

FINANCIAL PLAN AND BUDGET

FISCAL YEAR JULY 1, 2023 - JUNE 30, 2024

PRESENTED TO AND ADOPTED BY

THE BOARD OF EDUCATION

JUNE 15, 2023



HARRISON SCHOOL DISTRICT TWO

1060 HARRISON ROAD, COLORADO SPRINGS, COLORADO 80905

WWW.HSD2.ORG



FISCAL YEAR 2023-2024 BOARD OF EDUCATION

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Superintendent

Harrison School District Two is an equal opportunity educational institution and will not discriminate on the basis of race, color, national origin, religion, sex, age, sexual orientation, genetic information, disability or any other applicable status protected by federal, state or local law. A lack of English skills will not be a barrier to participation or admission.

HARRISON SCHOOL DISTRICT TWO
1060 Harrison Road, Colorado Springs, Colorado 80905



ASSOCIATION OF
SCHOOL BUSINESS OFFICIALS
INTERNATIONAL

This Meritorious Budget Award is presented to

HARRISON SCHOOL DISTRICT TWO

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

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Presentation and Acknowledgements

Harrison School District Two is pleased to present Fiscal Year 2023-2024 Financial Plan and Budget which is comprised of four sections:

- **Executive Summary Section** - *acts as an introduction and summary of the three other sections and provides an overview of the District and its budget*
- **Organizational Section** - *includes information about the District and its organizational structure as well as budget policies and procedures*
- **Financial Section** - *presented in a pyramid approach and is the heart of the budget document beginning with all funds through individual school and department budgets*
- **Informational Section** - *includes a variety of information both financial and general information*

Resources allocated within the budget reflect revenues and expenditures that support educational programs and services through the vision of the District's Mission, Core Beliefs and Priorities. It is critical that the budget aligns financial resources to move in tandem efforts with the District's three-year strategic plan. The choices made in the formation of the Fiscal Year 2023-2024 Financial Plan and Budget, reflect the needs of the students with the support of government and community to serve them.

We would like to acknowledge the diligent work of the many individuals who contributed to this budget. 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.

Harrison School District Two appreciates the dedication of the Board of Education members for their countless hours of service to the students, employees and community.

Thank you,
The Financial Services Department

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EXECUTIVE SUMMARY

SECTION



CLASSROOM

CULTURE



COMMUNITY



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Harrison School District Two

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Message from District Leadership



June 15, 2023


Dear Harrison School District Two Board of Education Members, Community and Stakeholders,

We are pleased to present the Fiscal Year 2023-2024 Financial Plan and Budget for Harrison School District Two. This budget and financial plan follows the values and mission of the Board of Education and the D2 community. As the District develops the budget for the ensuing fiscal year, we seek to balance revenues and expenditures not only for the current budget year but for the long-term as well. It is critical that the budget aligns financial resources to move in tandem efforts with the District's multi-year strategic plan. Budgetary investment decisions included in this budget are made with the District's strategic plan in mind.

Work on the Fiscal Year 2023-2024 budget began in the fall of 2022 and has been carefully monitored in response to federal, state and local regulations; desired student outcomes; updated core beliefs and fiscal responsibility. This budget is presented in compliance with applicable Colorado state statutes and Colorado Department of Education (CDE) regulations.

The District continues to maintain sound fiscal policies and practices that result in a strong financial position. We believe our efficient and responsible management of taxpayer funds, combined with innovation in programming and initiatives, will drive us ever closer to high quality education for all students. We are very grateful for the many individuals who provided ideas, feedback and input to this process and the time and effort put forth that resulted in this financial plan.

Respectfully Submitted,


Dr. Wendy Birhanzel
Superintendent


Shelley Becker, M.B.A.
Assistant Superintendent of Business Services / CFO

Board of Education / Administration Fiscal Year 2023-2024

Board of Education Members



HSD2 Board of Education Members left to right: Michelle Wills-Hill, *Secretary*; Janice “JJ” Frazier, *Vice President*; Corey Williams, *President*; Joyce Salazar, *Director*; Regina English, *Treasurer*.

District Administration

Dr. Wendy Birhanzel..... Superintendent
Shelley Becker Assistant Superintendent of Business Services/CFO
Mike Claudio Assistant Superintendent of Personnel Support Services
Rachel Laufer Assistant Superintendent of Teaching and Learning
Christine O’Brien..... Public Information Officer

District Leadership - Superintendent



Dr. Wendy Birhanzel is honored to be **Colorado's 2023 Superintendent of the Year** and to serve as D2's superintendent. She has served more than 20 years in public education throughout California and Colorado. She earned her doctorate degree in Educational Leadership in Urban School Settings from the University of Southern California. Her passion is ensuring a high-quality educational experience for every student and opening doors to opportunities and success including her own son who graduated from Sierra High School. In her work, she advocates for necessary school funding and bringing a voice to students and staff.

