,810	278,455	65,646	135,003	141,753	148,841	156,283
Employee Benefits	21,248	25,615	85,083	24,093	46,992	49,342	51,809	54,399
Purchased Services	1,285,065	1,526,891	2,578,816	1,686,829	1,649,422	1,731,893	1,818,488	1,909,412
Supplies & Materials	310,771	1,576,021	349,576	508,000	287,340	301,707	316,792	332,632
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	3,422,966	2,755,453	1,616,793	3,980,781	2,092,940	2,113,869	2,135,008	2,241,758
Debt Service	2,477,750	2,473,600	2,884,275	3,211,861	2,955,279	3,006,100	2,611,800	2,623,200
Internal Charge/Reimbursements	12,269	32,747	15,332	25	25	25	25	25
Other Expenditures	241	72	122	100	100	100	100	100
Contingency Reserve	-	-	-	5,058	-	-	-	-
Total Expenditures	7,587,620	8,465,209	7,808,451	9,482,393	7,167,101	7,344,789	7,082,863	7,317,810
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	7,587,620	8,465,209	7,808,451	9,482,393	7,167,101	7,344,789	7,082,863	7,317,810
Reserves Designated								
TABOR Reserve	323,888	326,114	228,956	103,186	104,038	187,059	188,723	190,539
Reserved for Multi-Year Obligations	-	-	-	2,662,103	2,200,199	1,902,781	1,595,893	1,281,579
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Capital Reserve Fund	25,929,547	27,774,374	28,127,863	23,516,622	25,068,939	24,172,490	23,684,258	23,028,871
CPP Reserve	-	-	-	-	-	-	-	-
Designated Override Reserve	-	558,206	125,282	104,299	135,493	136,848	138,216	139,599
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 26,253,435	\$ 28,658,694	\$ 28,482,101	\$ 26,386,210	\$ 27,508,669	\$ 26,399,177	\$ 25,607,090	\$ 24,640,587
Total Appropriations	\$ 33,841,055	\$ 37,123,903	\$ 36,290,552	\$ 35,868,603	\$ 34,675,770	\$ 33,743,966	\$ 32,689,953	\$ 31,958,397

¹ Other Local Revenue reduction in 2019-20 due to lower cash in lieu received from building developments.

² 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 2017-2024**

CAPITAL CONSTRUCTION PLAN 2017-2024	Completion OR Expected Completion	Expenditures to Date (through June 30, 2023)	Remaining Budget Amount	Total
Major Renovations & New School Addition				
Thunder Vista	Nov-18	\$ 46,246,032	\$ 13,853	\$ 46,259,885
STEM Lab Reconstruction	Nov-19	27,480,289	3,799	27,484,088
Independence Academy Campus	Dec-23	854,698	7,145,302	8,000,000
Expansions/Additions	Nov-18	14,316,128	-	14,316,128
North Park Program	Jun-22	35,750	-	35,750
Land Purchase Program	Feb-22	2,821,000	-	2,821,000
Major Renovations & New School Addition Subtotal		\$ 91,753,897	\$ 7,162,954	\$ 98,916,851
Aging Buildings				
Interior Renovations	Sep-23	\$ 26,237,886	\$ 87,355	\$ 26,325,241
Stadium Renovations	Sep-23	12,777,631	23,485	12,801,116
District Wide Renovations	Sep-24	110,673,143	594,553	111,267,696
Exterior Renovations	Jul-23	37,659,856	1,269,053	38,928,909
Aging Buildings Subtotal		\$ 187,348,516	\$ 1,974,446	\$ 189,322,962
Educational Opportunities				
CTE Expansion	Nov-20	\$ 27,758,892	\$ 81,742	\$ 27,840,634
Early Childhood Education Renovation	Nov-19	623,053	-	623,053
Educational Opportunities Subtotal		\$ 28,381,945	\$ 81,742	\$ 28,463,687
Classroom Needs				
Instructional Upgrades	Jun-24	\$ 13,684,245	\$ 510,248	\$ 14,194,493
Classroom Needs Subtotal		\$ 13,684,245	\$ 510,248	\$ 14,194,493
Technology				
Technology Refresh	Aug-23	\$ 3,387,620	\$ 72,001	\$ 3,459,621
Communications and Alert System	Dec-24	7,880,598	8,474,781	16,355,379
Fiber Project	Jun-21	19,290,840	709,160	20,000,000
Controls Project	Dec-23	6,740,896	20,468	6,761,364
Device Upgrades	Dec-23	989,880	510,120	1,500,000
Wireless Upgrade Program	Sep-23	6,975,824	324,176	7,300,000
Technology Subtotal		\$ 45,265,659	\$ 10,110,706	\$ 55,376,365
Transportation				
Buses	Mar-24	\$ 2,037,039	\$ 1,090,747	\$ 3,127,786
Transportation Subtotal		\$ 2,037,039	\$ 1,090,747	\$ 3,127,786
Safety & Security				
Cameras	Jun-23	\$ 411,213	\$ 3,888	\$ 415,101
Lockdown/Lockout	Dec-23	91,657	559,313	650,970
Fire/Intercom/Access	Mar-21	4,545,463	-	4,545,463
Safety & Security Subtotal		\$ 5,048,333	\$ 563,201	\$ 5,611,534
Facility Renovation & Construction Plan Subtotal		\$ 373,519,635	\$ 21,494,044	\$ 395,013,678
General and Administration	Jun-22	\$ 13,026,026	\$ -	\$ 13,026,026
Future Planned Projects	Dec-24	-	2,465,274	2,465,274
Bond Closing Costs	Dec-18	1,486,242	-	1,486,242
Charter School Allocation	Mar-17	15,338,082	-	15,338,082
Facility Renovation & Construction Plan Total		\$ 403,369,985	\$ 23,959,317	\$ 427,329,302

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. Some projects are considered completed; however, they have remaining budgets for any unexpected EENF's. Funds are allocated based on draw schedules.



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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 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, including:

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

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, renovating special classrooms, and updating outdoor play spaces.

Building - Capital Projects Fund

Capital Construction Plan

The Capital Construction Plan provides an overview of projects and proposed budgets, which will span over the course of five years. Nearly 69.00 percent of the plan committed to extending the life of existing buildings, relieving overcrowding, and expanding educational opportunities. The plan also includes upgrades to learning spaces to support modern instructional practices and equipment.

The last seven 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.
- Expansion of district Career and Technical Education programs through the renovation of Future Forward at Bollman and the construction of the Future Forward at Washington Square campus, greatly increasing CTE offerings to students across the district.
- Site improvements at over 20 district schools; improving parking, playgrounds, and building aesthetics for students, staff and the surrounding community.
- \$15.3 million given to three district charter schools for interior and exterior campus improvements, as well as instructional equipment upgrades.
- Creation of a districtwide internet fiber network, allowing seamless internet connectivity for students and teachers and removing the burden of relying on an external internet service provider.
- Instructional equipment upgrades for all schools including innovative technology, furniture, and other classroom equipment used by students and teachers everyday.

Throughout 2023-2024, the bond will focus on:

- Construction of a \$8.0 million campus for Independence Academy, greatly expanding access to programming for at-risk middle and high school students throughout the district.
- Intercom upgrades and installation of sensors on external doors across all schools, in order to provide greater security for students and staff, as well as effective emergency mitigation and response.
- \$0.5 million to construct calming and seclusion rooms at five elementary and two middle schools.
- \$1.1 million to purchase 10 new Type A school buses for the transportation department.
- \$3.5 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 equipment upgrades, including new classroom furniture and technology.

**ADAMS 12 FIVE STAR SCHOOLS
BUILDING FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2019-2020 TO 2026-2027**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$196,783,427	\$100,435,455	\$ 58,970,177	\$ 36,881,229	\$ 23,041,505	\$ -	\$ -	\$ -
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	3,504,241	146,244	141,908	20,440	271,658	-	-	-
Other Miscellaneous ¹	5,929,428	1,920,972	899,611	2,628,407	-	-	-	-
Total Revenues	9,433,669	2,067,216	1,041,519	2,648,847	271,658	-	-	-
Total Available Resources	206,217,096	102,502,671	60,011,696	39,530,076	23,313,163	-	-	-
Expenditures								
Employee Salaries	1,998,397	1,940,132	1,281,849	-	505,876	-	-	-
Employee Benefits	600,780	588,672	378,265	-	155,204	-	-	-
Purchased Services	5,770,635	3,221,335	1,866,985	3,640,672	3,540,614	-	-	-
Supplies & Materials	876,065	715,103	212,765	258,260	1,076,353	-	-	-
Utilities	230	-	-	-	-	-	-	-
Property/Equipment	96,527,356	37,067,028	19,390,210	25,956,515	16,000,562	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	7,973	80	254	-	-	-	-	-
Other Expenditures	206	143	143	-	-	-	-	-
Contingency Reserve	-	-	-	-	2,034,554	-	-	-
Total Expenditures	105,781,641	43,532,494	23,130,471	29,855,447	23,313,163	-	-	-
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	105,781,641	43,532,494	23,130,471	29,855,447	23,313,163	-	-	-
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Building Fund	100,435,455	58,970,177	36,881,225	9,674,629	-	-	-	-
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$100,435,455	\$ 58,970,177	\$ 36,881,225	\$ 9,674,629	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$206,217,096	\$102,502,671	\$ 60,011,696	\$ 39,530,076	\$ 23,313,163	\$ -	\$ -	\$ -

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

Instruction Special 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 select locations were 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. In Fiscal Year 2022-23 fund balance was transferred to the Instructional Revenue Fund, a sub fund of the General Fund. Textbook and other curriculum expenditures are now reported in this sub fund.



ADAMS 12 FIVE STAR SCHOOLS
INSTRUCTIONAL SPECIAL REVENUE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2019-2020 TO 2026-2027

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 6,990,678	\$ 10,234,340	\$ 8,464,355	\$ 10,743,692	\$ -	\$ -	\$ -	\$ -
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	-	-	18,452	-	-	-	-	-
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	964,185	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	360,219	41,823	262,342	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	9,550,207	7,541,064	4,457,756	-	-	-	-	-
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	10,874,611	7,582,887	4,738,550	-	-	-	-	-
Total Available Resources	17,865,289	17,817,227	13,202,906	10,743,692	-	-	-	-
Expenditures								
Employee Salaries	3,823,896	3,603,948	465,780	-	-	-	-	-
Employee Benefits	1,213,027	1,158,885	156,701	-	-	-	-	-
Purchased Services	120,672	79,173	184,540	-	-	-	-	-
Supplies & Materials	1,126,203	4,165,148	1,651,250	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	1,345,774	345,234	-	-	-	-	-	-
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	1,377	484	97	-	-	-	-	-
Other Expenditures	-	-	844	-	-	-	-	-
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	7,630,950	9,352,872	2,459,213	-	-	-	-	-
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	-	-	-	10,743,692	-	-	-	-
Transfer to Insurance Reserve	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	10,743,692	-	-	-	-
Total Year End Expenditures & Transfers	7,630,950	9,352,872	2,459,213	10,743,692	-	-	-	-
Reserves Designated								
TABOR Reserve	326,238	227,487	142,156	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Instructional Special Revenue Fund	5,506,800	4,628,945	5,802,539	-	-	-	-	-
CPP Reserve	-	-	-	-	-	-	-	-
Designated Override Reserve	4,401,301	3,607,923	4,798,998	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 10,234,339	\$ 8,464,355	\$ 10,743,693	\$ -	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$ 17,865,289	\$ 17,817,227	\$ 13,202,906	\$ 10,743,692	\$ -	\$ -	\$ -	\$ -



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Uniform Budget Summary



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**ADAMS 12 FIVE STAR SCHOOLS
UNIFORM BUDGET SUMMARY
FISCAL YEAR 2023-2024**

Adams 12 Five Star Schools Adopted Budget per Board of Education Resolution Fiscal Year 2023-2024 Summary Budget	10 General Fund	11 Charter School Fund	18 Insurance Reserve Fund	16 Instructional Revenue Fund	17 Information Technology Fund	21 Food Service Fund
Adams 12 Five Star Schools Adopted Budget per Board of Education Resolution: 7/7/2023 Budgeted Pupil Count - 35,520.44						
BEGINNING FUND BALANCE	\$ 73,146,399	\$ 13,516,049	\$ 4,007,992	\$ 10,611,885	\$ 6,512,942	\$ 10,385,037
REVENUES						
Local Sources	192,398,094	2,255,707	-	-	59,510	1,038,701
Intermediate Sources	-	-	-	-	-	17,500
State Sources	290,156,534	4,044,911	-	-	-	4,844,901
Federal Sources	-	596,127	-	-	-	8,486,627
TOTAL REVENUES	482,554,628	6,896,745	-	-	59,510	14,387,729
TOTAL BEGINNING FUND BALANCE/REVENUES	555,701,027	20,412,794	4,007,992	10,611,885	6,572,452	24,772,766
TOTAL ALLOCATIONS (TO) / FROM OTHER FUNDS	(44,542,395)	44,542,395	-	-	-	-
TRANSFERS (TO) / FROM OTHER FUNDS	(33,121,625)	-	3,639,487	4,237,269	19,681,097	-
AVAILABLE BEGINNING FUND BALANCE & REVENUES (Plus or Minus (if Revenue) Allocations and Transfers)	478,037,007	64,955,189	7,647,479	14,849,154	26,253,549	24,772,766
EXPENDITURES						
Instruction - Program 0010 to 2099						
Salaries	179,123,676	25,922,742	-	-	-	-
Employee Benefits	63,601,266	8,784,795	-	-	-	-
Purchased Services	4,853,851	7,816,259	-	-	-	-
Supplies & Materials	3,410,902	3,170,907	-	3,158,191	-	-
Property	135,000	724,638	-	-	-	-
Other	(431,576)	4,486,881	-	-	-	-
Total Instruction	250,693,119	50,906,222	-	3,158,191	-	-
Supporting Services						
Students - Program 2100						
Salaries	19,438,746	-	-	-	-	-
Employee Benefits	6,106,216	-	-	-	-	-
Purchased Services	546,421	-	-	-	-	-
Supplies & Materials	110,190	-	-	-	-	-
Property	8,000	-	-	-	-	-
Other	(12,831)	-	-	-	-	-
Total Students	26,196,742	-	-	-	-	-
Instructional Staff - Program 2200						
Salaries	24,674,698	-	-	-	-	-
Employee Benefits	7,501,758	-	-	-	-	-
Purchased Services	1,668,532	-	-	-	-	-
Supplies & Materials	399,824	-	-	400,000	-	-
Property	30,000	-	-	-	-	-
Other	(2,257,878)	-	-	-	-	-
Total Instructional Staff	32,016,934	-	-	400,000	-	-
General Administration - Program 2300						
Salaries	1,807,308	-	-	-	-	-
Employee Benefits	557,566	-	-	-	-	-
Purchased Services	1,123,098	-	-	-	-	-
Supplies & Materials	52,536	-	-	-	-	-
Property	-	-	-	-	-	-
Other	230,276	-	-	-	-	-
Total General Administration	3,770,784	-	-	-	-	-
School Administration - Program 2400						
Salaries	24,717,645	-	-	-	-	-
Employee Benefits	7,617,124	-	-	-	-	-
Purchased Services	295,140	-	-	-	-	-
Supplies & Materials	1,621,288	-	-	-	-	-
Property	57,200	-	-	-	-	-
Other	990,326	-	-	-	-	-
Total School Administration	35,298,723	-	-	-	-	-
Business Services - Program 2500						
Salaries	3,615,732	-	-	-	857,197	-
Employee Benefits	1,135,288	-	-	-	290,749	-
Purchased Services	365,709	-	-	-	825,861	-
Supplies & Materials	47,613	-	-	-	206,081	-
Property	56,088	-	-	-	50,000	-
Other	(1,608,832)	-	-	-	(1,025,080)	-
Total Business Services	3,611,598	-	-	-	1,204,808	-
Operations and Maintenance - Program 2600						
Salaries	18,952,570	-	-	-	-	-
Employee Benefits	6,385,647	-	-	-	-	-
Purchased Services	4,130,672	-	15,000	-	-	-
Supplies & Materials	8,780,993	-	15,000	-	-	-
Property	148,500	-	-	-	-	-
Other	36,524	-	-	-	-	-
Total Operations and Maintenance	38,434,906	-	30,000	-	-	-

**ADAMS 12 FIVE STAR SCHOOLS
UNIFORM BUDGET SUMMARY
FISCAL YEAR 2023-2024**

Adams 12 Five Star Schools Adopted Budget per Board of Education Resolution Fiscal Year 2023-2024 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: 7/7/2023 Budgeted Pupil Count - 35,520.44							
BEGINNING FUND BALANCE	\$ -	\$ 4,646,270	\$ 8,299,780	\$ 63,249,987	\$ 23,041,505	\$ 28,497,824	\$ 245,915,670
REVENUES							
Local Sources	-	3,708,364	11,040,662	72,117,113	271,658	3,467,942	286,357,751
Intermediate Sources	-	-	-	-	-	-	17,500
State Sources	6,621,591	-	-	-	-	-	305,667,937
Federal Sources	39,803,018	-	-	-	-	-	48,885,772
TOTAL REVENUES	46,424,609	3,708,364	11,040,662	72,117,113	271,658	3,467,942	640,928,960
TOTAL BEGINNING FUND BALANCE/REVENUES	46,424,609	8,354,634	19,340,442	135,367,100	23,313,163	31,965,766	886,844,630
TOTAL ALLOCATIONS (TO) / FROM OTHER FUNDS	-	-	-	-	-	-	-
TRANSFERS (TO) / FROM OTHER FUNDS	-	255,019	2,598,749	-	-	2,710,004	-
AVAILABLE BEGINNING FUND BALANCE & REVENUES (Plus or Minus (if Revenue) Allocations and Transfers)	46,424,609	8,609,653	21,939,191	135,367,100	23,313,163	34,675,770	886,844,630
EXPENDITURES							
Instruction - Program 0010 to 2099							
Salaries	10,909,173	81,340	1,733,089	-	-	-	217,770,020
Employee Benefits	3,181,809	18,859	451,553	-	-	-	76,038,282
Purchased Services	2,072,566	1,020,704	384,822	-	-	-	16,148,202
Supplies & Materials	838,250	2,342,751	1,221,184	-	-	-	14,142,185
Property	207,050	37,774	41,775	-	-	-	1,146,237
Other	6,837,082	168,731	1,004,795	-	-	-	12,065,913
Total Instruction	24,045,930	3,670,159	4,837,218	-	-	-	337,310,839
Supporting Services							
Students - Program 2100							
Salaries	6,356,818	-	299,921	-	-	-	26,095,485
Employee Benefits	1,894,485	-	76,870	-	-	-	8,077,571
Purchased Services	406,804	-	176,400	-	-	-	1,129,625
Supplies & Materials	135,080	-	311,663	-	-	-	556,933
Property	92,500	-	-	-	-	-	100,500
Other	1,220,137	-	97,487	-	-	-	1,304,793
Total Students	10,105,824	-	962,341	-	-	-	37,264,907
Instructional Staff - Program 2200							
Salaries	2,854,077	-	333,914	-	-	-	27,862,689
Employee Benefits	700,798	-	99,896	-	-	-	8,302,452
Purchased Services	898,241	-	3,540	-	-	-	2,570,313
Supplies & Materials	25,550	-	33,478	-	-	-	858,852
Property	-	-	-	-	-	-	30,000
Other	2,946,658	-	509,720	-	-	-	1,198,500
Total Instructional Staff	7,425,324	-	980,548	-	-	-	40,822,806
General Administration - Program 2300							
Salaries	-	-	-	-	-	-	1,807,308
Employee Benefits	-	-	-	-	-	-	557,566
Purchased Services	-	-	-	-	-	-	1,123,098
Supplies & Materials	-	-	-	-	-	-	52,536
Property	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	230,276
Total General Administration	-	-	-	-	-	-	3,770,784
School Administration - Program 2400							
Salaries	241,874	-	-	-	-	-	24,959,519
Employee Benefits	68,446	-	-	-	-	-	7,685,570
Purchased Services	-	-	-	-	-	-	295,140
Supplies & Materials	-	-	-	-	-	-	1,621,288
Property	-	-	-	-	-	-	57,200
Other	110,080	-	-	-	-	-	1,100,406
Total School Administration	420,400	-	-	-	-	-	35,719,123
Business Services - Program 2500							
Salaries	-	-	55,381	-	-	-	4,528,310
Employee Benefits	-	-	20,510	-	-	-	1,446,547
Purchased Services	-	-	2,000	-	-	392,035	1,585,605
Supplies & Materials	-	-	-	-	-	100,000	353,694
Property	-	-	-	-	-	350,000	456,088
Other	1,953,176	-	-	-	-	-	(680,736)
Total Business Services	1,953,176	-	77,891	-	-	842,035	7,689,508
Operations and Maintenance - Program 2600							
Salaries	-	-	390,383	-	-	135,003	19,477,956
Employee Benefits	-	-	123,409	-	-	46,992	6,556,048
Purchased Services	-	-	10,000	-	-	942,387	5,098,059
Supplies & Materials	-	-	25,400	-	-	187,340	9,008,733
Property	-	-	-	-	-	115,000	263,500
Other	3,000	-	5,050	-	-	125	44,699
Total Operations and Maintenance	3,000	-	554,242	-	-	1,426,847	40,448,995

**ADAMS 12 FIVE STAR SCHOOLS
UNIFORM BUDGET SUMMARY
FISCAL YEAR 2023-2024**

Adams 12 Five Star Schools Adopted Budget per Board of Education Resolution Fiscal Year 2023-2024 Summary Budget	10 General Fund	11 Charter School Fund	18 Insurance Reserve Fund	16 Instructional Revenue Fund	17 Information Technology Fund	21 Food Service Fund
Student Transportation - Program 2700						
Salaries	9,245,894	-	-	-	-	-
Employee Benefits	3,223,573	-	-	-	-	-
Purchased Services	537,781	-	-	-	-	-
Supplies & Materials	1,637,730	-	-	-	-	-
Property	12,500	-	-	-	-	-
Other	(898,150)	-	-	-	-	-
Total Student Transportation	13,759,328	-	-	-	-	-
Central Support - Program 2800						
Salaries	4,903,968	-	295,553	-	6,220,252	-
Employee Benefits	1,369,152	-	93,460	-	1,814,481	-
Purchased Services	1,126,227	-	3,611,081	-	8,750,316	-
Supplies & Materials	26,893	-	53,900	-	30,000	-
Property	6,000	-	1,500	-	3,026,000	-
Other	29,817	-	48,000	-	210,700	-
Total Central Support	7,462,057	-	4,103,494	-	20,051,749	-
Other Support - Program 2900						
Salaries	3,215,927	-	-	-	-	187,978
Employee Benefits	132,294	-	-	-	-	-
Purchased Services	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-
Property	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Other Support	3,348,221	-	-	-	-	187,978
Food Service Operations - Program 3100						
Salaries	-	-	-	-	-	4,927,386
Employee Benefits	-	-	-	-	-	1,629,543
Purchased Services	-	-	-	-	-	403,699
Supplies & Materials	13,000	-	-	-	-	6,709,666
Property	-	-	-	-	-	340,000
Other	(1,055,198)	-	-	-	-	1,100,433
Total Other Support	(1,042,198)	-	-	-	-	15,110,727
Enterprise Operations - Program 3200						
Salaries	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-
Purchased Services	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-
Property	-	-	-	-	-	-
Other	(196,878)	-	-	-	-	-
Total Enterprise Operations	(196,878)	-	-	-	-	-
Community Services - Program 3300						
Salaries	811,867	-	-	-	-	-
Employee Benefits	287,777	-	-	-	-	-
Purchased Services	2,000	-	-	-	-	-
Supplies & Materials	34,384	-	-	-	-	-
Property	-	-	-	-	-	-
Other	(749,717)	-	-	-	-	-
Total Community Services	386,311	-	-	-	-	-
Total Supporting Services	163,046,528	-	4,133,494	400,000	21,256,557	15,298,705
Property - Program 4000						
Salaries	1,160,389	-	-	-	-	-
Employee Benefits	350,691	-	-	-	-	-
Purchased Services	13,454	-	-	-	-	-
Supplies & Materials	18,243	-	-	-	-	-
Property	1,023	-	-	-	-	-
Other	9,816	-	-	-	-	-
Total Property	1,553,616	-	-	-	-	-
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	415,293,263	50,906,222	4,133,494	3,558,191	21,256,557	15,298,705
RESERVES						
Reserve for TABOR 3%: 93210	13,148,249	-	-	-	-	177,033
Res. for TABOR - Multi-Year Obligations: 93220	11,370,368	-	-	-	-	-
District Emergency Reserve: 93230	-	-	-	-	-	-
Encumbrances and Carryover:	-	-	-	-	-	-
Other Reserved Fund Balance: 9900	15,931,730	-	3,513,985	11,290,963	4,996,992	9,297,028
Other Restricted Reserves: 93240	-	-	-	-	-	-
Unassigned Reserve: 9900	22,293,397	14,048,967	-	-	-	-
TOTAL RESERVES	62,743,744	14,048,967	3,513,985	11,290,963	4,996,992	9,474,061
TOTAL EXPENDITURES & RESERVES	\$ 478,037,007	\$ 64,955,189	\$ 7,647,479	\$ 14,849,154	\$ 26,253,549	\$ 24,772,766
NON-APPROPRIATED RESERVE - Program	-	-	-	-	-	-
TOTAL AVAILABLE BEGINNING FUND BALANCE & REVENUES LESS TOTAL EXPENDITURES & RESERVES LESS NON-APPROPRIATED RESERVES (Should Equal Zero (0))	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**ADAMS 12 FIVE STAR SCHOOLS
UNIFORM BUDGET SUMMARY
FISCAL YEAR 2023-2024**

Adams 12 Five Star Schools Adopted Budget per Board of Education Resolution Fiscal Year 2023-2024 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	-	-	-	-	-	-	9,245,894
Employee Benefits	-	-	-	-	-	-	3,223,573
Purchased Services	36,742	-	-	-	-	300,000	874,523
Supplies & Materials	5,500	-	-	-	-	-	1,643,230
Property	-	-	-	-	1,090,747	677,940	1,781,187
Other	123,078	-	-	-	-	-	(775,072)
Total Student Transportation	165,320	-	-	-	1,090,747	977,940	15,993,335
Central Support - Program 2800							
Salaries	499,310	-	-	-	-	-	11,919,083
Employee Benefits	158,260	-	-	-	-	-	3,435,353
Purchased Services	-	-	-	-	-	15,000	13,502,624
Supplies & Materials	-	-	-	-	-	-	110,793
Property	-	-	-	-	-	-	3,033,500
Other	-	-	-	-	-	-	288,517
Total Central Support	657,570	-	-	-	-	15,000	32,289,870
Other Support - Program 2900							
Salaries	-	-	-	-	-	-	3,403,905
Employee Benefits	-	-	-	-	-	-	132,294
Purchased Services	-	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Other Support	-	-	-	-	-	-	3,536,199
Food Service Operations - Program 3100							
Salaries	-	-	-	-	-	-	4,927,386
Employee Benefits	-	-	-	-	-	-	1,629,543
Purchased Services	-	-	-	-	-	-	403,699
Supplies & Materials	-	-	-	-	-	-	6,722,666
Property	-	-	-	-	-	-	340,000
Other	-	-	-	-	-	-	45,235
Total Food Service Operations	-	-	-	-	-	-	14,068,529
Enterprise Operations - Program 3200							
Salaries	128,781	-	1,027,780	-	-	-	1,156,561
Employee Benefits	29,426	-	247,821	-	-	-	277,247
Purchased Services	-	-	273,693	-	-	-	273,693
Supplies & Materials	-	-	140,800	-	-	-	140,800
Property	-	-	7,500	-	-	-	7,500
Other	-	-	210,642	-	-	-	13,764
Total Enterprise Operations	158,207	-	1,908,236	-	-	-	1,869,565
Community Services - Program 3300							
Salaries	334,527	-	3,709,044	-	-	-	4,855,438
Employee Benefits	127,167	-	1,399,499	-	-	-	1,814,443
Purchased Services	192,147	-	364,809	-	-	-	558,956
Supplies & Materials	83,359	-	59,454	-	-	-	177,197
Property	-	-	-	-	-	-	-
Other	752,658	-	241,560	-	-	-	244,501
Total Community Services	1,489,858	-	5,774,366	-	-	-	7,650,535
Total Supporting Services	22,378,679	-	10,257,624	-	1,090,747	3,261,822	241,124,156
Property - Program 4000							
Salaries	-	-	-	-	505,876	-	1,666,265
Employee Benefits	-	-	-	-	155,204	-	505,895
Purchased Services	-	-	2,546	-	3,540,614	-	3,556,614
Supplies & Materials	-	-	-	-	1,076,353	-	1,094,596
Property	-	-	-	-	14,909,815	950,000	15,860,838
Other	-	-	-	-	2,034,554	-	2,044,370
Total Property	-	-	2,546	-	22,222,416	950,000	24,728,578
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	-	-	-	40,811,925	-	2,955,279	43,767,204
Total Other Uses	-	-	-	40,827,925	-	2,955,279	43,783,204
TOTAL EXPENDITURES	46,424,609	3,670,159	15,097,388	40,827,925	23,313,163	7,167,101	646,946,777
RESERVES							
Reserve for TABOR 3%: 93210	-	111,251	331,220	-	-	104,038	13,871,791
Res. for TABOR - Multi-Year Obligations: 93220	-	-	-	-	-	2,200,199	13,570,567
District Emergency Reserve: 93230	-	-	-	-	-	-	-
Encumbrances and Carryover:	-	-	-	-	-	-	-
Other Reserved Fund Balance: 9900	-	4,828,243	6,510,583	94,539,175	-	25,204,432	176,113,131
Other Restricted Reserves: 93240	-	-	-	-	-	-	-
Unassigned Reserve: 9900	-	-	-	-	-	-	36,342,364
TOTAL RESERVES	-	4,939,494	6,841,803	94,539,175	-	27,508,669	239,897,853
TOTAL EXPENDITURES & RESERVES	\$ 46,424,609	\$ 8,609,653	\$ 21,939,191	\$ 135,367,100	\$ 23,313,163	\$ 34,675,770	\$ 886,844,630
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. There are two buildings featuring modern classrooms, facilities, and libraries for life-long learning.



Stargate School

Stargate offers a variety of programs focused on serving the gifted and talented community for a K-12 grades. Stargate community will be a leader and innovator in intellectually gifted education by providing a learning environment to meet gifted students' needs.



Westgate Community School

Westgate Community School is a small school serving gifted students who are at-risk and underachieving in more traditional educational settings for K-12 grades. Westgate Community School is a community-centered, gifted K-12 school that embraces whole-child learning and serves all students by encouraging creativity, authenticity, inclusivity, collaboration, and academic excellence.



New America School

The New America School Thornton Campus enrolls more than 300 students each year in a location convenient for students in Adams and Denver counties, as well as other communities in metropolitan Denver. We have unique opportunities for young parents, former dropouts, 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 2023-2024**

	Prospect Ridge Charter School	Stargate Charter School	Westgate Charter School	New America Charter School	2023-2024 Budget Total
Beginning Fund Balance	\$ 3,644,693	\$ 5,623,593	\$ 3,604,077	\$ 643,686	\$ 13,516,049
Revenues					
Local	1,025,470	588,600	437,919	103,718	2,155,707
State	18,207,894	20,381,036	6,899,806	3,098,570	48,587,306
Federal	182,941	178,180	99,553	135,453	596,127
Transfer In	-	100,000	-	-	100,000
Total Revenues	19,416,305	21,247,816	7,437,278	3,337,741	51,439,140
Total Resources Available	23,060,998	26,871,409	11,041,355	3,981,427	64,955,189
Expenditures					
Salaries	10,389,341	10,326,949	4,009,709	1,196,743	25,922,742
Benefits	3,190,098	3,821,560	1,279,252	493,885	8,784,795
Purchased Services	3,174,735	1,712,177	1,670,269	1,259,078	7,816,259
Supplies and Materials	1,745,011	1,023,294	301,302	101,300	3,170,907
Capital Outlay	279,908	370,000	49,730	25,000	724,638
Other	20,696	2,588,698	75,400	110,857	2,795,651
Debt Service	-	-	-	-	-
Centralized & Direct Cost to District	449,284	515,577	178,495	102,874	1,246,230
Transfer Out	-	445,000	-	-	445,000
Total Expenditures	19,249,073	20,803,255	7,564,157	3,289,737	50,906,222
Ending Fund Balance	\$ 3,811,925	\$ 6,068,154	\$ 3,477,198	\$ 691,690	\$ 14,048,967



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 2023-24, the ask to support all Elementary schools to have at least 1.00 FTE in Art, Music, and Physical Education classes to positively impact student growth and achievement.
- In Fiscal Year 2023-24, a 1.00 FTE Dean was added to the three secondary title schools.
- In Fiscal Year 2023-24, with the needs that arose from sports at 6-8 grades an additional 1.00 FTE Assistant Principal was granted to each of the four K-8 schools.



ARAPAHOE RIDGE ELEMENTARY SCHOOL

13095 West Pecos Street
Westminster, CO 80234
<https://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 increased 1.00 FTE due to continued projected enrollment incline.
- Paraprofessionals FTE were increased 0.75 to meet needs of the school for Classroom Assistants.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,996,680	\$ 1,863,261	\$ 1,966,774	\$ 2,025,871
Benefits	623,424	619,932	625,000	640,882
Purchased Services	4,545	2,708	6,876	2,235
Supplies	31,612	23,416	55,567	39,143
Equipment	-	-	-	-
Other	8,760	12,004	10,933	13,686
Total Expenditures	\$ 2,665,021	\$ 2,521,322	\$ 2,665,150	\$ 2,721,817
<u>BUDGETED STAFFING</u>				
Certified	22.00	22.50	20.50	21.50
Paraprofessionals	2.95	3.50	4.03	4.78
Classified	2.06	2.06	2.05	2.06
Administrative and Professional/Technical	2.00	1.50	1.50	1.50
Total Budgeted Staffing	29.01	29.56	28.08	29.84
Projected Student Enrollment	497	400	396	435
Cost per Student	\$ 5,362	\$ 6,303	\$ 6,730	\$ 6,257

CENTENNIAL ELEMENTARY SCHOOL

13200 Westlake Drive
Broomfield, CO 80020
<https://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 0.50 FTE Instructional Coach moved back from Government Designated-Purpose Grant Fund.
- Paraprofessionals FTE decreased by 1.15 FTE as the Family Outreach Liaison moved to Government Designated-Purpose Grant Fund. School also reviewed needs and decreased Student Monitor hours.
- Eligible for Title I funding.

	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 AMENDED	2023-2024 BUDGET
EXPENDITURES				
Salaries	\$ 1,709,889	\$ 1,910,454	\$ 1,988,708	\$ 2,030,275
Benefits	532,610	597,030	629,049	640,625
Purchased Services	3,482	14,375	11,312	10,264
Supplies	28,264	35,106	73,922	77,661
Equipment	17,270	796	-	-
Other	(179,974)	(148,838)	(47,087)	(170,574)
Total Expenditures	\$ 2,111,541	\$ 2,408,923	\$ 2,655,904	\$ 2,588,251
BUDGETED STAFFING				
Certified	21.00	21.50	20.50	21.00
Paraprofessionals	3.39	3.51	4.66	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	28.39	29.01	29.16	28.51
Projected Student Enrollment	411	317	358	306
Cost per Student	\$ 5,138	\$ 7,599	\$ 7,419	\$ 8,458

CHERRY DRIVE ELEMENTARY

11500 Cherry Drive
Thornton, CO 80233
<https://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 1.50 FTE due to increase in specials allocations.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,294,704	\$ 1,161,838	\$ 1,544,129	\$ 1,600,995
Benefits	401,521	385,453	487,475	504,708
Purchased Services	1,241	7,714	1,640	1,713
Supplies	40,416	35,259	50,492	43,352
Equipment	-	-	-	-
Other	11,198	18,632	12,539	15,591
Total Expenditures	\$ 1,749,080	\$ 1,608,896	\$ 2,096,275	\$ 2,166,359
<u>BUDGETED STAFFING</u>				
Certified	13.90	14.90	15.00	16.50
Paraprofessionals	2.31	2.72	2.53	2.52
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	19.71	21.12	21.03	22.52
Projected Student Enrollment	288	243	271	292
Cost per Student	\$ 6,073	\$ 6,621	\$ 7,735	\$ 7,419

CORONADO HILLS ELEMENTARY SCHOOL

8300 Downing Drive
Thornton, CO 80229
<https://coronado.adams12.org>

Principal: Cathy Cahill-Merritt
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 increased 0.50 due to school funding a Learning Specialist Teacher.
- Paraprofessionals FTE decreased 0.37 to meet Classroom Assistant needs.
- Eligible for Title I funding.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,073,425	\$ 2,166,476	\$ 2,187,107	\$ 2,258,329
Benefits	655,672	699,676	691,744	718,595
Purchased Services	3,503	2,098	2,175	1,575
Supplies	56,053	37,105	63,901	55,686
Equipment	-	4,985	25,508	5,000
Other	(250,985)	(231,175)	(221,202)	(257,324)
Total Expenditures	\$ 2,537,669	\$ 2,679,165	\$ 2,749,233	\$ 2,781,861
<u>BUDGETED STAFFING</u>				
Certified	27.30	26.50	23.00	23.50
Paraprofessionals	3.21	4.08	4.37	4.00
Classified	2.00	2.50	2.50	2.56
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	34.51	35.08	31.87	32.06
Projected Student Enrollment	506	419	376	372
Cost per Student	\$ 5,015	\$ 6,394	\$ 7,312	\$ 7,478

COTTON CREEK ELEMENTARY SCHOOL

11100 Vrain Street
Westminster, CO 80031
<https://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 1.00 due to continued enrollment decline.
- Paraprofessionals FTE increased 0.50 to meet Classroom Assistant needs.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,290,273	\$ 2,300,887	\$ 2,289,138	\$ 2,244,880
Benefits	698,236	775,735	724,918	710,214
Purchased Services	2,222	4,197	1,704	1,519
Supplies	34,190	36,692	46,329	50,430
Equipment	-	15,931	-	-
Other	12,011	17,639	15,107	16,437
Total Expenditures	\$ 3,036,932	\$ 3,151,081	\$ 3,077,196	\$ 3,023,480
<u>BUDGETED STAFFING</u>				
Certified	25.00	27.50	25.50	24.50
Paraprofessionals	2.75	3.99	4.00	4.50
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	1.50	1.50
Total Budgeted Staffing	31.75	35.49	33.00	32.50
Projected Student Enrollment	551	453	484	444
Cost per Student	\$ 5,512	\$ 6,956	\$ 6,358	\$ 6,810

COYOTE RIDGE ELEMENTARY SCHOOL

13770 Broadlands Drive
Broomfield, CO 80023
<https://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, they are globally minded, and they are prepared to positively impact an ever-changing world.

Additional Information:

- Certified FTE decreased by 0.25 due to removing Teacher on Special Assignment (TOSA).
- Paraprofessionals FTE increased by 0.12 to meet school needs for Student Monitors.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,770,515	\$ 1,857,829	\$ 1,974,108	\$ 1,995,449
Benefits	548,715	597,984	627,950	631,825
Purchased Services	746	2,286	1,546	1,583
Supplies	31,304	32,227	76,391	51,613
Equipment	-	38,133	-	-
Other	9,660	14,187	35,234	16,147
Total Expenditures	\$ 2,360,939	\$ 2,542,646	\$ 2,715,229	\$ 2,696,617
<u>BUDGETED STAFFING</u>				
Certified	20.20	21.70	21.75	21.50
Paraprofessionals	2.73	3.28	3.62	3.74
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	26.43	28.48	28.87	28.74
Projected Student Enrollment	419	382	405	367
Cost per Student	\$ 5,635	\$ 6,656	\$ 6,704	\$ 7,348

EAGLEVIEW ELEMENTARY SCHOOL

4601 Summit Grove Parkway
Thornton, CO 80241
<https://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 to 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 0.50 due to enrollment decline.
- Paraprofessionals FTE decreased 1.82 after review of school needs for Classroom Assistants and Student Monitors.
- Classified FTE decreased by 0.08 after review of school needs for Media Assistant.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,179,581	\$ 2,229,722	\$ 2,168,886	\$ 2,143,014
Benefits	653,825	737,478	690,802	679,160
Purchased Services	3,847	4,855	4,107	3,006
Supplies	42,607	70,302	89,176	30,812
Equipment	-	-	15,700	-
Other	11,310	22,645	20,875	26,121
Total Expenditures	\$ 2,891,171	\$ 3,065,002	\$ 2,989,546	\$ 2,882,113
<u>BUDGETED STAFFING</u>				
Certified	24.00	28.50	23.50	23.00
Paraprofessionals	3.81	4.74	5.48	3.66
Classified	2.88	2.88	2.88	2.80
Administrative and Professional/Technical	2.00	2.00	1.50	1.50
Total Budgeted Staffing	32.69	38.11	33.36	30.96
Projected Student Enrollment	554	478	500	455
Cost per Student	\$ 5,219	\$ 6,412	\$ 5,979	\$ 6,334

FEDERAL HEIGHTS ELEMENTARY SCHOOL

2500 West 96th Avenue
Federal Heights, CO 80260
<https://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.

Our vision is 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 0.87 due to rise in projected enrollment.
- Classified FTE increased 0.15 by increasing Office Assistant hours.
- Eligible for Title I funding.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,691,640	\$ 1,755,366	\$ 2,157,145	\$ 2,188,425
Benefits	557,806	579,507	679,904	693,086
Purchased Services	1,969	1,654	1,644	1,658
Supplies	37,859	42,007	45,194	51,795
Equipment	15,261	3,495	-	-
Other	(265,167)	(252,609)	(247,354)	(248,836)
Total Expenditures	\$ 2,039,367	\$ 2,129,420	\$ 2,636,533	\$ 2,686,128
<u>BUDGETED STAFFING</u>				
Certified	21.50	22.00	22.13	23.00
Paraprofessionals	2.74	4.15	3.31	3.31
Classified	2.37	2.37	2.15	2.30
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	28.60	30.52	29.59	30.61
Projected Student Enrollment	402	344	352	362
Cost per Student	\$ 5,073	\$ 6,190	\$ 7,490	\$ 7,420

GLACIER PEAK ELEMENTARY SCHOOL

12060 Jasmine Street
Brighton, CO 80602
<https://glacier.adams12.org>

Principal: Jeanna Costa
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 1.50 due to rise in projected enrollment.
- Paraprofessionals FTE decreased by 0.03 after review of school needs.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,628,857	\$ 1,823,223	\$ 2,149,648	\$ 2,310,906
Benefits	519,785	609,133	680,222	729,325
Purchased Services	2,102	1,437	5,347	7,533
Supplies	19,409	27,375	41,359	41,805
Equipment	-	3,292	-	-
Other	5,994	12,336	17,653	13,658
Total Expenditures	\$ 2,176,149	\$ 2,476,796	\$ 2,894,229	\$ 3,103,227
<u>BUDGETED STAFFING</u>				
Certified	20.00	22.50	23.50	25.00
Paraprofessionals	1.99	3.28	5.04	5.01
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	25.49	29.28	32.04	33.51
Projected Student Enrollment	421	370	444	493
Cost per Student	\$ 5,169	\$ 6,694	\$ 6,519	\$ 6,295

HILLCREST ELEMENTARY SCHOOL

10335 Croke Drive
Northglenn, CO 80260
<https://hillcrest.adams12.org>

Principal: Erika Fiorenza
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:

- Paraprofessionals FTE increased by 0.56 Family Outreach Liaison moved back from Government Designated-Purpose Grant Fund.
- Classified FTE increased by 0.25 by adding back the removed Office Assistant position.
- Eligible for Title I funding.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,690,241	\$ 1,891,977	\$ 2,098,610	\$ 2,162,426
Benefits	554,083	649,044	664,505	688,375
Purchased Services	34,058	16,029	26,994	23,501
Supplies	35,636	33,188	54,097	41,128
Equipment	-	6,067	-	-
Other	(205,982)	(218,236)	(210,233)	(238,702)
Total Expenditures	\$ 2,108,036	\$ 2,378,068	\$ 2,633,973	\$ 2,676,728
<u>BUDGETED STAFFING</u>				
Certified	21.50	23.00	22.00	22.00
Paraprofessionals	2.35	3.28	4.37	4.93
Classified	2.25	2.25	2.00	2.25
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	28.10	30.53	30.37	31.18
Projected Student Enrollment	398	343	367	372
Cost per Student	\$ 5,297	\$ 6,933	\$ 7,177	\$ 7,196