During her time as a Principal of Centennial Elementary and Wildflower Elementary, Dr. Birhanzel's leadership helped bring about significant changes that aided these schools to be honored with National Blue-Ribbon Awards and named National Title I Distinguished Schools. Moving into her role as Curriculum, Instruction, and Assessment Officer, she helped build up programming to support students through rigorous curriculum for all students. Dr. Birhanzel was awarded the Mayor's Young Leader Award from the city and the Young Alumni Achievement Award from her college for her impact in education.

In her current role as Superintendent, Dr. Birhanzel works collaboratively with staff to offer students an excellent academic experience and opportunities, such as free college, free athletics and activities, free before- and after-school care, and free tutoring. She has also partnered with the community to ensure wrap-around supports including mental health care, food security, and housing are supported for all families. Her passion is supporting the whole child and family in the community. During her tenure, the district was named the best education workplace and has had the highest staff retention rates.

Dr. Birhanzel advocates for educational funding and ways to open student opportunities. In her role, she sits on several local and national boards to provide a voice for educators. Recently, she was named 1 of 22 to watch in '22 by the Southeast Express, a Woman Making a Difference by the League of Women's Voters, a Diversity, Equity, and Inclusion Transformational Leader by Colorado Springs Business Journal, and the 2023 Colorado Superintendent of the Year by the Colorado Association of School Executives (CASE). Each day she reflects on how decisions make better outcomes for students.

Significant Events

Significant wins for K-12 in School Finance Act

Signed by Governor Polis, the 2023-2024 School Finance Act (Senate Bill 23-287) includes some very important investments in K-12, including a provision requiring the state to fully fund public education beginning in Fiscal Year 2024-2025. Other key elements include an 8.0% increase in base per pupil funding, one-time funding for rural schools, a major buy-down of the budget stabilization factor and creation of a new task force to make recommendations about changes to the school finance formula.

- **End of the Budget Stabilization Factor (BSF)?** Colorado could say goodbye to the BSF under the School Finance Act's (SFA) requirement that the state fully fund schools by the 2024-2025 budget year. A healthy balance in the State Education Fund of \$1.3 billion, plus increased property tax revenues, makes that goal possible, though some lawmakers and economic analysts cautioned increased state spending could be impacted by TABOR limits. There is still uncertainty about the longer-term outlook for the economy and whether a recession is on the not-so-distant horizon. Nonetheless, this is great news for public education. The SFA includes a \$180 million buy-down of the Budget Stabilization Factor, which reduces it from its current level of \$321.4 million to \$141.2 million in the 2023-2024 year. Since 2009, more than \$9 billion has been withheld from K-12 and one of CASE's top priorities has been to eliminate the BSF altogether.
- **Boost in Per-pupil Funding.** Districts will see an increase of \$598.50 in base pupil funding, bringing it to \$8,076.41 next year. This represents an increase of 8.0%.
- **Other One-time Funding Investments in K-12.** The 2023-2024 SFA includes \$30 million for rural schools, \$10 million in BEST funding and about \$23 million for the Mill Levy Match Fund.
- **New Task Force to Recommend Changes to Formula.** A task force comprised of K-12 leaders, advocates and finance experts will be convened this summer to make recommendations for changes to the K-12 funding formula. The SFA also requires two adequacy studies—something that CASE has been advocating for years—to help inform conversations about needed changes and improvements.
- **Funds to Assist with Maintenance of Effort Obligations.** Included in the SFA is a one-time allocation of \$10 million for school districts to help meet their maintenance of effort obligations for preschool special education costs.

Though not a part of the School Finance Act, another critical piece of legislation, Senate Bill 23-99 adds \$40.2 million for Tier B Funding.

Universal Preschool Begins July 1, 2023

Colorado Universal Preschool (UPK) program was created in statute under HB 22-1295. The Colorado Department of Early Childhood (CDEC) will launch Colorado UPK in the 2023-2024 school year, offering a



minimum of part-time (10 hours/week) or half-day (15hours/week) of high-quality voluntary preschool to every Colorado child in the year before they are eligible to enter kindergarten. Children three years of age who meet the eligibility requirements will also be served. The program for four year olds will be provided through Local Coordinating Organizations (LCOs) which will support the programs at a local level. Families can choose any participating licensed provider in the state. Additional state-funded hours will be available based on child or family circumstances that may impact kindergarten readiness. These services were previously provided through the Colorado Preschool Program (CPP).