HUNTERS GLEN ELEMENTARY SCHOOL

13222 Corona Street
Thornton, CO 80241
<https://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 1.50 due to rise in projected enrollment.
- Paraprofessionals FTE increased by 0.69 to provide additional Student Monitor support.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,697,094	\$ 1,719,223	\$ 1,943,803	\$ 2,103,813
Benefits	538,608	577,583	613,828	663,670
Purchased Services	7,473	8,839	40,109	26,827
Supplies	19,772	23,946	32,415	23,778
Equipment	-	-	-	-
Other	6,433	8,837	39,229	36,673
Total Expenditures	\$ 2,269,380	\$ 2,338,428	\$ 2,669,384	\$ 2,854,761
<u>BUDGETED STAFFING</u>				
Certified	19.00	19.30	21.50	23.00
Paraprofessionals	2.00	2.75	2.85	3.54
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	24.50	25.55	27.85	30.04
Projected Student Enrollment	401	320	353	415
Cost per Student	\$ 5,659	\$ 7,308	\$ 7,562	\$ 6,879

LEROY ELEMENTARY SCHOOL

1451 Leroy Drive
Northglenn, CO 80233
<https://leroy.adams12.org>

Principal: Caitlin Caligiuri
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:

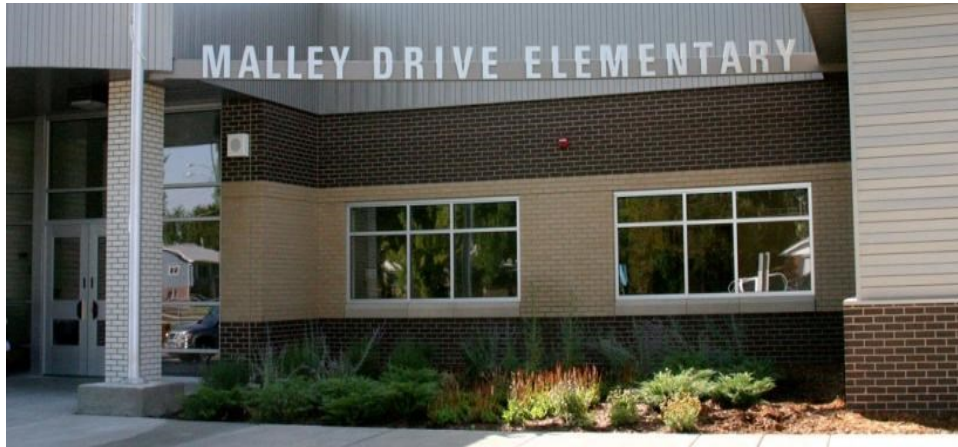
- Certified 1.50 FTE Instructional Coaches returned from Government Designated-Purpose Grant Fund.
- Paraprofessionals FTE decreased by 0.13 due to school needs of Student Monitors.
- Eligible for Title I funding.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,791,488	\$ 1,937,580	\$ 2,026,341	\$ 2,204,035
Benefits	575,875	648,644	643,592	696,517
Purchased Services	22,028	5,876	6,024	3,012
Supplies	29,118	57,347	108,298	70,255
Equipment	-	2,952	-	25,000
Other	(137,960)	(157,463)	(46,945)	(199,325)
Total Expenditures	\$ 2,280,549	\$ 2,494,935	\$ 2,737,310	\$ 2,799,494
<u>BUDGETED STAFFING</u>				
Certified	20.50	23.00	21.50	23.00
Paraprofessionals	3.50	3.88	3.93	3.80
Classified	2.13	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	28.13	30.88	29.43	30.80
Projected Student Enrollment	364	328	374	411
Cost per Student	\$ 6,265	\$ 7,607	\$ 7,319	\$ 6,811

MALLEY DRIVE ELEMENTARY SCHOOL

1300 Malley Drive
Northglenn, CO 80233
<https://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 returned from Government Designated-Purpose Grant Fund.
- Paraprofessionals FTE increased by 0.22 due to school needs of Classroom Assistance.
- Classified FTE decreased by 0.19 as school reduced Office Assistant hours.
- Eligible for Title I funding.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,787,339	\$ 2,056,948	\$ 1,986,882	\$ 2,208,683
Benefits	568,112	677,652	630,726	700,778
Purchased Services	13,460	7,370	6,805	3,301
Supplies	25,014	30,981	66,616	59,469
Equipment	-	135	-	-
Other	(130,802)	(142,861)	(47,514)	(194,941)
Total Expenditures	\$ 2,263,123	\$ 2,630,226	\$ 2,643,515	\$ 2,777,290
<u>BUDGETED STAFFING</u>				
Certified	19.90	23.00	21.50	23.00
Paraprofessionals	2.72	3.29	3.91	4.13
Classified	2.00	2.00	2.38	2.19
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	26.62	30.29	29.79	31.31
Projected Student Enrollment	359	342	348	357
Cost per Student	\$ 6,304	\$ 7,691	\$ 7,596	\$ 7,780

MCELWAIN ELEMENTARY SCHOOL

1020 Dawson Drive
Thornton, CO 80229
<https://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 increased by 0.20 for school funding a Speech Language Pathologist to meet needs.
- Paraprofessionals FTE increased by 0.99 to fund the previously removed Classroom Assistant position.
- Eligible for Title I funding.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,821,201	\$ 1,922,511	\$ 2,071,566	\$ 2,157,377
Benefits	574,611	641,887	653,438	686,276
Purchased Services	6,681	3,196	2,715	2,794
Supplies	54,778	35,103	53,457	66,004
Equipment	-	-	-	-
Other	(193,873)	(177,907)	(174,030)	(252,496)
Total Expenditures	\$ 2,263,398	\$ 2,424,791	\$ 2,607,146	\$ 2,659,955
<u>BUDGETED STAFFING</u>				
Certified	22.50	23.00	22.00	22.20
Paraprofessionals	3.75	4.50	3.51	4.50
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	30.25	31.50	29.51	30.70
Projected Student Enrollment	425	346	340	342
Cost per Student	\$ 5,326	\$ 7,008	\$ 7,668	\$ 7,778

MERIDIAN ELEMENTARY SCHOOL

14256 McKay Park Circle
Broomfield, CO 80023
<https://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:

- Paraprofessionals FTE increased by 0.07 to meet school needs for additional Student Monitor hours.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,378,077	\$ 2,540,677	\$ 2,475,754	\$ 2,525,473
Benefits	734,795	810,460	784,163	797,718
Purchased Services	6,130	3,778	2,447	2,276
Supplies	34,951	26,981	51,810	85,849
Equipment	-	17,850	-	-
Other	9,148	18,009	43,278	16,062
Total Expenditures	\$ 3,163,100	\$ 3,417,755	\$ 3,357,452	\$ 3,427,378
<u>BUDGETED STAFFING</u>				
Certified	26.70	27.70	27.50	27.50
Paraprofessionals	2.00	3.50	3.82	3.89
Classified	2.88	2.50	2.50	2.50
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	33.58	35.70	35.82	35.89
Projected Student Enrollment	582	491	544	541
Cost per Student	\$ 5,435	\$ 6,961	\$ 6,172	\$ 6,335

MOUNTAIN VIEW ELEMENTARY SCHOOL

12401 Perry Street
Broomfield, CO 80020
<https://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: The Deaf and Hard of Hearing program serves preschool through fifth-grade 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 0.50 due to reduction of the Reading Interventionist.
- Paraprofessionals increased by 1.54 FTE to add Student Monitors and Classroom Assistants per school needs.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,191,046	\$ 2,323,270	\$ 2,114,640	\$ 2,170,908
Benefits	704,752	773,482	669,272	685,675
Purchased Services	3,064	4,755	2,225	2,082
Supplies	34,639	21,871	102,496	26,696
Equipment	-	-	-	-
Other	6,485	13,758	64,657	8,090
Total Expenditures	\$ 2,939,985	\$ 3,137,136	\$ 2,953,290	\$ 2,893,451
<u>BUDGETED STAFFING</u>				
Certified	26.20	29.30	23.50	23.00
Paraprofessionals	2.44	3.19	4.23	5.77
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	1.50	1.50
Total Budgeted Staffing	32.64	36.49	31.23	32.27
Projected Student Enrollment	539	461	483	483
Cost per Student	\$ 5,455	\$ 6,805	\$ 6,114	\$ 5,991

NORTH MOR ELEMENTARY SCHOOL

9580 Damon Drive
Northglenn, CO 80260
<https://northmor.adams12.org>

Principal: Sara Roberts
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 returned from Government Designated-Purpose Grant Fund.
- Paraprofessionals FTE decreased 1.83 after review of school needs reduced 0.83 Classroom Assistants along with 1.00 Family Outreach Liaison moved to Government Designated-Purpose Grant Fund.
- Eligible for Title I funding.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,777,643	\$ 1,783,563	\$ 1,922,093	\$ 1,953,841
Benefits	576,837	607,742	607,763	616,637
Purchased Services	5,366	3,444	3,623	3,143
Supplies	34,513	48,766	77,492	38,361
Equipment	21,525	650	5,000	-
Other	(134,162)	(138,405)	(73,290)	(153,465)
Total Expenditures	\$ 2,281,722	\$ 2,305,761	\$ 2,542,681	\$ 2,458,517
<u>BUDGETED STAFFING</u>				
Certified	21.50	20.60	19.10	20.00
Paraprofessionals	3.19	3.94	5.28	3.45
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	28.54	28.38	27.45
Projected Student Enrollment	377	317	323	308
Cost per Student	\$ 6,052	\$ 7,274	\$ 7,872	\$ 7,982

NORTH STAR ELEMENTARY SCHOOL

8740 North Star Drive
Thornton, CO 80260
<https://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 FTE decreased by 2.00 due to decline in projected enrollment.
- Paraprofessionals FTE increased by 0.48 to increase Student Monitor positions to match school needs.
- Eligible for Title I funding.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,657,238	\$ 1,612,757	\$ 1,854,377	\$ 1,770,869
Benefits	522,799	557,557	583,806	562,012
Purchased Services	4,447	1,581	4,108	3,091
Supplies	42,032	28,792	90,310	38,702
Equipment	5,536	-	-	-
Other	(203,563)	(185,264)	(186,675)	(220,184)
Total Expenditures	\$ 2,028,489	\$ 2,015,423	\$ 2,345,926	\$ 2,154,490
<u>BUDGETED STAFFING</u>				
Certified	20.00	18.50	19.00	17.00
Paraprofessionals	3.68	4.42	4.05	4.53
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	27.68	26.92	27.05	25.53
Projected Student Enrollment	344	278	303	286
Cost per Student	\$ 5,897	\$ 7,250	\$ 7,742	\$ 7,533

PRAIRIE HILLS ELEMENTARY SCHOOL

13801 Garfield Place
Thornton, CO 80602
<https://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 Multilingual 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:

- School maintained FTE as closely as possible to prior year.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,015,593	\$ 2,024,581	\$ 1,963,393	\$ 2,004,883
Benefits	592,301	647,133	618,372	630,667
Purchased Services	3,921	3,641	22,097	10,048
Supplies	37,413	27,853	74,241	73,788
Equipment	1,350	-	-	-
Other	10,858	13,137	16,048	16,031
Total Expenditures	\$ 2,661,436	\$ 2,716,345	\$ 2,694,151	\$ 2,735,417
<u>BUDGETED STAFFING</u>				
Certified	22.00	22.50	21.50	21.50
Paraprofessionals	1.85	2.61	2.68	2.66
Classified	2.00	2.13	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	27.35	28.74	27.68	27.66
Projected Student Enrollment	487	402	425	441
Cost per Student	\$ 5,465	\$ 6,757	\$ 6,339	\$ 6,203

RIVERDALE ELEMENTARY SCHOOL

10724 Elm Drive
Thornton, CO 80233
<https://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:

- Certified FTE increased by 1.00 FTE due to increase in specials allocations.
- Administrative FTE increased by 0.10 to meet school needs of Assistant Principal hours.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,476,112	\$ 1,602,826	\$ 1,882,000	\$ 1,844,529
Benefits	484,623	543,400	594,413	582,654
Purchased Services	4,248	3,161	16,674	6,316
Supplies	33,239	60,200	92,871	48,122
Equipment	12,597	20,272	37,885	2,200
Other	12,427	17,358	32,479	23,199
Total Expenditures	\$ 2,023,246	\$ 2,247,217	\$ 2,656,322	\$ 2,507,020
<u>BUDGETED STAFFING</u>				
Certified	20.00	20.50	20.50	19.50
Paraprofessionals	1.50	2.25	2.55	2.55
Classified	2.25	2.25	2.25	2.25
Administrative and Professional/Technical	1.50	1.50	1.50	1.60
Total Budgeted Staffing	25.25	26.50	26.80	25.90
Projected Student Enrollment	402	335	351	351
Cost per Student	\$ 5,033	\$ 6,708	\$ 7,568	\$ 7,143

ROCKY MOUNTAIN ELEMENTARY SCHOOL

3350 West 99th Avenue
Westminster, CO 80031
<https://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 0.40 due to decline in projected enrollment.
- Paraprofessionals FTE increased by 1.13 as Family Liaison returned from Government Designated-Purpose Grant Fund and school increased Classroom Assistant hours.
- Eligible for Title I funding.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,622,220	\$ 1,413,403	\$ 1,725,165	\$ 1,745,165
Benefits	519,452	482,467	540,502	551,030
Purchased Services	2,555	1,507	3,721	3,680
Supplies	35,336	38,505	45,120	49,375
Equipment	-	-	-	-
Other	(178,094)	(177,451)	(177,426)	(202,852)
Total Expenditures	\$ 2,001,470	\$ 1,758,430	\$ 2,137,082	\$ 2,146,398
<u>BUDGETED STAFFING</u>				
Certified	19.60	18.60	17.40	17.00
Paraprofessionals	3.40	3.22	2.75	3.88
Classified	2.13	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	27.12	25.82	24.15	24.88
Projected Student Enrollment	357	266	291	279
Cost per Student	\$ 5,606	\$ 6,611	\$ 7,344	\$ 7,693

SILVER CREEK ELEMENTARY SCHOOL

15101 Fillmore Street
Thornton, CO 80602
<https://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:

- Paraprofessionals FTE increased by 0.34 to meet school needs of additional Student Monitors.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,386,446	\$ 2,555,127	\$ 2,558,586	\$ 2,601,590
Benefits	719,589	823,280	808,473	820,977
Purchased Services	5,184	773	1,726	1,311
Supplies	38,310	48,929	80,288	76,360
Equipment	(3,633)	270	-	-
Other	13,746	22,951	61,560	37,259
Total Expenditures	\$ 3,159,643	\$ 3,451,330	\$ 3,510,633	\$ 3,537,497
<u>BUDGETED STAFFING</u>				
Certified	26.50	29.50	28.50	28.50
Paraprofessionals	3.81	4.28	4.27	4.61
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	34.31	37.78	36.77	37.11
Projected Student Enrollment	596	523	583	560
Cost per Student	\$ 5,301	\$ 6,599	\$ 6,022	\$ 6,317

SKYVIEW ELEMENTARY SCHOOL

5021 East 123rd Avenue
Thornton, CO 80241
<https://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 decline in projected enrollment.
- Paraprofessionals FTE decreased by 0.19 to meet school needs of Classroom Assistants.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,755,975	\$ 1,743,546	\$ 1,903,551	\$ 1,851,836
Benefits	504,574	547,519	601,639	584,058
Purchased Services	2,829	2,540	13,162	6,575
Supplies	48,398	38,040	65,996	34,053
Equipment	-	-	25,000	5,000
Other	11,119	16,999	20,697	17,113
Total Expenditures	\$ 2,322,894	\$ 2,348,644	\$ 2,630,045	\$ 2,498,635
<u>BUDGETED STAFFING</u>				
Certified	20.00	21.50	20.50	19.50
Paraprofessionals	1.94	2.69	3.19	3.00
Classified	2.31	2.30	2.30	2.23
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	25.75	27.99	27.49	26.23
Projected Student Enrollment	419	354	358	357
Cost per Student	\$ 5,544	\$ 6,635	\$ 7,346	\$ 6,999

STELLAR ELEMENTARY SCHOOL

3901 East 124th Avenue
Thornton, CO 80241
<https://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 increased by 0.75 FTE due to increase in specials allocations.
- Paraprofessionals FTE increased by 0.59 to meet school needs of additional Classroom Assistant.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,891,465	\$ 1,901,825	\$ 1,983,181	\$ 2,020,272
Benefits	566,164	608,002	624,813	635,558
Purchased Services	1,955	1,162	1,674	1,781
Supplies	33,741	50,763	42,386	37,694
Equipment	-	-	-	-
Other	11,267	13,787	62,999	16,616
Total Expenditures	\$ 2,504,592	\$ 2,575,539	\$ 2,715,053	\$ 2,711,921
<u>BUDGETED STAFFING</u>				
Certified	22.00	23.50	20.75	21.50
Paraprofessionals	2.06	2.82	3.07	3.66
Classified	2.05	2.05	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	27.61	29.87	27.32	28.66
Projected Student Enrollment	483	403	394	395
Cost per Student	\$ 5,185	\$ 6,391	\$ 6,891	\$ 6,866

STUKEY ELEMENTARY SCHOOL

11080 Grant Drive
Northglenn, CO 80233
<https://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 decreased by 2.00 due to decline in projected enrollment.
- Paraprofessionals FTE increased by 0.23 as Family Liaison returned from Government Designated-Purpose Grant Fund.
- Eligible for Title I funding.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,606,069	\$ 1,687,415	\$ 2,069,133	\$ 1,950,621
Benefits	526,677	579,089	651,099	617,013
Purchased Services	6,101	1,782	2,293	2,368
Supplies	21,266	37,391	85,678	62,010
Equipment	12,355	-	-	-
Other	(186,781)	(172,989)	(158,625)	(173,168)
Total Expenditures	\$ 1,985,688	\$ 2,132,688	\$ 2,649,578	\$ 2,458,844
<u>BUDGETED STAFFING</u>				
Certified	21.50	20.40	22.00	20.00
Paraprofessionals	2.38	3.38	3.15	3.38
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	27.88	27.78	29.15	27.38
Projected Student Enrollment	377	298	332	315
Cost per Student	\$ 5,267	\$ 7,157	\$ 7,981	\$ 7,806

TARVER ELEMENTARY SCHOOL

3500 Summit Grove Parkway
Thornton, CO 80241
<https://tarver.adams12.org>

Principal: Donald Beuke
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:

- Paraprofessionals FTE increased by 0.26 to meet school needs of additional Classroom Assistant.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,734,248	\$ 1,818,454	\$ 1,958,569	\$ 1,998,027
Benefits	528,598	591,305	616,508	630,552
Purchased Services	3,554	2,879	6,841	6,639
Supplies	22,034	26,502	99,427	66,731
Equipment	-	-	-	-
Other	7,409	12,508	21,880	17,267
Total Expenditures	\$ 2,295,843	\$ 2,451,648	\$ 2,703,225	\$ 2,719,216
<u>BUDGETED STAFFING</u>				
Certified	20.00	23.00	21.50	21.50
Paraprofessionals	1.88	2.75	3.27	3.53
Classified	2.06	2.00	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	25.44	29.25	28.27	28.53
Projected Student Enrollment	407	382	397	404
Cost per Student	\$ 5,641	\$ 6,418	\$ 6,809	\$ 6,731

THE STUDIO SCHOOL

10604 Grant Drive
Northglenn, CO 80233
<https://studioschool.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:

- Certified FTE increased by 0.50 FTE due to increase in specials allocations.
- Paraprofessionals FTE decreased by 0.25 to meet school needs of Classroom Assistant hours.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,377,205	\$ 1,457,117	\$ 1,507,360	\$ 1,622,580
Benefits	442,656	487,647	471,407	511,186
Purchased Services	15,971	30,678	40,414	42,574
Supplies	23,146	35,113	68,545	72,249
Equipment	-	-	-	-
Other	8,570	16,975	59,718	21,610
Total Expenditures	\$ 1,867,547	\$ 2,027,530	\$ 2,147,444	\$ 2,270,199
<u>BUDGETED STAFFING</u>				
Certified	14.80	15.80	15.80	16.30
Paraprofessionals	1.98	2.61	3.22	2.97
Classified	2.13	2.00	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	20.40	21.91	22.52	22.77
Projected Student Enrollment	260	256	273	241
Cost per Student	\$ 7,183	\$ 7,920	\$ 7,866	\$ 9,420

THORNTON ELEMENTARY SCHOOL

991 Eppinger Boulevard
Thornton, CO 80229
<https://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 increased by 3.95 due to rise in projected enrollment and specials allocations.
- Paraprofessionals FTE increased by 2.98 to meet school needs of additional Classroom Assistants.
- Eligible for Title I funding.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,765,259	\$ 1,609,916	\$ 2,213,650	\$ 2,387,497
Benefits	544,756	521,714	699,506	759,894
Purchased Services	6,545	7,715	6,656	5,764
Supplies	29,094	78,540	72,815	32,832
Equipment	-	-	2,000	-
Other	(210,541)	(174,082)	(147,992)	(203,637)
Total Expenditures	\$ 2,135,114	\$ 2,043,804	\$ 2,846,635	\$ 2,982,350
<u>BUDGETED STAFFING</u>				
Certified	23.00	21.40	20.55	24.50
Paraprofessionals	3.43	4.13	4.00	6.98
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	30.43	29.53	28.55	35.48
Projected Student Enrollment	369	267	293	356
Cost per Student	\$ 5,786	\$ 7,655	\$ 9,715	\$ 8,377

WESTVIEW ELEMENTARY SCHOOL

1300 Rosanna Drive
Northglenn, CO 80234
<https://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 due to rise in projected enrollment along with special allocations.
- Paraprofessionals FTE decreased by 0.20 to meet school needs of Classroom Assistant hours.
- Eligible for Title I funding.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,628,849	\$ 1,711,360	\$ 1,972,085	\$ 2,141,831
Benefits	503,631	564,583	618,262	672,145
Purchased Services	1,528	1,653	1,359	1,500
Supplies	38,719	34,506	41,852	26,149
Equipment	-	2,470	15,486	-
Other	(98,870)	(109,082)	(15,334)	(156,466)
Total Expenditures	\$ 2,073,857	\$ 2,205,490	\$ 2,633,710	\$ 2,685,159
<u>BUDGETED STAFFING</u>				
Certified	20.00	22.00	20.50	22.50
Paraprofessionals	2.97	3.57	3.56	3.36
Classified	2.50	2.12	2.13	2.13
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	27.47	29.69	28.19	29.99
Projected Student Enrollment	373	323	346	354
Cost per Student	\$ 5,560	\$ 6,828	\$ 7,612	\$ 7,585

WOODGLEN ELEMENTARY SCHOOL

11717 Madison Street
Thornton, CO 80233
<https://woodglen.adams12.org>

Principal: Judith Madsen
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 0.40 from decreased round in grade level offset with specials allocation.
- Paraprofessionals FTE increased by 0.24 to meet school needs of additional Classroom Assistants.
- Administrative FTE increased by 0.50 as granted an additional full time Assistant Principal.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,541,440	\$ 1,697,557	\$ 1,800,663	\$ 1,808,595
Benefits	476,223	559,516	567,500	569,016
Purchased Services	1,139	1,544	1,634	6,053
Supplies	39,124	32,654	58,080	54,789
Equipment	-	-	-	-
Other	4,853	7,340	73,265	20,592
Total Expenditures	\$ 2,062,778	\$ 2,298,611	\$ 2,501,142	\$ 2,459,045
<u>BUDGETED STAFFING</u>				
Certified	20.00	21.50	18.90	18.50
Paraprofessionals	2.38	2.63	2.38	2.62
Classified	2.13	2.13	2.13	2.13
Administrative and Professional/Technical	1.50	1.50	1.50	2.00
Total Budgeted Staffing	26.00	27.76	24.91	25.25
Projected Student Enrollment	377	353	327	334
Cost per Student	\$ 5,472	\$ 6,512	\$ 7,649	\$ 7,362

HULSTROM K-8 SCHOOL

11551 Wyco Drive
Northglenn, CO 80233
<https://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 increased by 0.24 due to rise in projected enrollment.
- Paraprofessionals FTE increased by 0.62 to meet school needs of additional Classroom Assistants.
- Administrative FTE increased by 1.00 as granted an additional full time Assistant Principal.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,038,054	\$ 3,073,203	\$ 3,325,708	\$ 3,662,157
Benefits	958,210	1,026,306	1,051,222	1,146,367
Purchased Services	2,728	25,860	6,847	6,858
Supplies	55,604	61,046	102,657	90,489
Equipment	(5,326)	32,660	20,000	-
Other	11,081	17,658	20,569	20,821
Total Expenditures	\$ 4,060,350	\$ 4,236,733	\$ 4,527,003	\$ 4,926,692
<u>BUDGETED STAFFING</u>				
Certified	36.50	38.60	37.76	38.00
Paraprofessionals	2.39	4.50	4.13	4.75
Classified	4.00	4.00	4.00	4.00
Administrative and Professional/Technical	2.00	2.00	2.00	3.00
Total Budgeted Staffing	44.89	49.10	47.89	49.75
Projected Student Enrollment	658	668	631	646
Cost per Student	\$ 6,171	\$ 6,342	\$ 7,174	\$ 7,626

STEM LAB

11700 Irma Drive
Northglenn, CO 80233
<https://stem.adams12.org>

Principal: Eyan Shields
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 gives 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. STEM Lab 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 increased by 1.00 due to rise in projected enrollment.
- Paraprofessionals FTE increased by 0.90 to match school needs of additional Classroom Assistants.
- Administrative FTE increased by 1.00 as granted an additional full time Assistant Principal.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,293,632	\$ 3,388,010	\$ 3,468,005	\$ 3,831,184
Benefits	1,024,749	1,125,155	1,094,742	1,204,329
Purchased Services	3,521	3,877	1,863	1,890
Supplies	28,503	36,370	97,338	97,397
Equipment	-	-	38,180	-
Other	5,926	13,604	12,191	21,674
Total Expenditures	\$ 4,356,332	\$ 4,567,015	\$ 4,712,319	\$ 5,156,474
<u>BUDGETED STAFFING</u>				
Certified	37.70	39.30	39.00	40.00
Paraprofessionals	3.73	4.88	4.88	5.78
Classified	4.00	4.00	4.00	4.00
Administrative and Professional/Technical	2.00	2.00	2.00	3.00
Total Budgeted Staffing	47.43	50.18	49.88	52.78
Projected Student Enrollment	694	669	653	691
Cost per Student	\$ 6,277	\$ 6,827	\$ 7,216	\$ 7,462

STEM LAUNCH

9450 Pecos Street
Thornton, CO 80260
<https://stemlaunch.adams12.org>

Principal: Katherine Klaver
Main Office: 720-972-5120



Mission and Vision:

The mission of 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 increased 0.20 due to school funded a Math Interventionist.
- Paraprofessionals FTE increased 1.03 Family Outreach Liaison returned from Government Designated-Purpose Grant Fund.
- Administrative FTE increased by 1.00 as granted an additional full time Assistant Principal.
- Eligible for Title I funding.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,509,995	\$ 3,865,538	\$ 3,992,864	\$ 4,333,647
Benefits	1,138,963	1,323,124	1,250,099	1,356,980
Purchased Services	12,845	14,950	2,264	7,951
Supplies	128,219	116,080	86,694	61,790
Equipment	-	-	-	-
Other	(275,658)	(322,599)	(116,385)	(396,283)
Total Expenditures	\$ 4,514,365	\$ 4,997,092	\$ 5,215,536	\$ 5,364,085
<u>BUDGETED STAFFING</u>				
Certified	51.00	50.00	46.30	46.50
Paraprofessionals	3.51	3.13	2.48	3.51
Classified	6.00	6.00	5.00	5.00
Administrative and Professional/Technical	4.00	4.00	2.00	3.00
Total Budgeted Staffing	64.51	63.13	55.78	58.01
Projected Student Enrollment	770	773	743	704
Cost per Student	\$ 5,863	\$ 6,465	\$ 7,020	\$ 7,619

THUNDER VISTA PK-8 SCHOOL

3461 Preble Creek Parkway
Broomfield, CO 80023
<https://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 decreased by 3.80 due to enrollment decline.
- Paraprofessionals FTE decreased by 0.65 to meet school needs of additional Classroom Assistants.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,269,715	\$ 3,258,721	\$ 3,993,109	\$ 3,906,962
Benefits	969,408	1,021,704	1,254,445	1,220,614
Purchased Services	8,684	9,688	2,899	2,438
Supplies	62,813	106,268	94,504	54,034
Equipment	-	-	15,000	-
Other	10,393	22,869	34,249	28,353
Total Expenditures	\$ 4,321,013	\$ 4,419,249	\$ 5,394,206	\$ 5,212,401
<u>BUDGETED STAFFING</u>				
Certified	40.75	42.25	45.00	41.20
Paraprofessionals	2.68	3.38	4.10	3.45
Classified	5.00	5.00	5.00	5.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	51.43	53.63	57.10	52.65
Projected Student Enrollment	774	697	791	707
Cost per Student	\$ 5,583	\$ 6,340	\$ 6,819	\$ 7,373

CENTURY MIDDLE SCHOOL

13000 Lafayette Street
Thornton, CO 80241
<https://century.adams12.org>

Principal: Kristin Vollmar
Main Office: 720-972-5240



Mission and Vision:

At Century, we recognize and appreciate the unique needs of middle schoolers and strive to help our students to grow academically as they work through content by owning their own learning and pushing themselves to reach their full potential. Ultimately, we want to foster in our students a life-long love of learning. In our classrooms, you will see engaged students working collaboratively to take on challenges and try new things. Students will take a required set of core classes (language arts, social studies, math, and science), and are encouraged to explore other interests and passions such as physical education, world language, art, and a myriad of music offerings.

Additional Information:

- Certified FTE decreased by 2.00 due to removing the IB Coordinator and a Physical Education teacher.
- Paraprofessionals FTE decreased by 0.68 from reducing Student Monitor and Media Technician hours.
- Classified FTE increased by 0.50 for adding an additional Secretary.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 4,211,545	\$ 4,106,847	\$ 4,068,600	\$ 3,971,801
Benefits	1,322,110	1,362,968	1,292,163	1,254,458
Purchased Services	21,150	7,324	10,136	8,452
Supplies	70,488	123,539	216,455	135,017
Equipment	14,018	-	16,000	16,000
Other	16,459	27,790	25,676	13,283
Total Expenditures	\$ 5,655,770	\$ 5,628,468	\$ 5,629,030	\$ 5,399,011
<u>BUDGETED STAFFING</u>				
Certified	51.90	47.90	44.50	42.50
Paraprofessionals	0.59	0.50	1.16	0.48
Classified	4.75	5.00	5.00	5.50
Administrative and Professional/Technical	3.30	3.00	3.00	3.00
Total Budgeted Staffing	60.54	56.40	53.66	51.48
Projected Student Enrollment	956	800	792	793
Cost per Student	\$ 5,916	\$ 7,036	\$ 7,107	\$ 6,808

NORTHGLENN MIDDLE SCHOOL

1123 Muriel Drive
Northglenn, CO 80233
<https://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 2.50 due to prior year teacher asks not renewed.
- Classified FTE increased by 0.25 to meet school needs of additional Secretary.
- Administrative FTE decreased by 0.63 as Computer Technician was removed.
- Eligible for Title I funding.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,928,192	\$ 3,734,201	\$ 4,059,373	\$ 3,831,003
Benefits	1,212,390	1,242,972	1,296,604	1,216,865
Purchased Services	11,608	10,901	1,529	1,527
Supplies	119,778	66,714	110,725	180,452
Equipment	-	784	-	-
Other	(420,478)	(435,469)	(345,411)	(470,037)
Total Expenditures	\$ 4,851,490	\$ 4,620,104	\$ 5,122,820	\$ 4,759,810
<u>BUDGETED STAFFING</u>				
Certified	49.50	48.20	42.50	40.00
Paraprofessionals	1.75	1.75	1.75	1.75
Classified	5.75	5.00	5.25	5.50
Administrative and Professional/Technical	3.75	3.63	3.63	3.00
Total Budgeted Staffing	60.75	58.58	53.13	50.25
Projected Student Enrollment	869	734	656	653
Cost per Student	\$ 5,583	\$ 6,294	\$ 7,809	\$ 7,289

ROCKY TOP MIDDLE SCHOOL

14150 York Street
Thornton, CO 80602
<https://rockytop.adams12.org>

Principal: Tim Griffin
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 decreased by 0.45 as Reading Interventionist was removed to meet school needs.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 4,499,370	\$ 4,507,403	\$ 4,745,166	\$ 4,804,470
Benefits	1,416,349	1,491,045	1,512,901	1,520,406
Purchased Services	5,664	5,264	7,780	6,083
Supplies	63,817	59,780	114,112	113,784
Equipment	6,671	-	-	-
Other	5,041	15,797	17,052	16,784
Total Expenditures	\$ 5,996,912	\$ 6,079,289	\$ 6,397,011	\$ 6,461,527
<u>BUDGETED STAFFING</u>				
Certified	53.40	53.40	54.35	53.90
Paraprofessionals	0.50	1.00	0.50	0.50
Classified	5.00	4.50	5.00	5.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	61.90	61.90	62.85	62.40
Projected Student Enrollment	1,046	1,000	1,018	1,002
Cost per Student	\$ 5,733	\$ 6,079	\$ 6,284	\$ 6,449

SHADOW RIDGE MIDDLE SCHOOL

12551 Holly Street
Thornton, CO 80241
<https://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 1.80 due to decline in projected enrollment.
- Paraprofessionals FTE decreased by 0.12 for reducing Media Technician position.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,495,790	\$ 3,415,059	\$ 3,435,960	\$ 3,353,770
Benefits	1,069,161	1,090,957	1,092,548	1,059,408
Purchased Services	32,751	27,894	10,902	6,087
Supplies	175,291	113,491	255,308	127,814
Equipment	25,713	15,067	7,666	4,000
Other	3,922	19,870	144,107	27,502
Total Expenditures	\$ 4,802,629	\$ 4,682,337	\$ 4,946,491	\$ 4,578,581
<u>BUDGETED STAFFING</u>				
Certified	40.95	38.50	36.50	34.70
Paraprofessionals	1.13	1.00	1.00	0.88
Classified	4.65	4.65	5.00	5.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	49.73	47.15	45.50	43.58
Projected Student Enrollment	841	677	696	627
Cost per Student	\$ 5,711	\$ 6,916	\$ 7,107	\$ 7,302

SILVER HILLS MIDDLE SCHOOL

12400 Huron Street
Westminster, CO 80234
<https://silverhills.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 increased by 3.00 due to Instructional Coaches returned from Government Designated-Purpose Grant Fund along with the addition of a Teacher on Special Assignment.
- Eligible for Title I funding as of Fiscal Year 2022-23.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 4,458,675	\$ 4,596,682	\$ 4,540,925	\$ 4,837,704
Benefits	1,376,932	1,490,340	1,451,783	1,533,978
Purchased Services	6,161	8,678	6,580	2,542
Supplies	65,737	87,204	152,047	67,335
Equipment	-	-	-	-
Other	5,228	20,793	(108,124)	(436,198)
Total Expenditures	\$ 5,912,732	\$ 6,203,698	\$ 6,043,211	\$ 6,005,361
<u>BUDGETED STAFFING</u>				
Certified	53.50	52.00	50.00	53.00
Paraprofessionals	1.63	1.50	2.00	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	63.13	61.50	60.00	63.00
Projected Student Enrollment	1,055	889	941	918
Cost per Student	\$ 5,604	\$ 6,978	\$ 6,422	\$ 6,542

THE INTERNATIONAL SCHOOL AT THORNTON MIDDLE

9451 Hoffman Way
Thornton, CO 80229
<https://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 3.50 due to continued projected enrollment decline.
- Classified FTE increased by 1.00 to add back the Campus Security removed in the prior year.
- Eligible for Title I funding.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,981,298	\$ 3,770,098	\$ 4,136,177	\$ 3,981,322
Benefits	1,291,874	1,293,012	1,328,538	1,262,493
Purchased Services	5,656	2,998	2,916	864
Supplies	65,773	62,934	49,615	42,474
Equipment	-	-	-	-
Other	(459,376)	(445,254)	(379,752)	(414,041)
Total Expenditures	\$ 4,885,224	\$ 4,683,788	\$ 5,137,494	\$ 4,873,112
<u>BUDGETED STAFFING</u>				
Certified	54.35	50.35	44.50	41.00
Paraprofessionals	2.00	2.00	1.64	1.64
Classified	6.00	7.00	6.00	7.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	65.35	62.35	55.14	52.64
Projected Student Enrollment	944	738	708	673
Cost per Student	\$ 5,175	\$ 6,347	\$ 7,256	\$ 7,241

WESTLAKE MIDDLE SCHOOL

2800 West 135th Avenue
Broomfield, CO 80020
<https://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 2.20 due to continued projected enrollment decline.
- Paraprofessionals FTE decreased by 0.32 due to the reduction of the Family Outreach Liaison position.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 4,508,725	\$ 4,495,603	\$ 4,267,090	\$ 4,189,760
Benefits	1,379,377	1,430,822	1,363,566	1,327,818
Purchased Services	7,885	8,282	7,174	7,145
Supplies	101,301	91,755	109,093	82,788
Equipment	4,628	15,697	28,000	15,000
Other	10,195	33,244	27,758	25,088
Total Expenditures	\$ 6,012,111	\$ 6,075,403	\$ 5,802,681	\$ 5,647,599
<u>BUDGETED STAFFING</u>				
Certified	52.70	52.80	47.50	45.30
Paraprofessionals	1.32	2.01	1.50	1.18
Classified	5.00	5.00	5.00	5.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	62.02	62.81	57.00	54.48
Projected Student Enrollment	1,055	918	893	853
Cost per Student	\$ 5,699	\$ 6,618	\$ 6,498	\$ 6,621

FIVE STAR ONLINE ACADEMY

1865 West 121st Avenue
Westminster, CO 80234
<https://fivestaronline.adams12.org>

Principal: Adria Moersen
Main Office: 720-972-7430



Mission and Vision:

Five Star Online Academy is designed to provide continued flexibility for families to 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 educators are committed to providing the best learning experience possible for 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.
- School maintained FTE as closely as possible to the prior year as school is approved to open enrollment to state of Colorado.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ -	\$ 2,430,381	\$ 2,546,594	\$ 2,811,565
Benefits	-	820,035	797,068	879,590
Purchased Services	-	44,631	18,128	36,756
Supplies	-	49,632	114,650	32,985
Equipment	-	1,358	10,000	-
Other	-	2,470	31,000	38,678
Total Expenditures	\$ -	\$ 3,348,505	\$ 3,517,440	\$ 3,799,574
<u>BUDGETED STAFFING</u>				
Certified	-	59.90	31.00	31.00
Paraprofessionals	-	-	1.00	1.00
Classified	-	2.00	2.00	2.00
Administrative and Professional/Technical	-	2.00	2.00	2.00
Total Budgeted Staffing	-	63.90	36.00	36.00
Projected Student Enrollment	N/A	N/A	623	530
Cost per Student	N/A	N/A	\$ 5,646	\$ 7,169

FUTUREFORWARD AT BOLLMAN

9451 Washington Street
Thornton, CO 80229
<https://futureforward.adams12.org/bollman>

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 2.40 to add extra classes to multiple certified positions.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,990,849	\$ 2,102,986	\$ 2,295,020	\$ 2,490,970
Benefits	599,715	670,340	719,596	779,400
Purchased Services	15,692	46,051	1,058	1,058
Supplies	110,322	163,091	265,396	260,927
Equipment	-	4,386	-	-
Other	10,718	20,888	171,637	18,000
Total Expenditures	\$ 2,727,296	\$ 3,007,741	\$ 3,452,707	\$ 3,550,355
<u>BUDGETED STAFFING</u>				
Certified	23.40	21.00	22.00	24.40
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	32.40	30.00	31.00	33.40
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://futureforward.adams12.org/washingtonsquare>

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 5.22 based on school needs for additional classes such as Law, Fire, Science Integration, Sports Medicine, Veterinarian Assistance, and Math.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,284,705	\$ 1,413,122	\$ 1,851,978	\$ 2,240,179
Benefits	393,906	453,083	578,206	702,159
Purchased Services	23,237	29,455	55,000	30,000
Supplies	118,670	217,351	203,845	177,437
Equipment	201,429	57,737	-	-
Other	16,338	20,992	264,268	55,003
Total Expenditures	\$ 2,038,285	\$ 2,191,741	\$ 2,953,297	\$ 3,204,778
<u>BUDGETED STAFFING</u>				
Certified	13.60	11.38	16.06	21.28
Paraprofessionals	0.90	0.90	-	-
Classified	5.00	5.00	6.00	6.00
Administrative and Professional/Technical	2.50	2.50	2.50	2.50
Total Budgeted Staffing	22.00	19.78	24.56	29.78
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
<https://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 decreased by 0.80 for reduction in electives classes based on school needs.
- Classified FTE increased by 1.00 for adding a Secretary position.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 8,485,178	\$ 8,661,550	\$ 8,979,011	\$ 9,184,930
Benefits	2,612,826	2,854,104	2,842,358	2,916,173
Purchased Services	33,587	37,524	39,926	36,146
Supplies	110,253	152,076	313,354	241,014
Equipment	12,712	1,847	20,142	-
Other	8,199	37,899	79,256	67,749
Total Expenditures	\$ 11,262,755	\$ 11,744,999	\$ 12,274,047	\$ 12,446,012
<u>BUDGETED STAFFING</u>				
Certified	98.60	96.00	97.60	96.80
Paraprofessionals	1.00	1.00	1.00	1.00
Classified	15.00	15.00	14.00	15.00
Administrative and Professional/Technical	5.00	5.00	5.00	5.00
Total Budgeted Staffing	119.60	117.00	117.60	117.80
Projected Student Enrollment	1,986	1,975	1,985	1,985
Cost per Student	\$ 5,671	\$ 5,947	\$ 6,183	\$ 6,270

LEGACY HIGH SCHOOL

2701 West 136th Avenue
Broomfield, CO 80023
<https://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 decreased by 7.10 due to continued projected enrollment decline.
- Classified FTE decreased by 0.12 for the reduction of Office Clerk hours.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 9,822,186	\$ 9,627,178	\$ 10,041,726	\$ 9,791,219
Benefits	3,000,219	3,128,839	3,191,152	3,114,989
Purchased Services	27,256	48,498	22,788	26,178
Supplies	205,586	312,745	159,946	189,264
Equipment	3,072	3,597	7,518	-
Other	15,585	81,649	187,243	150,876
Total Expenditures	\$ 13,073,905	\$ 13,202,506	\$ 13,610,373	\$ 13,272,526
<u>BUDGETED STAFFING</u>				
Certified	115.40	107.10	108.80	101.70
Paraprofessionals	2.05	2.00	2.00	2.00
Classified	18.20	17.30	18.30	18.18
Administrative and Professional/Technical	6.00	6.00	5.00	5.00
Total Budgeted Staffing	141.65	132.40	134.10	126.88
Projected Student Enrollment	2,490	2,243	2,282	2,102
Cost per Student	\$ 5,251	\$ 5,886	\$ 5,964	\$ 6,314

MOUNTAIN RANGE HIGH SCHOOL

12500 Huron Street
Westminster, CO 80234
<https://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 increased by 4.25 due to rise in projected enrollment.

	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 AMENDED	2023-2024 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 7,567,700	\$ 7,502,014	\$ 8,003,970	\$ 8,368,833
Benefits	2,315,824	2,423,784	2,511,499	2,642,168
Purchased Services	18,506	29,136	60,321	58,667
Supplies	188,684	368,634	669,267	336,756
Equipment	-	-	-	-
Other	13,719	51,532	145,088	178,487
Total Expenditures	\$ 10,104,434	\$ 10,375,100	\$ 11,390,145	\$ 11,584,911
<u>BUDGETED STAFFING</u>				
Certified	88.70	81.40	81.00	85.25
Paraprofessionals	1.12	1.00	1.00	1.00
Classified	14.50	15.00	15.00	15.00
Administrative and Professional/Technical	5.00	5.00	5.00	5.00
Total Budgeted Staffing	109.32	102.40	102.00	106.25
Projected Student Enrollment	1,793	1,666	1,729	1,782
Cost per Student	\$ 5,635	\$ 6,228	\$ 6,588	\$ 6,501

NORTHGLENN HIGH SCHOOL

601 West 100th Place
Northglenn, CO 80260
<https://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 decreased by 1.20 due to continued projected enrollment decline.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 7,793,836	\$ 8,159,145	\$ 8,792,871	\$ 9,069,699
Benefits	2,449,706	2,684,323	2,785,420	2,861,866
Purchased Services	43,029	42,070	27,109	20,690
Supplies	285,688	560,984	391,884	275,700
Equipment	-	136,499	10,015	-
Other	10,140	36,354	146,757	38,454
Total Expenditures	\$ 10,582,399	\$ 11,619,376	\$ 12,154,056	\$ 12,266,409
<u>BUDGETED STAFFING</u>				
Certified	96.10	91.50	95.00	93.80
Paraprofessionals	2.00	2.00	2.00	2.00
Classified	14.15	14.15	14.37	14.30
Administrative and Professional/Technical	5.00	5.00	5.00	5.00
Total Budgeted Staffing	117.25	112.65	116.37	115.10
Projected Student Enrollment	2,010	1,823	1,912	1,848
Cost per Student	\$ 5,265	\$ 6,374	\$ 6,357	\$ 6,638

THORNTON HIGH SCHOOL

9351 North Washington Street
Thornton, CO 80229
<https://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 decreased by 0.40 due to school reviewed and reduced English position.
- Classified FTE increased by 2.00 as a Secretary was added and Building Computer Technician moved.
- Administrative FTE decreased by 1.00 as Building Computer Technician moved to classified role.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 6,788,674	\$ 6,371,924	\$ 7,143,917	\$ 7,340,801
Benefits	2,144,075	2,118,513	2,259,188	2,337,189
Purchased Services	77,320	34,749	37,808	29,867
Supplies	99,281	135,887	157,629	349,283
Equipment	-	65,235	-	-
Other	9,368	43,036	150,857	80,820
Total Expenditures	\$ 9,118,717	\$ 8,769,343	\$ 9,749,399	\$ 10,137,960
<u>BUDGETED STAFFING</u>				
Certified	81.60	72.40	73.30	72.90
Paraprofessionals	3.00	1.00	2.00	2.00
Classified	16.00	15.00	14.00	16.00
Administrative and Professional/Technical	5.00	5.00	5.00	4.00
Total Budgeted Staffing	105.60	93.40	94.30	94.90
Projected Student Enrollment	1,513	1,175	1,290	1,365
Cost per Student	\$ 6,027	\$ 7,463	\$ 7,558	\$ 7,427

PATHWAYS & INDEPENDENCE ACADEMY (IA)

550 East 124th Avenue
Thornton, CO 80241
<https://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 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.