Innovation for Staffing Challenges



Harrison School District Two (HSD2) continues to lead the way in identifying innovative ways to support our students. In the aftermath of the COVID-19 pandemic, the education field (like many fields) experienced a drastic decrease in applicants. This came at a time when the education field was already weathering a decline in new teacher graduates. While some businesses and

organizations are able to operate with staff shortages, reduced hours, scaling back products, etc., that strategy does not work for schools. We must continue to provide a top-quality education for our students, even in the face of adversity.

One of the ways that Harrison School District Two has met this staffing challenge head-on is by expanding our partnership with J-1 Visa Sponsoring Agencies. The District has employed between 7 to 13 teachers and/or special service providers on a J-1 Visa each year since the 2015 -2016 school year, specifically in hard-to-fill areas. In January 2023, a team of six District representatives traveled to Manila in the Philippines to interview more than 100 teacher candidates. After two full days of intensive interviews, 33 of those candidates rose to the top and have been hired for Elementary Education, Special Education, Secondary Math and Secondary Science positions in HSD2 for the upcoming 2023-24 school year. Not only will these veteran teachers bring their expertise and knowledge to share with our students, the cultural appreciation component of the J-1 program aligns perfectly with Harrison School District Two's focus on celebrating diversity.

Harrison High School Hosts AVID Regional Showcase

The first Pikes Peak Regional AVID showcase of the school year took place at Harrison High School. Harrison High recently received National Demonstration status with AVID. AVID stands for Achievement Via Individual Determination and the program supports college and career readiness for *all* students. As an AVID National Demonstration school, Harrison High School is recognized as exemplary in its practice of incorporating college and career readiness across all grade levels and content areas, while also melding these strategies with the rigorous courses offered within the school's International Baccalaureate (IB) program.



Harrison School District Two Offers Free Adult Education

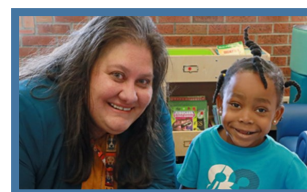


Adult learners who are 17 years or older and not currently enrolled in high school will be eligible to enroll in educational classes that enable individuals to acquire the basic or more advanced person and workplace skills. This will enable individuals to acquire the skills needed to function effectively as parents, caregivers, employees and citizens to increase their contributions to the Harrison community.

Some of the objectives of the program are to provide English classes for non-native speakers of English and prepare adult learners for passing High School Equivalency exams. In addition, adult learners will be supported in seeking or improving their employment or enroll in local colleges to continue their education.

Dr. Wendy Birhanzel named 2023 Colorado Superintendent of the Year

The Colorado Association of School Executives (CASE) has named Dr. Wendy Birhanzel of Harrison School District Two (HSD2) the 2023 Colorado Superintendent of the Year. She will represent Colorado in the 2023 National Association of School Administrators (AASA)'s National Superintendent of the Year program.



Dr. Birhanzel puts the needs of students at the center of every decision she makes in specific and tangible ways that have made a profound difference in better ensuring student support and success. A district-wide systemic focus on teaching and learning has helped yield not only higher graduation rates and lower dropout rates but also resulted in HSD2 students outperforming every other district in the state with comparable demographics. Harrison School District Two is proud of Dr. Birhanzel and all that she has accomplished.

Harrison School District Two

2021-2024 Strategic Plan



History

Strength

Dear Harrison School District Two Community,

Harrison School District Two has a rich history within a fantastic community. It is my honor and privilege to work in this District and community. I believe the diversity in our District is a strength and provides direction for our future. Acknowledging this, we spent the last few months listening to and learning from students, staff, families and community partners as we developed a strategic plan to move our District forward.



We created our plan to ensure all students have access to high-quality schools and learning experiences preparing them for their futures. To meet this goal, we focused on three district priorities: the 3 Cs - classroom, culture and community. We will ensure academic and social excellence for all students with a well-trained staff equipped with resources and supported through collaboration. We will maintain a collaborative and transparent culture that values all stakeholders while developing leaders and demonstrating pride in our District. We will sustain a school community working alongside our partners to improve experiences and opportunities for all.