Students attending IA receive responsive, intense, and individualized instruction in social awareness, self awareness, relationship skills, self-management and responsible decision-making as well as access to grade-level standards and academic interventions through a carefully developed and implemented multi-tiered system of support.

Additional Information:

- Certified FTE increased by 0.91 to add Campus Security for school's need.
- Classified FTE increased by 0.99 to add a Social Worker for school's need.
- Eligible for Title I funding as of Fiscal Year 2022-23 for Independence Academy.

	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,254,910	\$ 2,312,592	\$ 2,322,260	\$ 2,658,650
Benefits	712,344	757,877	744,317	833,533
Purchased Services	38,454	47,680	37,925	68,848
Supplies	50,923	56,860	147,546	77,790
Equipment	9,486	156	2,000	1,500
Other	3,376	7,606	118,633	6,658
Total Expenditures	\$ 3,069,493	\$ 3,182,770	\$ 3,372,681	\$ 3,646,979
<u>BUDGETED STAFFING</u>				
Certified	21.80	20.50	20.50	21.41
Paraprofessionals	6.15	5.60	6.70	6.60
Classified	5.00	5.00	5.07	6.06
Administrative and Professional/Technical	4.00	4.00	4.00	4.00
Total Budgeted Staffing	36.95	35.10	36.27	38.07
Projected Student Enrollment	294	317	329	316
Cost per Student	\$ 10,440	\$ 10,040	\$ 10,251	\$ 11,541

VANTAGE POINT & CROSSROADS

10900 Huron Street
Northglenn, CO 80234
<https://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 increased by 0.50 to add a Behavior Specialist for school's needs.
- Classified FTE increased by 0.25 to add a Campus Security for school's needs.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,525,719	\$ 2,767,899	\$ 2,842,326	\$ 3,078,041
Benefits	772,904	903,794	909,433	979,210
Purchased Services	24,203	55,792	70,541	66,834
Supplies	73,368	119,351	180,812	94,440
Equipment	19,232	70	-	-
Other	(14,619)	6,181	199,829	18,492
Total Expenditures	\$ 3,400,807	\$ 3,853,087	\$ 4,202,941	\$ 4,237,017
<u>BUDGETED STAFFING</u>				
Certified	28.90	28.60	28.50	29.00
Paraprofessionals	1.00	1.00	1.00	1.00
Classified	8.00	8.00	9.04	9.29
Administrative and Professional/Technical	3.00	3.00	2.50	2.50
Total Budgeted Staffing	40.90	40.60	41.04	41.79
Projected Student Enrollment	290	243	228	253
Cost per Student	\$ 11,727	\$ 15,856	\$ 18,434	\$ 16,747

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 expenses for college classes and enrollment fees. These costs tend to be reimbursed; however, some of costs will become P-Tech's responsibility.
- Certified FTE increased by 0.40 for Teacher on Special Assignment based on schools need.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 124,427	\$ 124,705	\$ 94,577	\$ 136,805
Benefits	42,502	44,506	31,192	44,970
Purchased Services	72,004	96,629	159,408	159,408
Supplies	12,167	47,824	82,625	39,410
Equipment	-	-	-	-
Other	-	1,414	1,032	1,032
Total Expenditures	\$ 251,100	\$ 315,078	\$ 368,834	\$ 381,625
<u>BUDGETED STAFFING</u>				
Certified	1.00	1.00	0.60	1.00
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	1.00	1.00
Administrative and Professional/Technical	-	-	-	-
Total Budgeted Staffing	2.00	2.00	1.60	2.00
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 jumpstart 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 \$32.2 million in additional funding for Fiscal Year 2023-24.

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 (GT) 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.
- 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.
- In the 2023-24 school year, a 0.25 FTE GT Advocate was added in the 2023-24 school year to support additional school needs.

	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 281,689	\$ 298,553	\$ 1,423,139	\$ 1,548,232
Benefits	80,408	90,745	462,176	479,481
Purchased Services	13,306	10,083	12,345	15,300
Supplies	93,716	73,880	107,526	225,215
Equipment	2,250	-	-	-
Other	835	1,620	1,572	4,590
Total Expenditures	\$ 472,203	\$ 474,881	\$ 2,006,758	\$ 2,272,818
<u>BUDGETED STAFFING</u>				
Certified	1.00	1.00	16.25	16.50
Paraprofessionals	-	-	-	-
Classified	0.50	0.50	0.50	0.50
Administrative and Professional/Technical	1.00	1.00	1.00	1.00
Total Budgeted Staffing	2.50	2.50	17.75	18.00

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.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 228,718	\$ 223,381	\$ 298,963	\$ 309,268
Benefits	70,413	69,138	94,478	97,251
Purchased Services	1,656	8,143	7,400	6,300
Supplies	3,336	15,691	17,422	17,200
Equipment	-	20,507	20,000	20,000
Other	1,635	529	14,422	14,513
Total Expenditures	\$ 305,758	\$ 337,388	\$ 452,685	\$ 464,532
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	4.87	4.62	4.62	4.62
Administrative and Professional/Technical	-	-	-	-
Total Budgeted Staffing	4.87	4.62	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 (BOE) 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 districts goals. The BOE 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 Years 2021-22 and 2023-24 were higher due to election costs.

	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 83,103	\$ 88,008	\$ 90,111	\$ 95,282
Benefits	25,419	28,637	27,608	30,228
Purchased Services	113,175	273,945	177,902	360,642
Supplies	4,549	4,335	25,500	9,897
Equipment	-	-	-	-
Other	24,953	26,653	2,070	29,733
Total Expenditures	\$ 251,199	\$ 421,578	\$ 323,191	\$ 525,782
<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).
- In Fiscal Year 2022-23 and 2023-24, a total of 0.33 FTE (0.10 FTE in 2022-23 and 0.23 FTE in 2023-24) of the Executive Director, Business Service Strategic Engagement salary will be funded from General Fund as part of Continuous Improvement and LEAN project initiatives.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 330,873	\$ 358,490	\$ 484,130	\$ 528,909
Benefits	96,952	113,821	142,183	169,246
Purchased Services	3,206	23,438	42,244	32,276
Supplies	22,575	8,475	21,442	11,092
Equipment	2,250	-	-	-
Other	6,817	7,294	3,716	3,716
Total Expenditures	\$ 462,674	\$ 511,518	\$ 693,715	\$ 745,239
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	1.00	1.23
Administrative and Professional/Technical	2.14	2.14	3.10	3.10
Total Budgeted Staffing	3.14	3.14	4.10	4.33

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. The FTE remain consistent.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 206,529	\$ 217,140	\$ 226,204	\$ 243,855
Benefits	58,552	98,241	64,758	70,264
Purchased Services	-	-	-	-
Supplies	-	-	90	-
Equipment	-	-	-	-
Other	-	-	-	-
Total Expenditures	\$ 265,081	\$ 315,381	\$ 291,052	\$ 314,119
<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 K-12 Specials/Electives teachers.
- 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 2022-23, the Elective Coordinator position was moved to Co-Curricular Electives along with an increased operating budget from Curriculum and Instruction.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,631	\$ 8,848	\$ 132,888	\$ 161,131
Benefits	354	2,166	38,240	44,850
Purchased Services	3,649	6,244	107,755	119,446
Supplies	3,505	6,275	16,863	10,701
Equipment	-	-	-	-
Other	432	1,353	2,100	2,850
Total Expenditures	\$ 9,570	\$ 24,886	\$ 297,846	\$ 338,978
<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 and Marketing

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 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.
- In Fiscal Year 2023-24, 1.00 FTE for the Bond Communication Specialist was removed as the 2016 Bond has come to a close.

	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 558,272	\$ 541,744	\$ 663,443	\$ 612,905
Benefits	156,208	164,926	195,456	185,883
Purchased Services	35,364	98,596	110,150	258,150
Supplies	3,941	11,806	6,947	6,707
Equipment	2,587	-	2,000	2,000
Other	1,205	2,521	6,905	8,905
Total Expenditures	\$ 757,577	\$ 819,593	\$ 984,901	\$ 1,074,550
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	6.70	6.20	7.20	6.20
Total Budgeted Staffing	6.70	6.20	7.20	6.20

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.

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 (2.00 FTE), Architectural/Engineering Technician (1.00 FTE), Construction Project Manager (1.00 FTE), Facilities Planner (1.75 FTE), Business Support Technician (0.50 FTE).

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 50,093	\$ 49,053	\$ 868,605	\$ 951,214
Benefits	15,911	35,054	270,413	285,518
Purchased Services	2,461	7,096	12,404	12,254
Supplies	1,170	10,687	17,384	16,964
Equipment	-	1,180	1,023	1,023
Other	4,213	2,434	6,500	6,800
Total Expenditures	\$ 73,849	\$ 105,504	\$ 1,176,329	\$ 1,273,773
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	0.50	0.50	1.00	1.00
Administrative and Professional/Technical	0.25	0.25	8.00	8.00
Total Budgeted Staffing	0.75	0.75	9.00	9.00

COUNSELING, CTE AND 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.
- In Fiscal Year 2022-23, the 1.00 FTE STEM Coordinator was moved from Learning Services.
- In Fiscal Year 2023-24, a 0.50 FTE Counselor was added, while a 0.25 STEM Coordinator was reduced.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 117,401	\$ 439,031	\$ 552,037	\$ 610,197
Benefits	34,704	139,141	164,424	171,352
Purchased Services	12,835	242,598	336,680	351,680
Supplies	1,850	9,494	11,750	11,450
Equipment	-	-	-	-
Other	1,190	3,217	30,984	30,984
Total Expenditures	\$ 167,980	\$ 833,481	\$ 1,095,875	\$ 1,175,663
<u>BUDGETED STAFFING</u>				
Certified	-	-	1.00	1.25
Paraprofessionals	-	-	-	-
Classified	-	1.00	1.00	1.00
Administrative and Professional/Technical	1.00	3.00	3.00	3.00
Total Budgeted Staffing	1.00	4.00	5.00	5.25

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:

- 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 CLDE 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.
- In Fiscal Year 2023-24, an additional total 4.29 FTE were allocated for Newcomer Center containing a 1.00 Newcomer Center Director, 1.00 Interpreter, 1.00 Administrative Assistant, 1.32 Newcomer Assistants, and 1.00 Counselor. Also removed a 0.50 Parent Engagement Coordinator along with 0.45 English Language Development teachers.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 6,306,006	\$ 6,678,671	\$ 9,505,960	\$ 10,192,657
Benefits	1,929,971	2,231,023	3,055,068	3,247,855
Purchased Services	363,894	486,874	445,112	529,000
Supplies	8,604	9,630	25,320	72,394
Equipment	-	-	5,000	10,000
Other	5,497	8,117	10,000	10,000
Total Expenditures	\$ 8,613,972	\$ 9,414,315	\$ 13,046,460	\$ 14,061,906
<u>BUDGETED STAFFING</u>				
Certified	97.10	94.31	111.50	111.95
Paraprofessionals	-	6.56	8.19	9.52
Classified	-	-	1.12	2.13
Administrative and Professional/Technical	3.00	3.00	6.50	8.00
Total Budgeted Staffing	100.10	103.87	127.31	131.60

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).
- The Curriculum and Instruction salaries and benefits includes salaries and benefits for the administration of curriculum and instructional programs.

Additional Information:

- In Fiscal Year 2021-22, a position for Instructional Materials Processor for warehouse was added, and 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.
- In Fiscal Year 2023-24, an addition of 18.00 FTE Instructional Coaches and 3.00 FTE Coordinators was moved into Curriculum and Instruction from Learning Services.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,405,572	\$ 1,628,242	\$ 1,671,792	\$ 3,446,289
Benefits	408,721	541,684	499,695	1,078,254
Purchased Services	26,119	58,989	35,507	35,507
Supplies	146,073	107,436	148,525	139,148
Equipment	-	-	-	-
Other	15,687	27,184	35,820	40,820
Total Expenditures	\$ 2,002,171	\$ 2,363,536	\$ 2,391,339	\$ 4,740,018
<u>BUDGETED STAFFING</u>				
Certified	12.00	13.00	12.00	33.00
Paraprofessionals	-	-	-	-
Classified	1.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	15.00	17.00	16.00	37.00

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 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.
- In Fiscal Year 2023-24, supply budget was increased to cover increasing cost of cleaning supplies due to inflation. A 0.60 FTE of vacant Custodian FTE was converted to create a second Custodial Trainer position to provide additional support to custodial staff.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 7,123,974	\$ 7,989,486	\$ 8,972,597	\$ 9,853,402
Benefits	2,774,549	3,129,439	3,344,845	3,353,496
Purchased Services	149,106	97,608	88,357	86,441
Supplies	251,370	447,460	497,253	561,279
Equipment	33,277	28,387	43,933	42,500
Other	864	601	150	150
Total Expenditures	\$ 10,333,140	\$ 11,692,981	\$ 12,947,135	\$ 13,897,268
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	185.08	188.08	188.08	187.48
Administrative and Professional/Technical	1.00	1.00	1.00	1.00
Total Budgeted Staffing	186.08	189.08	189.08	188.48

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 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 FTE 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 was added.
- In Fiscal Year 2023-24, a 1.00 FTE Coordinator of Equity/Engagement, 1.00 FTE Title IX Coordinator, and 1.00 Executive Director of Equity and Engagement were removed from Deputy Superintendent department to create a new Equity & Engagement department. The 1.00 FTE Ombudsman was removed making a total reduction of 4.00 FTE.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 267,754	\$ 484,070	\$ 870,539	\$ 449,015
Benefits	72,664	152,169	257,828	129,106
Purchased Services	16,555	173,735	100,535	100,535
Supplies	676	5,819	12,210	12,000
Equipment	-	-	-	-
Other	1,508	1,148	6,750	6,750
Total Expenditures	\$ 359,157	\$ 816,941	\$ 1,247,862	\$ 697,406
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	2.85	4.75	7.00	3.00
Total Budgeted Staffing	2.85	4.75	7.00	3.00

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 Colorado Universal Preschool Program (UPK). The department also provides support, coaching, and professional development to all Early Childhood 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.
- Support the implementation of Child Find including IDEA Part C and B, Exceptional Children's Education Act (ECEA).
- Facilitates the implementation of the Colorado Department of Early Childhood (CDEC) guidelines, Colorado Universal Preschool Program (UPK) 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 a 1.50 FTE when para positions were converted to Early Childhood Special Education Teacher.
- In Fiscal Year 2022-23, staff reduced by 1.00 FTE nurse who 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.
- In Fiscal Year 2023-24, staff reduced a total of 61.93 FTE. This is from moving 70.27 FTE to Student Support Services, adding 8.34 FTE from the Instructional Revenue Fund along with mid-year reduction of ECT and ECTA FTE to pay for special education.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 7,571,257	\$ 8,257,891	\$ 9,521,684	\$ 5,431,251
Benefits	2,577,972	2,951,285	3,348,206	2,136,458
Purchased Services	242,751	177,736	345,070	34,400
Supplies	82,432	64,173	119,237	138,884
Equipment	10,177	34,124	49,100	47,000
Other	34,198	39,505	37,800	44,600
Total Expenditures	\$ 10,518,788	\$ 11,524,713	\$ 13,421,097	\$ 7,832,593
<u>BUDGETED STAFFING</u>				
Certified	59.40	60.60	59.40	-
Paraprofessionals	124.57	122.05	120.90	120.18
Classified	2.00	1.75	1.75	1.94
Administrative and Professional/Technical	4.00	4.00	5.00	3.00
Total Budgeted Staffing	189.97	188.40	187.05	125.12

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.
- In Fiscal Year 2023-24, allocation was increased for rising costs of natural gas and electric utilities.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 237,884	\$ 249,574	\$ 260,415	\$ 278,359
Benefits	73,588	86,070	86,136	90,726
Purchased Services	2,009,241	2,065,512	2,401,671	2,509,671
Supplies	5,606,761	6,755,641	6,689,307	6,810,480
Equipment	-	-	-	-
Other	165	1,804	100	100
Total Expenditures	\$ 7,927,639	\$ 9,158,600	\$ 9,437,629	\$ 9,689,336
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	1.00	1.00
Administrative and Professional/Technical	1.95	1.95	2.00	2.00
Total Budgeted Staffing	2.95	2.95	3.00	3.00

EQUITY AND ENGAGEMENT

Information Contact - Marie McKenzie, Executive Director-Equity/Engagement

Purpose:

The Equity work has been a part of the district's ELEVATE strategic plan and our commitment to ensure student success in every classroom, every day.

Objectives:

- Supporting academic success of all students.
- Fostering a culture of equity and inclusion.
- Engaging with the community to produce positive outcomes for all students.

Additional Information:

- In Fiscal Year 2023-24, this became a department and 3.38 FTE was added for roles of 1.00 Executive Director, 1.00 Coordinator, 1.00 Nondiscrimination Title IX, and a 0.68 Youth Advocate.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ -	\$ -	\$ -	\$ 381,038
Benefits	-	-	-	117,747
Purchased Services	-	-	-	77,989
Supplies	-	-	-	11,909
Equipment	-	-	-	-
Other	-	-	-	5,625
Total Expenditures	\$ -	\$ -	\$ -	\$ 594,308
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	-	-	-	3.38
Total Budgeted Staffing	-	-	-	3.38

FINANCIAL SERVICES, PURCHASING, AND WAREHOUSE

Information Contact - Gina Lanier, 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.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,411,870	\$ 2,646,994	\$ 2,926,829	\$ 3,218,181
Benefits	752,786	885,072	941,700	1,005,232
Purchased Services	30,712	66,432	209,292	206,133
Supplies	26,828	30,376	48,402	38,300
Equipment	29,335	7,905	37,538	56,088
Other	13,003	13,910	47,200	47,200
Total Expenditures	\$ 3,264,533	\$ 3,650,689	\$ 4,210,961	\$ 4,571,134
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	19.00	19.00	19.00	19.00
Administrative and Professional/Technical	17.00	18.00	18.00	18.00
Total Budgeted Staffing	36.00	37.00	37.00	37.00

HUMAN RESOURCES

Information Contact - Myla Shepherd, Chief Human Resource Officer

Purpose:

Provide efficient and cost-effective Human Resource (HR) services that are customer-focused, comprehensive, and legally compliant.

Objectives:

- Implement additional recruitment and retention strategies for substitutes and hard-to-fill areas.
- Optimize the implementation of the new calendar for all employee groups, particularly classified, through updates to the pay process.
- Continue to implement high quality benefit programs, including retirement plan education and a Staff Mental Health Coordinator position.

Additional Information:

- Salaries and benefits include administration activities such as recruitment, benefits, compensation administration, evaluations, and coordination of substitute system.
- In Fiscal year 2021-22, a 1.00 FTE was added for HR Partner 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.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,859,617	\$ 1,964,237	\$ 2,251,123	\$ 2,444,703
Benefits	533,649	603,932	696,335	735,020
Purchased Services	363,573	436,861	377,075	364,550
Supplies	18,400	15,823	15,532	14,361
Equipment	4,186	1,088	5,000	4,000
Other	19,180	18,676	17,230	20,662
Total Expenditures	\$ 2,798,605	\$ 3,040,616	\$ 3,362,295	\$ 3,583,296
<u>BUDGETED STAFFING</u>				
Certified	2.00	2.00	2.00	2.00
Paraprofessionals	-	-	-	-
Classified	9.00	8.00	10.77	10.78
Administrative and Professional/Technical	14.50	16.50	15.50	15.50
Total Budgeted Staffing	25.50	26.50	28.27	28.28

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.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 224,713	\$ 306,082	\$ 371,280	\$ 363,480
Benefits	57,400	75,252	93,537	91,527
Purchased Services	(575)	2,640	5,250	5,250
Supplies	5,249	16,971	15,268	15,268
Equipment	-	-	-	-
Other	194	(1,855)	700	700
Total Expenditures	\$ 286,981	\$ 399,091	\$ 486,035	\$ 476,225
<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 - Greg Mortimer, Chief Information Technology Officer

Purpose:

To provide adaptive, stable, and customer-centric information technology services in support of an evolving organizational mission and strategy, while striving to provide the highest outcomes for students, educators, parents, taxpayers, and staff through technology-based continuous improvement of teaching and learning, and district administration.

Objectives:

- Successful operation of large-scale technology infrastructure including networks designed to support 55+ locations.
- Successful operation of large-scale software application systems and hundreds of online services supporting teaching, learning, and district administration, including safety, special education, communication, and transportation.
- Ensuring success with key district processes such as payroll, fiscal year-end, online assessment, open enrollment, state reporting, etc., and ensuring success with complex technology initiatives to improve student outcomes, customer service, district efficiency, and compliance.
- Working with faculty and staff to improve student and staff data privacy, overall information security at a time of ever-greater security threats, and upgrading and adapting the technology infrastructure to keep up with customer demand and evolving regulations.

Additional Information:

- In Fiscal Year 2021-22, this department was moved into a fund, all expenditures and FTE are now located in Other Funds Information Technology.

	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 4,309,434	\$ -	\$ -	\$ -
Benefits	1,218,596	-	-	-
Purchased Services	4,975,586	-	-	-
Supplies	46,779	-	-	-
Equipment	19,488	-	-	-
Other	10,927	-	-	-
Total Expenditures	\$ 10,580,810	\$ -	\$ -	\$ -
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	1.00	-	-	-
Administrative and Professional/Technical	39.00	-	-	-
Total Budgeted Staffing	40.00	-	-	-

INSTRUCTIONAL MATERIALS CENTER

Information Contact - Sabrina Messerli, Instructional Materials Center Manager

Purpose:

Process, inventory, and distribute instructional materials and devices in the most cost-effective and efficient way necessary to achieve the district's mission.

Objectives:

- Process items needed to deliver educational and maintain district operations.
- Handle distribution of instructional materials.
- Promote compliance with all Superintendent and Board of Education policies.
- Manage instructional materials discards.

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 was moved into a fund, all expenditures and FTE are now located in Other Funds Information Technology.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>	-
<u>EXPENDITURES</u>					
Salaries	\$ 282,710	\$ -	\$ -	\$ -	-
Benefits	88,266	-	-	-	-
Purchased Services	70,178	-	-	-	-
Supplies	10,781	-	-	-	-
Equipment	-	-	-	-	-
Other	335	-	-	-	-
Total Expenditures	\$ 452,270	\$ -	\$ -	\$ -	-
<u>BUDGETED STAFFING</u>					
Certified	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	3.00	-	-	-	-
Administrative and Professional/Technical	1.00	-	-	-	-
Total Budgeted Staffing	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.

Additional Information:

- Salaries and benefits for Coordinator FTE remain consistent.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 255,720	\$ 272,949	\$ 298,210	\$ 319,090
Benefits	65,524	75,512	76,932	81,878
Purchased Services	110	3,433	4,250	6,000
Supplies	40,323	52,256	53,469	46,045
Equipment	-	-	4,000	3,000
Other	2,020	1,001	3,050	4,475
Total Expenditures	\$ 363,696	\$ 405,151	\$ 439,911	\$ 460,488
<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 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 2022-23, 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.
- In Fiscal Year 2023-24, 18.50 FTE for Instructional Coaches moved to Professional Learning. Moved 1.00 FTE Director, 0.5 FTE Assistant, 1.00 FTE Coordinator, and 40.0 Social Emotional Learning Specialists to the new Multi-Tiered System of Support Department. Also moved 18.00 FTE Instructional Coaches and 3.00 FTE Coordinators to Curriculum and Instruction Department.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 6,654,652	\$ 6,642,231	\$ 7,667,747	\$ 1,446,666
Benefits	2,021,892	2,143,619	2,352,150	395,906
Purchased Services	311,013	363,386	428,085	411,803
Supplies	65,257	72,890	108,858	44,296
Equipment	-	-	17,000	17,000
Other	138,178	5,468	280,010	288,560
Total Expenditures	\$ 9,190,991	\$ 9,227,595	\$ 10,853,850	\$ 2,604,231
<u>BUDGETED STAFFING</u>				
Certified	75.50	75.50	80.00	-
Paraprofessionals	-	-	-	-
Classified	0.50	-	-	-
Administrative and Professional/Technical	11.80	11.80	11.80	9.80
Total Budgeted Staffing	87.80	87.30	91.80	9.80

MULTI-TIERED SYSTEM OF SUPPORT (MTSS)

Information Contact - Katrina Fernandez, Director of Multi-Tiered System Support (MTSS)

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 social, emotional and mental wellness from prevention, intervention to response and recovery.
- Provide support for Section 504, which is a federal statute that prohibits discrimination against persons with disabilities in any program receiving federal financial assistance.
- Continue to grow the continuum of support and interventions for Adams 12 Five Star Schools students by leveraging multi-tiered systems of support.

Additional Information:

- In Fiscal Year 2023-24 a new MTSS department was created. 1.00 FTE Director of MTSS, 1.00 FTE Crisis/Recover Suicide Prevention Coordinator, 0.50 FTE Administrative Assistant, 1.00 504 Coordinator, 0.50 Homebound Teacher, 2.00 504 Paraprofessionals, 1.00 Wraparound Facilitator, and 39.00 FTE Social Emotional Learning (SEL) were moved from the Learning Services department to the new MTSS department.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ -	\$ -	\$ -	\$ 3,740,000
Benefits	-	-	-	1,208,155
Purchased Services	-	-	-	99,000
Supplies	-	-	-	47,877
Equipment	-	-	-	-
Other	-	-	-	7,500
Total Expenditures	\$ -	\$ -	\$ -	\$ 5,102,532
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	41.50
Paraprofessionals	-	-	-	2.00
Classified	-	-	-	0.50
Administrative and Professional/Technical	-	-	-	2.00
Total Budgeted Staffing	-	-	-	46.00

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.

Additional Information:

- In Fiscal Year 2023-24, added a 0.30 FTE for Nondiscrimination Title IX position from Deputy Superintendent department.

	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 341,982	\$ 355,498	\$ 399,834	\$ 441,798
Benefits	83,684	95,025	101,771	113,052
Purchased Services	100,602	69,783	149,110	149,110
Supplies	2,823	3,208	5,310	5,250
Equipment	2,523	650	-	-
Other	6,101	3,750	111,031	111,031
Total Expenditures	\$ 537,715	\$ 527,914	\$ 767,056	\$ 820,241
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	2.50	2.50	2.50	2.80
Total Budgeted Staffing	2.50	2.50	2.50	2.80

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.

Additional Information:

- Salaries and benefits for Superintendent and Assistant FTE remain consistent.

	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 414,966	\$ 332,890	\$ 340,569	\$ 361,325
Benefits	169,504	143,932	141,570	146,583
Purchased Services	48,486	50,646	30,800	30,800
Supplies	4,713	3,483	3,990	3,900
Equipment	-	-	-	-
Other	50,326	51,143	90,625	78,837
Total Expenditures	\$ 687,994	\$ 582,094	\$ 607,554	\$ 621,445
<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, Roofers, Plumbers, and Grounds personnel.
- In Fiscal Year 2021-22, 1.00 FTE Maintenance and Operations Director was added and 0.50 FTE Business Support Technician was moved from Safety Services.
- In Fiscal Year 2023-24, budget was increased for supplies due to rising costs of building and construction materials.

	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,745,913	\$ 4,023,189	\$ 4,380,372	\$ 4,699,942
Benefits	1,250,437	1,409,829	1,475,983	1,537,948
Purchased Services	461,692	882,135	705,430	805,600
Supplies	1,009,728	1,105,844	1,041,683	1,147,402
Equipment	40,712	80,584	20,000	20,000
Other	(10,408)	6,076	1,500	1,500
Total Expenditures	\$ 6,498,075	\$ 7,507,658	\$ 7,624,968	\$ 8,212,392
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	54.50	55.50	55.50	55.50
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	56.50	57.50	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.

	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 117,707	\$ 216,020	\$ 247,035	\$ 260,162
Benefits	38,864	81,070	83,373	87,222
Purchased Services	722	4,634	3,500	3,500
Supplies	16,330	15,995	18,909	17,529
Equipment	-	-	-	-
Other	7,390	5,786	16,100	16,100
Total Expenditures	\$ 181,013	\$ 323,506	\$ 368,917	\$ 384,513
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	5.25	5.25	5.26	5.25
Administrative and Professional/Technical	0.42	0.42	0.42	0.42
Total Budgeted Staffing	5.67	5.67	5.68	5.67

PRINT STUDIO AND RECORDS

Information Contact - Cristy Powell, Print Studio Manager

Purpose:

Provide printing, copying, and design services for the school district in a cost-effective and efficient manner. Manage the copier fleet and promote the Print Studio's skills and abilities to provide cost savings to the district. The Records department is responsible for the management of district records including student education records, finance records, and purchasing records among others.

Objectives:

- Continue to enhance the quality program designed to minimize waste and promote best practices.
- Engage schools and departments to use the Print Studio for bulk mailings and specialized marketing materials for academic and district programs.
- Support academic achievement with quality instructional materials delivered in a timely manner.
- Maintain permanent student academic records that are available upon request for former students.
- Supports the business needs of district staff by capturing and providing access to business records.
- Acts as a resource to district staff when determining what records to maintain, how to maintain them, and identify retention.

Additional Information:

- In Fiscal Year 2021-22, this department was moved into a fund, all expenditures and FTE are now located in Other Funds Information Technology.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 440,875	\$ -	\$ -	\$ -
Benefits	157,133	-	-	-
Purchased Services	670,751	-	-	-
Supplies	86,644	-	-	-
Equipment	8,682	-	-	-
Other	(847,853)	-	-	-
Total Expenditures	\$ 516,233	\$ -	\$ -	\$ -
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	7.00	-	-	-
Administrative and Professional/Technical	1.00	-	-	-
Total Budgeted Staffing	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 7,000 students to and from schools.
- Provide transportation for activities, field trips, and sports activities.
- Maintain and manage 160 buses and 120 white fleet support vehicles.

Additional Information:

- 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.
- In Fiscal Year 2022-23, the budget was increased due to the classified staff pay scale.
- In Fiscal Year 2023-24, budget was increased due to rising fuel costs.

	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 5,927,701	\$ 7,198,222	\$ 8,985,046	\$ 9,458,862
Benefits	2,284,854	2,694,968	3,211,995	3,292,651
Purchased Services	749,685	490,231	637,956	539,371
Supplies	870,086	1,439,278	1,379,019	1,762,065
Equipment	226,947	74,391	140,872	78,500
Other	(224,408)	(714,741)	(920,650)	(920,650)
Total Expenditures	\$ 9,834,866	\$ 11,182,348	\$ 13,434,238	\$ 14,210,799
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	57.90	57.50	57.90	57.90
Classified	120.60	122.00	121.60	121.60
Administrative and Professional/Technical	7.00	7.00	7.00	7.00
Total Budgeted Staffing	185.50	186.50	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.

Additional Information:

- In Fiscal Year 2021-22, purchased services budget was increased to cover additional required inspections across the district.
- In Fiscal Year 2022-23, 0.50 FTE of the bond funded Environmental Services Manager moved back from Building Fund to General Fund
- In Fiscal Year 2022-23, a one-time budget increase was allocated to cover additional need for asbestos inspections.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 43,479	\$ 44,377	\$ 91,477	\$ 108,478
Benefits	12,846	14,933	29,558	33,693
Purchased Services	63,826	92,930	219,530	144,530
Supplies	338	1,636	300	300
Equipment	-	-	-	-
Other	228	225	300	300
Total Expenditures	\$ 120,718	\$ 154,101	\$ 341,165	\$ 287,301
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	0.50	0.50	1.00	1.00
Total Budgeted Staffing	0.50	0.50	1.00	1.00

SECURITY SERVICES

Information Contact - Anthony Muck, 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 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.
- In Fiscal Year 2023-24, 2.00 FTE for additional School Security Liaisons and 1.00 FTE Threat Assessment Coordinator were added.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,015,085	\$ 1,085,499	\$ 1,217,808	\$ 1,450,566
Benefits	326,010	354,116	379,800	450,014
Purchased Services	560,510	642,307	645,706	687,309
Supplies	32,536	42,400	67,696	79,022
Equipment	-	-	70,000	-
Other	2,696	3,809	4,000	3,500
Total Expenditures	\$ 1,936,838	\$ 2,128,130	\$ 2,385,010	\$ 2,670,411
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	9.98	10.58	10.58	10.58
Administrative and Professional/Technical	4.00	5.00	5.00	8.00
Total Budgeted Staffing	13.98	15.58	15.58	18.58

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.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 545,374	\$ 563,353	\$ 617,798	\$ 655,343
Benefits	145,221	162,011	166,955	177,903
Purchased Services	513,267	485,726	496,645	576,961
Supplies	1,996	5,047	90,996	10,500
Equipment	-	-	-	-
Other	1,161	2,851	7,500	7,500
Total Expenditures	\$ 1,207,019	\$ 1,218,988	\$ 1,379,894	\$ 1,428,207
<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

Purpose:

To support all students toward postsecondary workforce readiness.

Objectives:

- Support alignment of full-time employees to student enrollment numbers.
- Ensure alignment of instructional resources to academic standards.
- Ensure assessments, tools, and resources for planning and monitoring students towards being “on track” and prepared for the next phase of their lives as they graduate.

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.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ -	\$ -	\$ -	\$ -
Benefits	-	70	-	-
Purchased Services	226,695	-	-	-
Supplies	-	-	-	-
Equipment	-	-	-	-
Other	1,277	1,126	-	-
Total Expenditures	\$ 227,972	\$ 1,196	\$ -	\$ -
<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:

- This department oversees Extended Learning (CCLC/PEAK), Health Services, Intervention Services and Whole Child Initiatives (SFOP).
- 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.
- In Fiscal Year 2023-24, moved a Youth Advocate to new Equity and Engagement department.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,657,741	\$ 2,676,238	\$ 3,189,718	\$ 3,388,794
Benefits	895,117	1,071,168	1,105,931	1,151,616
Purchased Services	157,864	92,147	454,877	360,185
Supplies	55,610	37,157	17,950	18,550
Equipment	-	-	8,000	8,000
Other	8,041	7,959	14,450	14,450
Total Expenditures	\$ 3,774,374	\$ 3,884,669	\$ 4,790,926	\$ 4,941,595
<u>BUDGETED STAFFING</u>				
Certified	9.90	12.90	13.00	12.50
Paraprofessionals	38.03	39.80	36.74	36.44
Classified	2.37	2.37	4.31	5.31
Administrative and Professional/Technical	8.33	8.33	8.33	7.65
Total Budgeted Staffing	58.63	63.40	62.38	61.90

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.
- In Fiscal Year 2023-24, 70.27 FTE moved from Preschool, 21.23 FTE moved from ESSER funding, 3.50 FTE moved from Medicaid, and 10.50 FTE were added to meet department needs. They also converted a 0.50 FTE Teacher to a 1.00 FTE Paraprofessional for a 0.50 FTE increase.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 28,045,517	\$ 29,023,989	\$ 32,029,094	\$ 41,189,290
Benefits	9,375,401	10,222,004	10,768,597	13,697,734
Purchased Services	3,018,895	2,762,214	3,184,248	3,149,008
Supplies	169,461	125,656	170,040	162,290
Equipment	34,375	42,596	73,442	71,500
Other	314,286	275,963	311,513	339,960
Total Expenditures	\$ 40,957,935	\$ 42,452,421	\$ 46,536,934	\$ 58,609,782
<u>BUDGETED STAFFING</u>				
Certified	273.06	283.40	296.27	374.37
Paraprofessionals	231.27	236.31	235.34	260.43
Classified	12.40	4.50	6.50	7.50
Administrative and Professional/Technical	12.50	11.50	10.50	12.50
Total Budgeted Staffing	529.23	535.71	548.61	654.80

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:

- 95.00 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 Years 2020-21 and 2021-22 had the majority of summer school paid for using ESSER funds.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 5,665	\$ 4,970	\$ 151,466	\$ 151,466
Benefits	1,256	1,842	34,610	34,610
Purchased Services	-	-	10,000	10,000
Supplies	1,333	9,925	1,250	1,250
Equipment	-	-	-	-
Other	436	544	1,050	1,050
Total Expenditures	\$ 8,689	\$ 17,281	\$ 198,376	\$ 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, middle, K-8, 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.
- In Fiscal Year 2023-24, instructional coaches for 18.05 FTE were moved from the Learning Services department.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 163,194	\$ 123,305	\$ 2,041,459	\$ 3,607,637
Benefits	48,885	47,000	667,804	1,125,665
Purchased Services	143,550	103,059	250,346	157,346
Supplies	35,363	7,351	18,070	16,000
Equipment	-	-	-	-
Other	895	3,163	9,319	9,319
Total Expenditures	\$ 391,887	\$ 283,877	\$ 2,986,998	\$ 4,915,967
<u>BUDGETED STAFFING</u>				
Certified	0.15	0.15	25.00	43.00
Paraprofessionals	-	-	-	-
Classified	1.00	-	-	-
Administrative and Professional/Technical	0.60	0.60	0.60	0.65
Total Budgeted Staffing	1.75	0.75	25.60	43.65

DISTRICTWIDE SERVICES

Districtwide Services includes expenditures not allocated to specific departments. The Fiscal Year 2023-24 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 (excluding taxes collected into the Bond Redemption Fund) 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 2023-24, the districtwide budget includes: an overall increase to the certified salary schedule which provides a minimum of a 6.00 percent salary increase; anticipated 4.71 percent increase to health benefits; district-paid Certified substitutes; and district-obligated retirement stipends for Certified and Classified retirees.

	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>AMENDED</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 8,219,092	\$ 11,133,949	\$ 9,525,900	\$ 15,361,166
Benefits	777,114	2,092,820	6,788,016	9,408,437
Purchased Services	1,588,950	(1,064,955)	1,634,906	1,644,827
Supplies	45,325	59,191	-	13,000
Equipment	21,441	-	139,036	-
Other	(3,093,385)	(3,775,345)	(2,114,794)	(2,907,808)
Total Expenditures	\$ 7,558,537	\$ 8,445,660	\$ 15,973,064	\$ 23,519,622
<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 2022 is \$3,404,962,827. 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 6.765 percent for residential and multi-family property.

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. For example, 1 mill is 0.001 as a multiplier.

If the typical single family home in district tax boundaries in 2023 was valued at approximately \$579,047, the property tax calculation that will be collected in 2024 for a typical residential owner would be:

$$\text{Actual Value Residential} \times \text{Assessment Rate} \times \text{Mill Rate} = \text{Taxes Owed}$$

$$\$579,047 \times 0.06765 \times 0.068366 = \$2,678$$

Historically, the Gallagher Amendment required that residential and nonresidential property make up a proportionate amount 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 of 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, 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 and multi-family property is 6.765 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 2023-24 is based on the anticipated tax collection received from August 2023 through July 2024. 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 five different tax rates: County, City, School District, Fire, and Special Districts.

ADAMS 12 FIVE STAR SCHOOLS

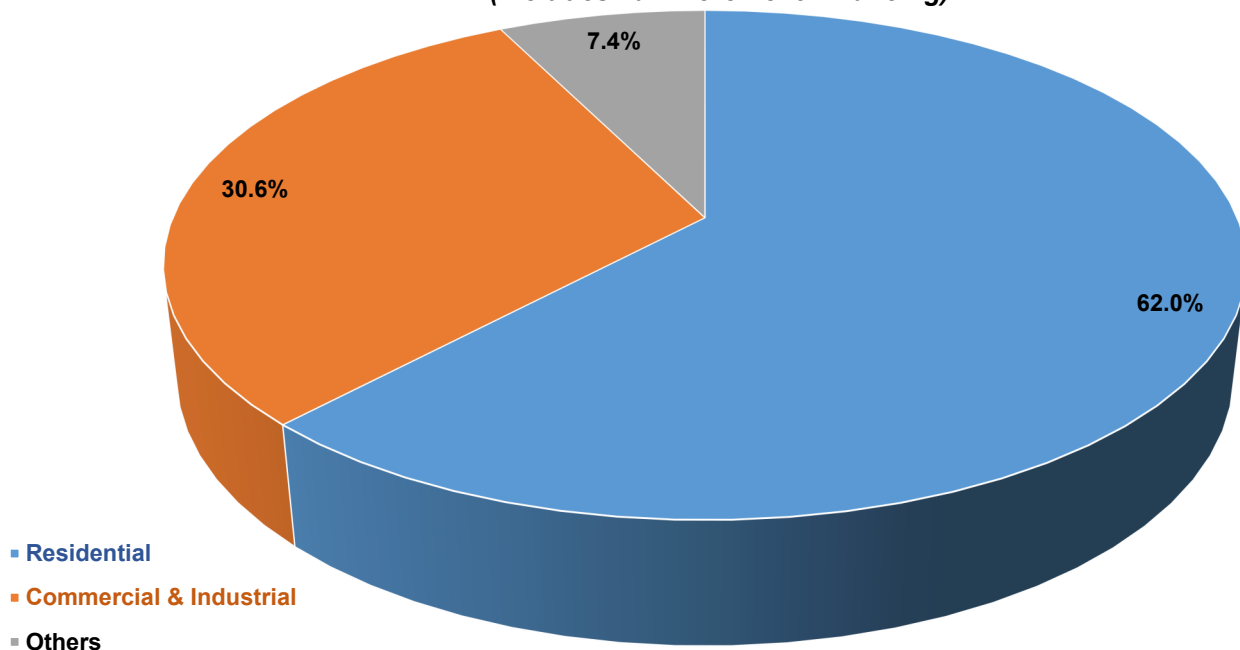
Assessed Property Values

Fiscal Year	Residential	Commercial & Industrial	Other*	State Assessed	Tax Increment Financing	Total
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	\$2,248,656,120	\$1,108,910,870	\$267,981,670	\$123,168,840	(\$343,754,673)	\$3,404,962,827
2024	\$2,282,385,962	\$1,125,544,533	\$271,981,735	\$125,016,373	(\$348,910,993)	\$3,456,017,609
2025	\$2,293,797,892	\$1,131,172,256	\$273,341,643	\$125,641,454	(\$350,655,548)	\$3,473,297,697
2026	\$2,328,204,860	\$1,148,139,840	\$277,441,768	\$127,526,076	(\$355,915,381)	\$3,525,397,162
2027	\$2,339,845,884	\$1,153,880,539	\$278,828,977	\$128,163,707	(\$357,694,958)	\$3,543,024,148

Fiscal Years 2024-2027 forecasted.

* 'Other' includes Vacant Land, Agricultural, Oil, Gas and Natural Resources, and Public Utilities.