With our focus on these priorities, we will ensure all students graduate with choices and opportunities. We will update the community periodically on our progress. Thank you for your ongoing engagement in Harrison School District Two. Our schools and District embrace our diverse community and we are committed to fostering an inclusive environment. We need each of you to help us reach our goals. We look forward to working together throughout our journey ahead.

Proud to be D2!
Dr. Wendy Birhanzel

Opportunities

Diversity

Embrace

The Why: District Mission and Core Beliefs

Our Mission

Graduate college and career ready students with the knowledge, skills, attitudes and behaviors to personally succeed and contribute to the common good .

Core Beliefs

All students are capable of excellence. Our purpose is to maximize student success. The well-being of our students, staff, families and community is worthy of our investment .



Mountain Vista Community School kindergarteners

The What: District Priorities

Priority 1: Classroom

We are committed to meeting the academic and social-emotional needs of all students while providing equitable opportunities through:

- Ensuring our Pre-K through post-secondary curriculums focus on standards-based instruction
- Engaging students using research-based instructional strategies
- Addressing individual academic and social-emotional needs of all students

Priority 2: Culture

We are committed to a collaborative environment of trust, integrity and transparency through:

- Creating systems of accountability
- Establishing high expectations
- Ensuring equity for all

Priority 3: Community

We are committed to developing and sustaining a community through:

- Communicating transparently and frequently
- Nurturing and sustaining school and district partnerships
- Facilitating community outreach and advocacy

CLASSROOM

The How: District Priorities in Action

Year 1 2021-22

- Develop a K-12 teaching and learning cycle with instructional expectations for all content areas
- Develop a cohesive K-12 literacy plan
- Provide updated curriculum maps in math and literacy
- Develop a K-12 mental health plan
- Create a K-8 online academy and expand online schooling options at the high schools
- Expand extended learning opportunities, including those focused on STEAM

Year 2 2022-23

- Develop a cohesive K-12 writing plan
- Expand individualized student supports
- Develop a K-12 scope and sequence and resources for social-emotional learning
- Expand career technical education offerings

CLASSROOM



Giberson Elementary School Second Grade classroom

Year 3
2023-24

Develop a cohesive K-12 math plan

Implement instructional frameworks to deepen levels of student engagement

Expand college preparation and concurrent enrollment offerings for students

CULTURE

The How: District Priorities in Action

Year 1 2021-22

Develop more efficient systems in departments to provide effective customer service

Provide distributive leadership training and support for schools and departments

Create meaningful and ongoing ways to recognize the work and accomplishments of staff and students

Implement an Equity Council plan to include a focus on training and hiring practices

Improve curb appeal of all buildings indicating pride in our schools

CULTURE

Year 2 2022-23

Evaluate effectiveness of department systems

Enhance leadership development and mentoring opportunities

Launch the rebranding of the district, effectively tell our story

Develop a system to review curriculum, resources, and facilities regularly for equity

Year 3 2023-24

Begin to sustain our own homegrown innovative systems

Create a system for greater scholarships and alumni support

Establish a process to grow our own workforce

Provide expanded wellness and financial planning opportunities for staff

COMMUNITY

The How: District Priorities in Action

Year 1 2021-22	Develop a comprehensive communication plan
	Form a committee focused on our schools serving as community hubs
	Expand our childcare and before and after school programming options for families
Year 2 2022-23	Create meaningful and ongoing ways to appreciate our community partners
	Establish GED options for students and family members
	Create a stakeholder fiscal advisory committee
	Develop additional strategic partnerships for student job/ internship opportunities
	Generate opportunities for student voice and input in school and district planning

COMMUNITY

Year 3
2023-24

Develop leadership academies for community members

Expand parent involvement at schools alongside community partners

Engage the community in school and department advisory councils



Guiding Principles for Budget Decisions

Each year Harrison School District Two prepares a budget plan with the focus of utilizing available resources to best support educational success. The budget encompasses instruction at each school, transportation, food services, maintenance, administration and more.