2023 Assessed Valuation By Property Type (includes Tax Increment Financing)



Largest Taxpayers

ADAMS 12 FIVE STAR SCHOOLS 2022 Largest Taxpayers Within District Boundaries

Taxpayer	Taxable Assessed Value	Percent of Assessed Valuation*
EXTRACTION OIL & GAS LLC (B)	\$ 151,413,740	4.45%
PUBLIC SERVICES COMPANY OF COLORADO (XCEL) (A)	\$ 60,439,570	1.78%
GREAT WESTERN OPERATING COMPANY LLC (A)	\$ 51,272,010	1.51%
AMAZON.COM SERVICES LLC (A)	\$ 34,742,740	1.02%
TPP ORCHARD PROPERTY LLC (A)	\$ 34,028,010	1.00%
JPMORGAN CHASE BANK NA (B)	\$ 33,559,470	0.99%
DENVER PREMIUM OUTLETS LLC C/O (A)	\$ 25,652,670	0.75%
GC NET LEASE (WESTMINSTER) INVESTORS LLC (A)	\$ 19,374,550	0.57%
JPMORGAN CHASE BANK NATIONAL ASSOCIATION (B)	\$ 17,776,200	0.52%
144 BULL CROSSING ASSOCIATES LLC (A)	\$ 16,344,570	0.48%
TRI-STATE GEN & TRANSM ASSOC (A)	\$ 13,613,540	0.40%
GKT THORNCREEK PLAZA LLC (A)	\$ 12,051,690	0.35%
Total	\$ 470,268,760	13.82%

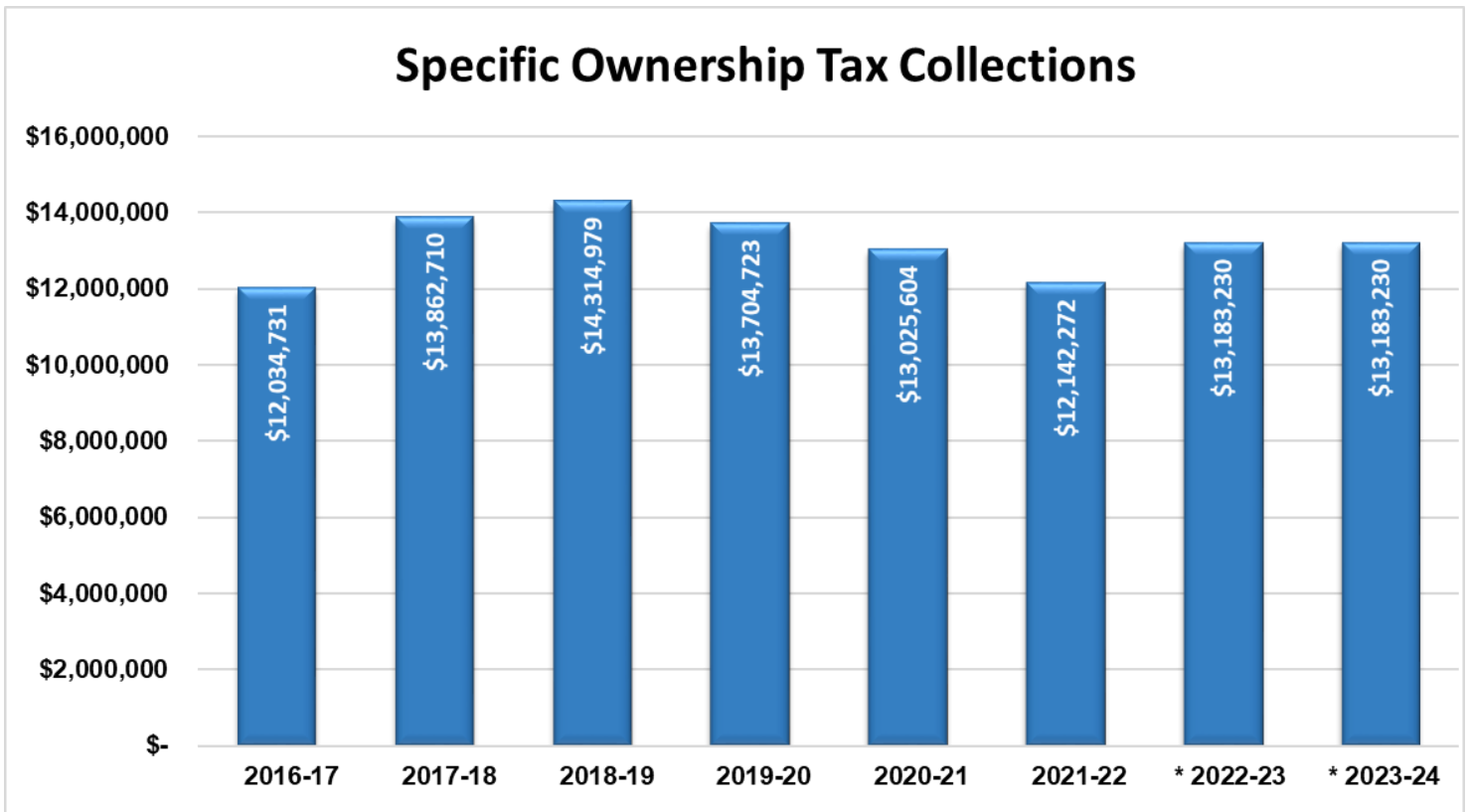
* Based on the December 2022 certified assessed valuation of \$3,404,962,827 which excludes incremental assessed valuation in excess of "base" valuation in property tax increment areas from which the district does not receive property tax revenue.

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
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 ACTUAL	\$ 12,142,272
2022-23 FORECAST	\$ 13,183,230
2023-24 BUDGET	\$ 13,183,230

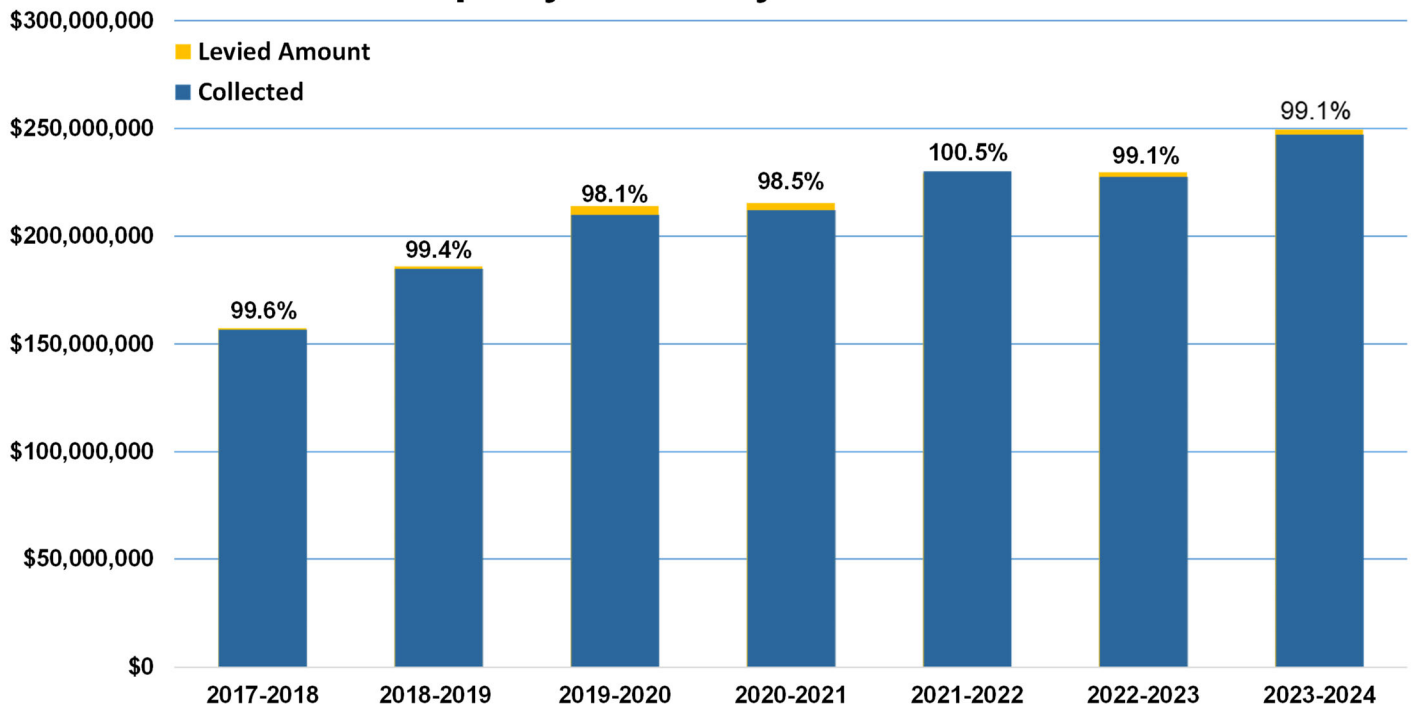


* Budget

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
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	229,048,262	230,191,441	100.5%
2022-2023	229,600,061	227,533,660	99.1%
2023-2024	249,403,987	247,159,351	99.1%

Property Tax Levy & Collections



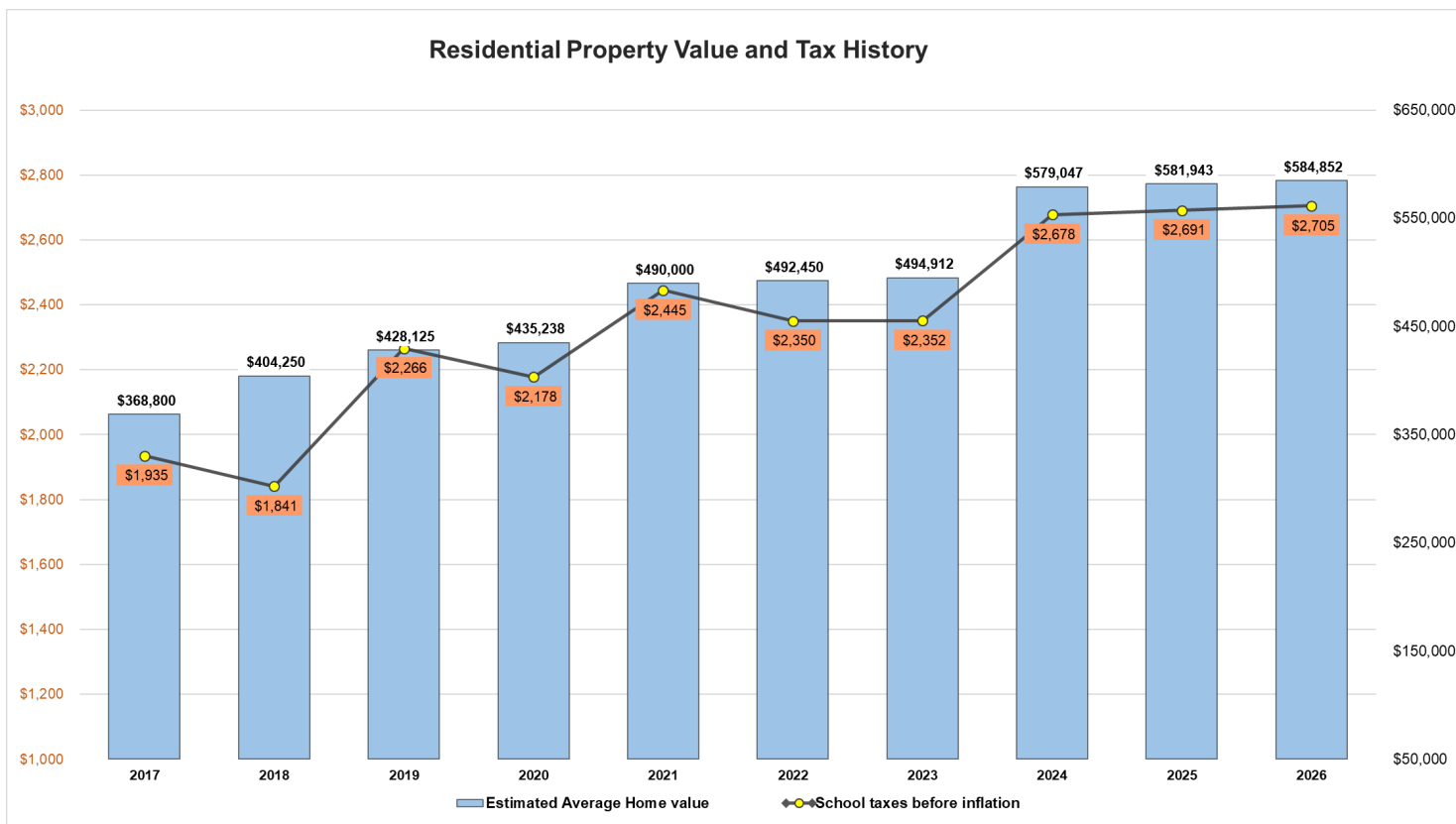
Total tax collections include delinquent property taxes.

Amounts showing greater than 100% collected include prior year delinquent taxes collected.

Values for Fiscal Year 2022-23 and 2023-24 are forecasted.

ADAMS 12 FIVE STAR SCHOOLS Annual Property Tax Information Summary Homeowner Tax Burden							
Assessed Year	2017	2018	2019	2020	2021	2022	2023
Collection Year	2018	2019	2020	2021	2022	2023	2024
Estimated Market Value	\$ 404,250	\$ 428,125	\$ 435,238	\$ 490,000	\$ 492,450	\$ 494,912	\$ 579,047
Assessment Rate Residential	7.20%	7.20%	7.15%	7.15%	6.95%	6.95%	6.765%
Assessment Value	\$ 29,106	\$ 30,825	\$ 31,120	\$ 35,035	\$ 34,225	\$ 34,396	\$ 39,173
District Mill Levies:							
School Finance	27.000	27.000	27.000	27.000	27.000	27.000	27.000
Abatement	0.356	0.180	0.672	0.494	0.756	0.544	0.544
Override	14.238	24.665	20.647	20.626	19.256	19.157	19.157
Debt Service	21.665	21.665	21.665	21.665	21.665	21.665	21.665
Total District Levy	63.259	73.510	69.984	69.785	68.677	68.366	68.366
School taxes before inflation	\$ 1,841	\$ 2,266	\$ 2,178	\$ 2,445	\$ 2,350	\$ 2,352	\$ 2,678

This is an example only showing the calculation for an average residential property. The valuation assessment rate for residential properties was set at 6.765 percent for assessed year 2023, to be collected on year 2024. Each residential property is unique and the final levy is set in December 2023 after all factors were finalized. A 0.50 percent increase in valuation is forecasted for 2023, a 17.00 percent projected increase for 2024, and 0.50 percent increase in subsequent years.



Bond Redemption Debt Service

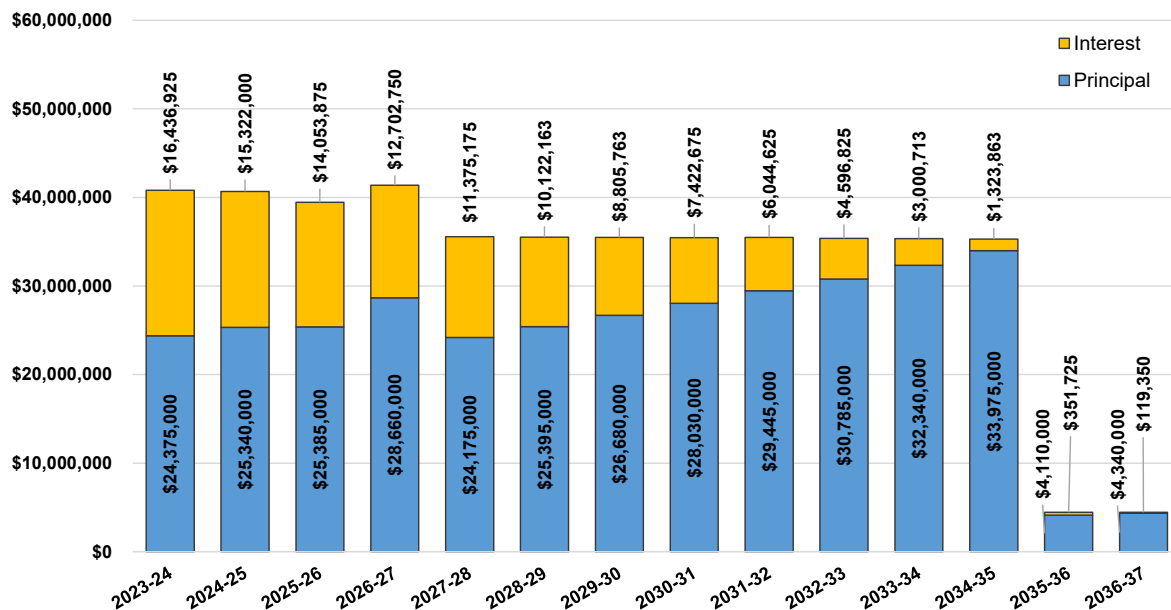
ADAMS 12 FIVE STAR SCHOOLS

Bond Redemption Fund

General Obligation Bonds

Yearly Bond Debt Service			
Fiscal Year	Principal	Interest	Total
2023-24	24,375,000	16,436,925	40,811,925
2024-25	25,340,000	15,322,000	40,662,000
2025-26	25,385,000	14,053,875	39,438,875
2026-27	28,660,000	12,702,750	41,362,750
2027-28	24,175,000	11,375,175	35,550,175
2028-29	25,395,000	10,122,163	35,517,163
2029-30	26,680,000	8,805,763	35,485,763
2030-31	28,030,000	7,422,675	35,452,675
2031-32	29,445,000	6,044,625	35,489,625
2032-33	30,785,000	4,596,825	35,381,825
2033-34	32,340,000	3,000,713	35,340,713
2034-35	33,975,000	1,323,863	35,298,863
2035-36	4,110,000	351,725	4,461,725
2036-37	4,340,000	119,350	4,459,350
Total	\$ 343,035,000	\$ 111,678,425	\$ 454,713,425

Yearly Bond Debt Services



Bond Series Summary (as of June 30th, 2023)			
Series	Principal	Interest	Total
2012	\$ 45,035,000	\$ 2,146,425	\$ 47,181,425
2014	20,090,000	2,511,250	22,601,250
2014B	38,635,000	5,912,875	44,547,875
2015	-	-	-
2016A	-	-	-
2016B	204,775,000	83,197,125	287,972,125
2018	34,500,000	17,910,750	52,410,750
Total	\$ 343,035,000	\$ 111,678,425	\$ 454,713,425

Bond Projects by Capital Construction Plan

Investment Item	Estimated Cost
Aging Buildings	
Aging Buildings - District Wide Renovations	\$ 111,267,696
Aging Building - Exterior Renovations	38,928,909
Aging Buildings - Interior Renovations	26,325,241
Aging Buildings - Stadium Renovations	12,801,116
Major Renovations & New School Additions	
Major Renovations & New School Additions - Expansions/Additions	\$ 14,316,128
Major Renovations & New School Additions - Land Purchase	2,821,000
Major Renovations & New School Additions - North Park	35,750
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	8,000,000
Educational Opportunities	
Educational Opportunities - CTE Expansion	\$ 27,840,634
Educational Opportunities - ECE Renovation	623,053
Safety & Security	
Safety & Security - Camera	\$ 415,101
Safety & Security - Fire	4,545,463
Safety & Security - Lockdown	650,970
Classroom Needs - Instructional Upgrades	\$ 14,194,493
Technology	
Technology Refresh	\$ 3,459,621
Communications and Alert System	16,355,379
Fiber Project	20,000,000
Controls Project	6,761,364
Device Upgrades	1,500,000
Wireless Upgrade Program	7,300,000
Transportation Buses	\$ 3,127,786
Charter School Allocation	\$ 15,338,082
General and Administration	\$ 13,026,026
Future Planned Projects	\$ 2,465,274
Bond Closing Costs	\$ 1,486,242
Total	\$ 427,329,302

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 2023-24 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 2023-24 BUDGET AND PROJECTIONS TO 2026-27

	2023-24	2024-25	2025-26	2026-27
	Adopted	Projected	Projected	Projected
Beginning Fund Balance	\$ 73,146,399	\$ 62,743,744	\$ 59,728,508	\$ 53,302,983
Revenues	482,554,628	495,550,284	499,470,682	505,301,108
Total Source of Funds Available	555,701,027	558,294,028	559,199,190	558,604,091
Expenditures	415,293,263	418,478,708	424,627,237	428,120,085
Transfers Out	77,664,020	80,086,812	81,268,970	82,010,307
Total Expenditures and Transfers Out	492,957,283	498,565,520	505,896,207	510,130,392
Total Ending Fund Balance	\$ 62,743,744	\$ 59,728,508	\$ 53,302,983	\$ 48,473,699
Change in Fund Balance	\$ (10,402,655)	\$ (3,015,236)	\$ (6,425,525)	\$ (4,829,284)

District Personnel

Summary of FTE for All District Funds

	Actual	Actual	Actual	Actual	Budgeted	
Staffed Positions:	2019-20	2020-21	2021-22	2022-23	2023-24	Net Change
Administrators						
Principals	49.00	50.00	51.00	51.00	51.00	-
Assistant Principals ¹	63.00	64.50	66.50	66.50	68.10	1.60
Central ²	26.50	22.00	23.00	24.00	25.00	1.00
Certified						
Teachers ³	2,270.55	2,247.07	2,260.05	2,248.40	2,239.48	(8.92)
Deans ⁴	22.50	21.00	27.00	27.00	30.00	3.00
Counselors	77.30	75.25	81.50	81.10	81.00	(0.10)
Nurses ⁵	19.00	19.00	21.80	25.00	21.50	(3.50)
Psychologists ⁶	38.20	41.40	47.40	47.40	45.90	(1.50)
Social Workers ⁶	77.35	80.25	86.50	98.20	102.15	3.95
Paraprofessionals ⁷	750.54	752.07	726.77	769.16	799.36	30.20
Professionals/Technical ⁸	187.88	201.20	212.34	216.23	228.73	12.50
Office Support	254.98	252.05	245.09	249.77	250.75	0.99
Crafts, Trades, and Services ⁹	569.98	559.51	553.50	541.98	534.45	(7.53)
Total Staffed Positions	4,406.78	4,385.30	4,402.44	4,445.73	4,477.42	31.69

Explanation of Major Changes

¹Assistant Principals increased due to increase of FTE to 1.0 at select locations.

²Central Administrators increased due to position reclassified as an Executive Director.

³Teachers had a net decrease due to the reduction in classroom teachers related to declining enrollment and the increase of elementary specials teachers to 1.0 FTE, the addition of special education teachers and the addition of teaching staff related to the opening of the Newcomer Center.

⁴Deans increased due to additional allocations at middle schools.

⁵Nurses decreased due to School Nurse Workforce grant ending.

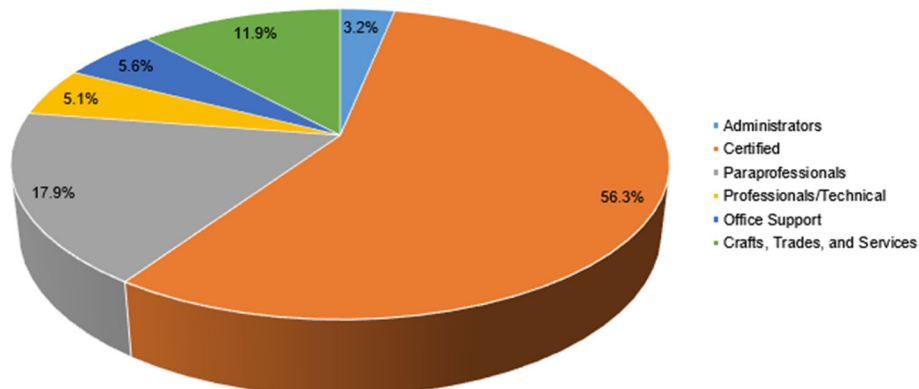
⁶Psychologists and Social Workers had a net increase due to increases in the SSS department to meet school needs.

⁷Paraprofessionals increased resulting from the creation of the MTSS Department, addition of Newcomer Assistants, increase of Community Liaisons at schools and BASE FTE changes due to new district calendar and schedule.

⁸Professional/Technical increased due to the opening of the Newcomer Center, creation of the MTSS Department, expansion in Safety Services and Translation Services.

⁹Crafts, Trades, and Services reduced due to staffing hours and schedule days.

Fiscal Year 2023-24 FTE by Employee Type



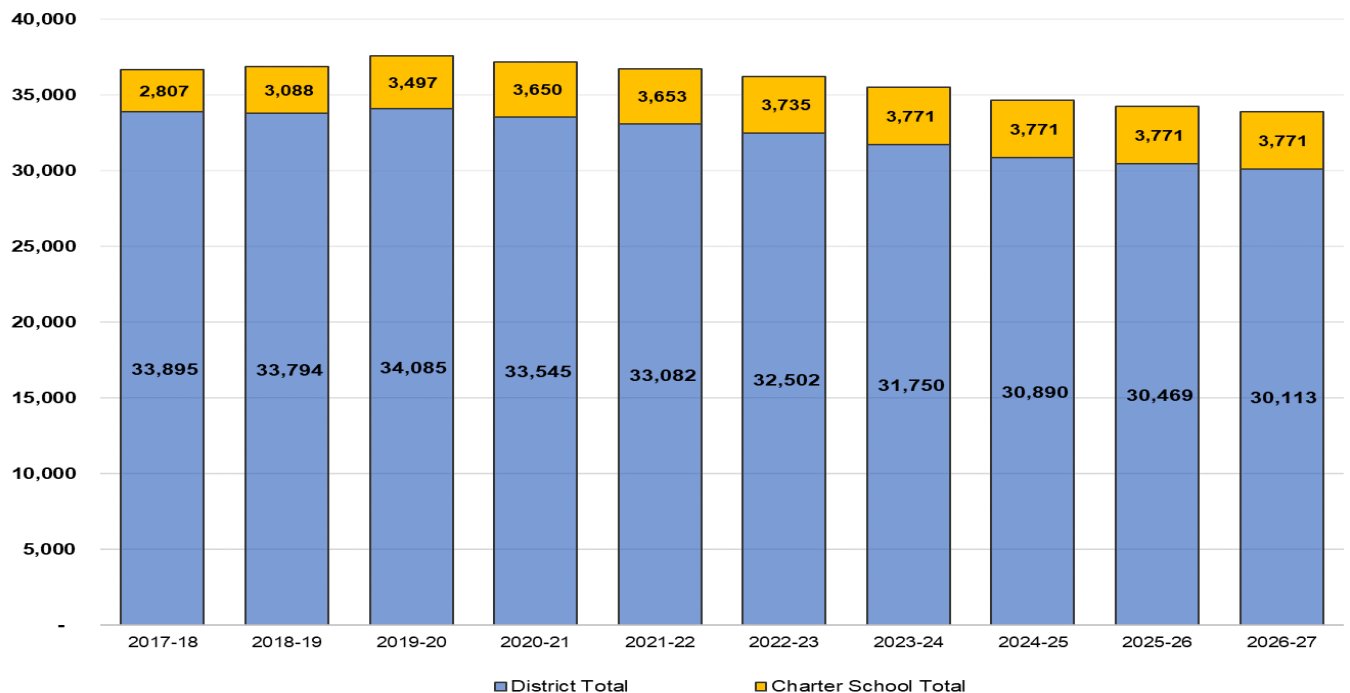
Funded Pupil Forecasting

As of May 2023, the funded pupil count projection used for budget planning is 31,750 district students and 3,770 Charter students for a total of 35,520 for the 2023-24 school year. The district student projection no longer includes Preschool students. The district total year over year decrease is 364.8 funded pupils after the impact of 5-year averaging. The district will also see a \$2.0M increase to special education funding.

With the passage of HB22-1295 the Department of Early Childhood was developed along with universal preschool for 4 years olds and 3 year olds with qualifying factors. Preschool students will now be funded and counted through the Department of Early Childhood. For FY 23-24 Adams 12 Five Star Schools will be held harmless when it comes to funding for preschool students.

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.

FUNDED PUPIL COUNT HISTORICAL AND PROJECTED



Total counts from Fiscal Year 2017-18 through Fiscal Year 2022-23 are from CDE audit reports.

Fiscal Year 2023-24 through 2026-27 forecasted.

Fiscal Year 2023-24 no longer includes Preschool students

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 2024 performance report release.

The Final Rating for 2022 shows the district as "Accredited: Low Participation" due to 52.10 percent points earned for Academic Achievement, 66.10 percent for Academic Growth, and 51.90 percent for Postsecondary and Workforce Readiness.

Adams 12 Five Star Schools Operating/Performance Measures					
	2017-18	2018-19	2019-20	2020-21	2021-22
Graduation Rates	84.3%	83.3%	85.6%	80.5%	82.8%
Free/Reduced Meal Rates	39.7%	37.4%	38.9%	41.6%	39.7%
Dropout Rates	1.7%	2.1%	2.0%	2.4%	2.5%

Rates for Free and Reduced meals are calculated from student headcount.

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

The At-Risk Measure for School Finance Working Group, established by HB22-1202, was asked by the Legislative Interim Committee to address the following topics regarding the new At-Risk Measure:

- Collecting the necessary data to implement the measure
- Developing the neighborhood socioeconomic status index and determining the (minimum of) five index factors
- Determining how a student’s neighborhood socioeconomic index value should be incorporated
- Conducting pre-implementation modeling and testing with actual data
- Considering the impact of the new measure on other programs
- Determining the distribution of at-risk funding, how districts and charter schools will demonstrate that at-risk funding is being used to serve at-risk students, the process for initially identifying students, and the design of a hold-harmless provision.

Working group members included representatives from relevant state government agencies, from school districts, from advocacy groups, and others. Members provided their input on these topics at five virtual meetings, as well as through surveys taken after the first three meetings. Members of the At-Risk Measure working group gave a substantial portion of their time and expertise to help develop these recommendations, however the group did not reach consensus on two elements of the recommendation. Without actual Medicaid and student census block data to produce accurate modeling, the group determined that it would be premature to offer a single recommendation for these two elements:

- How to weight the ISP and SES Index together
- How to weight the SES Index quintiles

During the legislative session the School Finance Act, SB23-287, extends the implementation of the new at-risk measure requirement to the 2024-25 budget year.

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.

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. The District is continuously 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 work 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. 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.

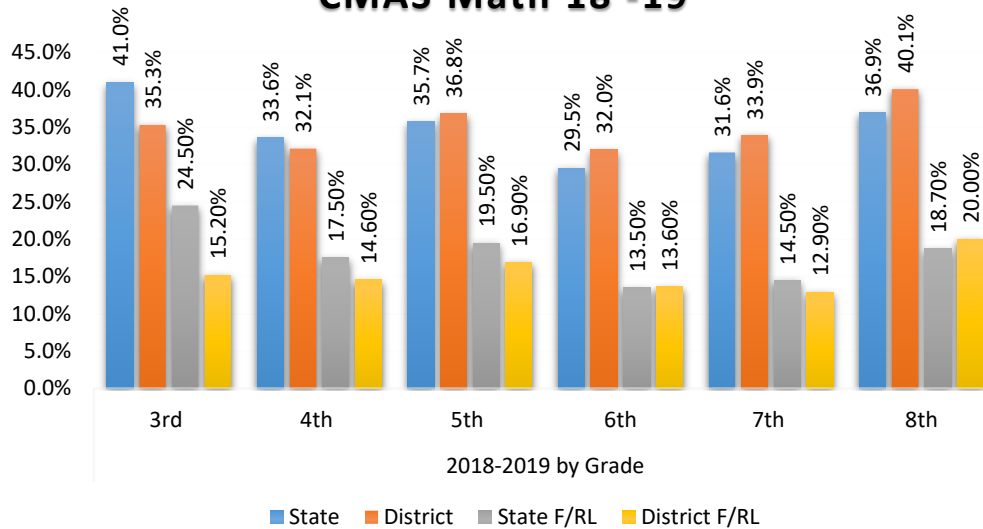
Parents/guardians were given the option to opt their children out of all state assessments during the 2020-21 school year. There was also an opportunity for parents/guardians of third through eighth-grade students to opt in for optional assessments in ELA or Math, depending on the required assessment at each grade level.

During the 2022-23 school year, Adams 12 resumed 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.

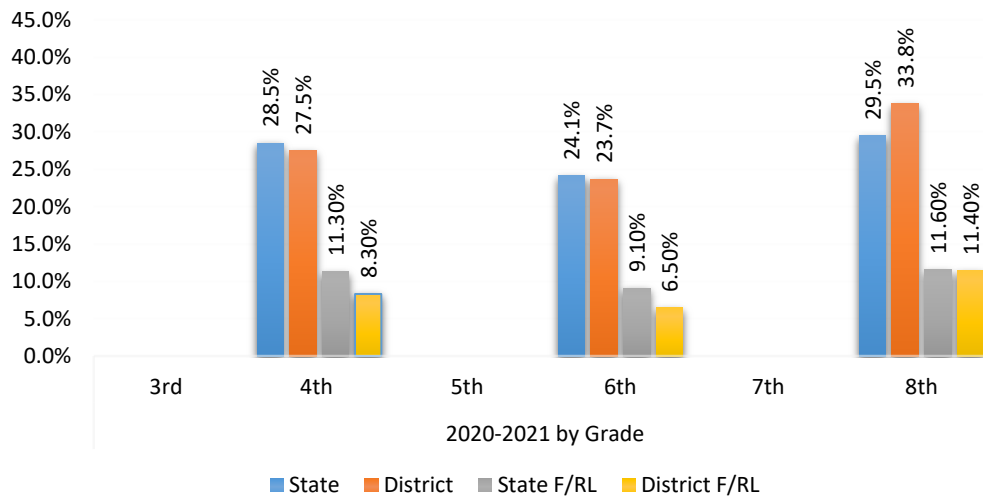
ADAMS 12 FIVE STAR SCHOOLS
Standardized Test Scores (CMAS)
Percentage Scoring Proficient and Above

CMAS Math by Grade

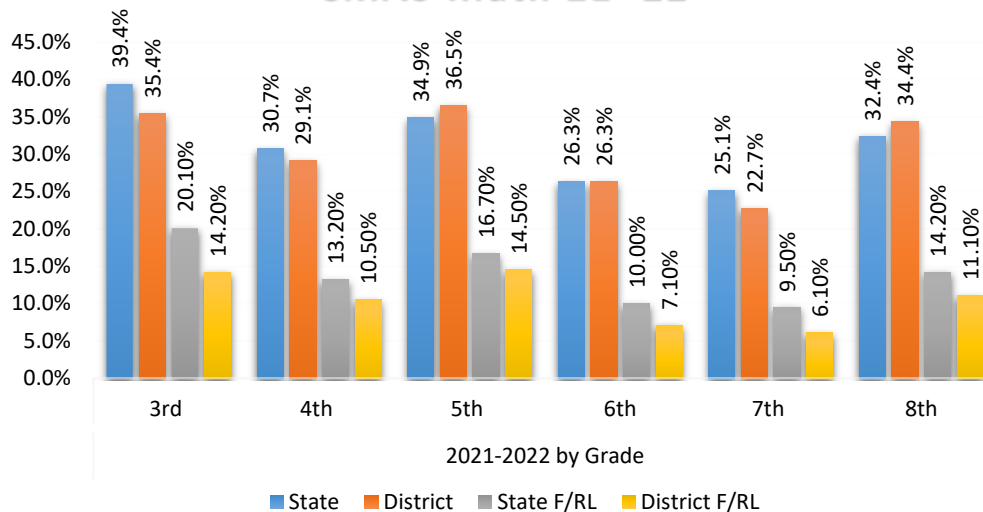
CMAS Math 18'-19'



CMAS Math 20'-21'



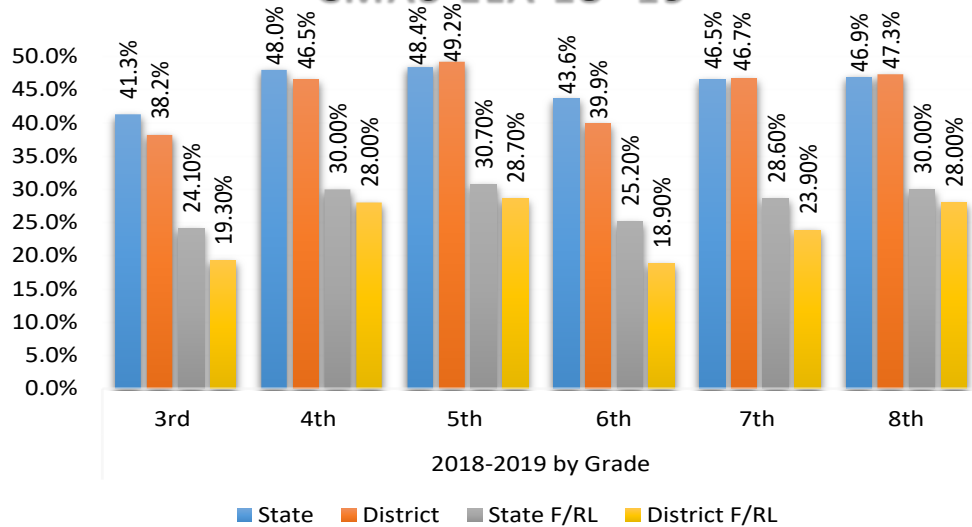
CMAS Math 21'-22'



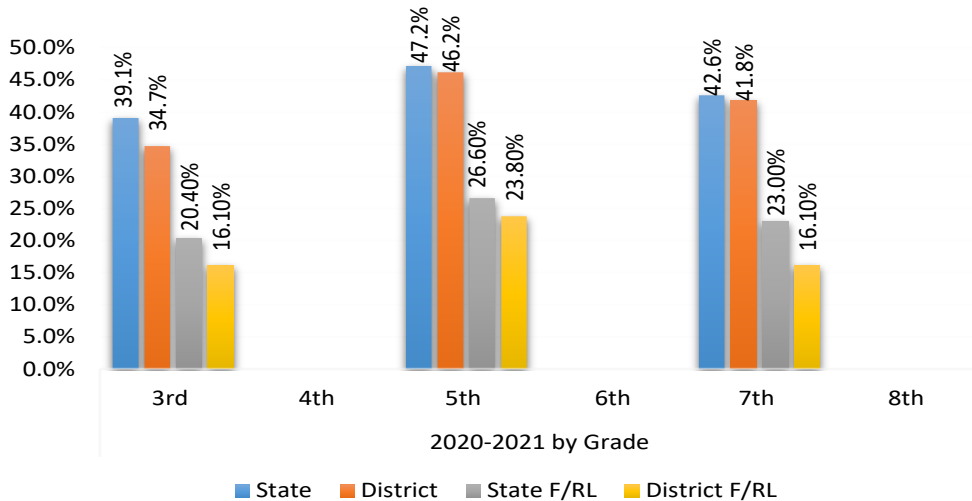
ADAMS 12 FIVE STAR SCHOOLS
Standardized Test Scores (CMAS)
Percentage Scoring Proficient and Above

CMAS ELA by Grade

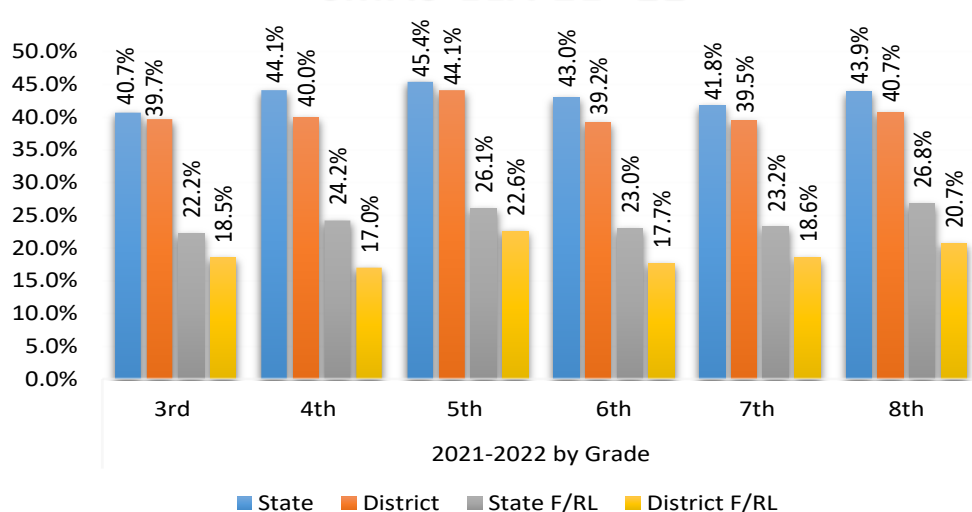
CMAS ELA 18'-19'



CMAS ELA 20'-21'



CMAS ELA 21'-22'

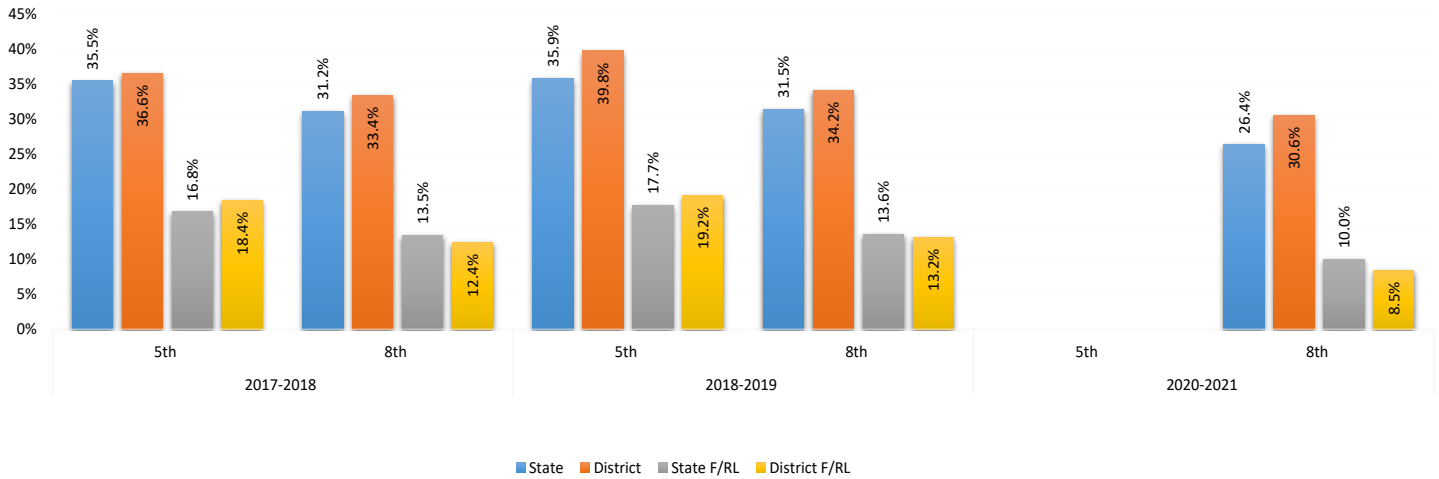


ADAMS 12 FIVE STAR SCHOOLS

Standardized Test Scores (CMAS)

Percentage Scoring Proficient and Above

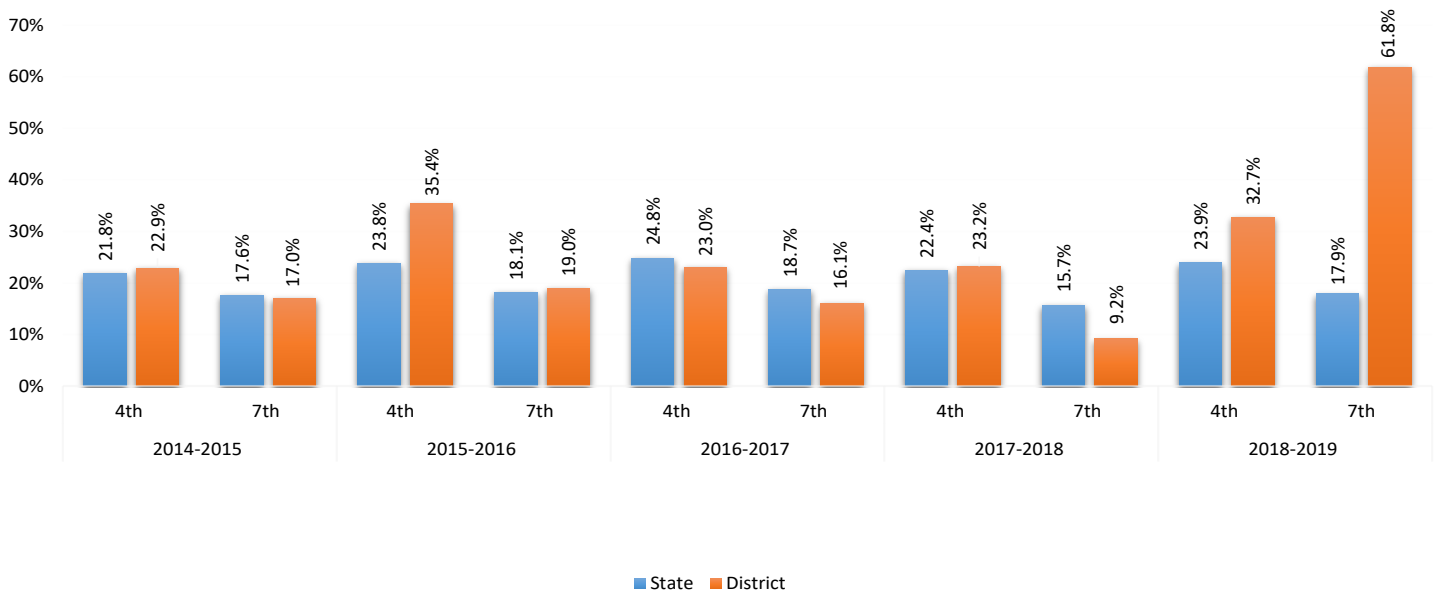
CMAS Science by Grade



No 5th grade result in year 2020-2021 due to federal waiver.

There are no recent CMAS science state/district overall results for met and exceeded because last year was the first year they administered the new science assessments. Scores were only reported as percent correct. Cut points were set after the administration and CDE did not apply them retroactively to that assessment.

CMAS Social Studies by Grade



Social Studies test has not been administered since 2019.



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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 vocational 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, Vocational 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		