The District follows a multi-step budget development process that involves receiving 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
- Focus dollars on funding classroom instruction, including professional development and ensuring central administration is well-positioned to support and serve schools
- Invest in promising opportunities that increase educational opportunities for students and advance the District's desired outcomes
- Remain committed to the District's strategic plan and provide funding for strategies, programs and functions that meet or exceed the goals of the plan
- Maintain a competitive salary and benefit level in order to attract and retain highly qualified staff

Safety

- Protect students from undue harm by investing in vehicle maintenance and repairs, equipment and facility maintenance and repairs and maintenance to provide student supervision and school campus oversight



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 that qualify for free and reduced lunch
- Ensure revenues generated from local mill levy overrides are spent for the purposes described in the respective ballot questions
- Ensure budget decisions are consistent with Board of Education policies and procedures
- Maintain General Fund fund balance requirements as determined by The Taxpayer's Bill of Rights (TABOR) and the Board of Education

Fiscal Responsibility

- Identify and prioritize opportunities to improve operational efficiency
- Develop a current year budget that is based on a multi-year plan which includes projecting for the cost of programs to be incurred in future years

Community Values/Priorities

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



Assessment Day at Bricker Elementary School

Statutes and Policies Guiding Budget Decisions

The Board of Education of the Harrison School District Two is an active participant in the ownership of the District. The Board of Education has established a set of Board and District Policies which are expectations for all District staff and students. These statements define fiscal responsibility and guide strategies that are used throughout the organization. Far beyond a single test score, the Board of Education recognizes 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 of Education also recognizes these efforts cannot be accomplished in isolation.

The Board of Education monitors the work of District staff on an ongoing basis and holds the District superintendent accountable for accomplishment of these policies. 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 of Education. Financial planning for any fiscal year can not deviate materially from the Board of Education's Results Priorities and Operational Expectations goals that would place the long-term financial health of the District in jeopardy.

In addition to Board of Education policies, the budget plan must be in compliance with Federal and State statutes for presenting a balanced budget and maintaining required reserves. State statutes are further amplified in the Colorado Department of Education's (CDE) Financial Policies and Procedures Manual (FPP Manual). The District is in compliance with all policies, statutes and FPP Manual. Harrison School District Two follows Generally Accepted Accounting Principles (GAAP) established by the Governmental Accounting Standards Board (GASB) for accounting. Finally, the District considers "best practices" as defined by the National Advisory Council on State and Local Budgeting (NACSLB) endorsed by the Government Finance Officers Association (GFOA) in developing a budget plan.



5th Grade students using technology at Giberson Elementary



Presenting a Balanced Budget

State statutes require 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 and transfers. The Board of Education must approve the use of beginning fund balance.



Budget Forecasting

The District prepares a multi-year financial forecast to anticipate future needs and resources. This forecast includes compensation, 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, for each school and operating unit 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.



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 District follows the Government Finance Officers Association's (GFOA) recommended capitalization threshold for individual items of \$5,000.

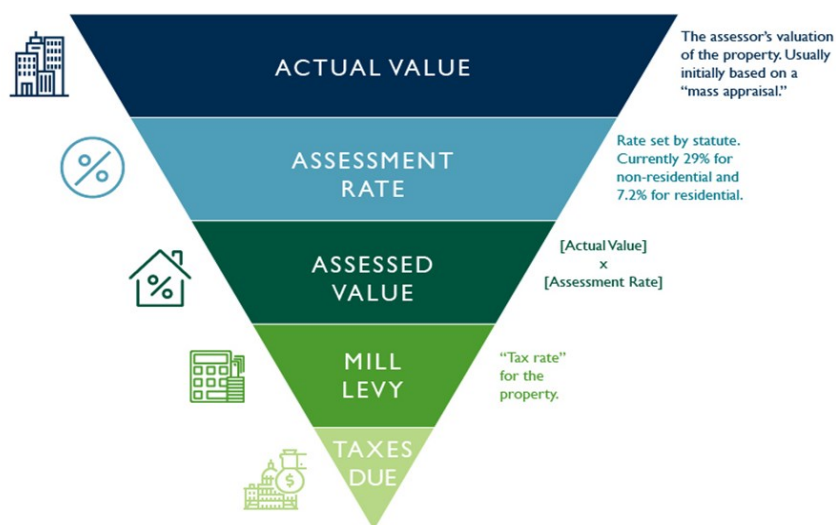


Revenue Policies

The District estimates its annual revenues by an objective, analytical process, wherever practical. 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.

Debt Capacity

The State Constitution provides that the Legislature shall establish limitations on the authority of any political subdivision to incur general obligation indebtedness in any form. Bonded indebtedness of school districts is limited by Section 22-42-104 of C.R.S. In its 1994 session (as amended during its 1996, 1988 and 2007 sessions), the Colorado Legislature established the limitation as the greater of (1) 20% of the latest valuation for assessment of the taxable property in such district or (2) 6% of the most recent determination of the actual value of property in such district, each as certified to the board of county commissioners. The limitation is different for districts whose enrollment has increased by 2.5% in each of the three preceding years. The assessed valuation used to determine the District's debt limitation is the assessed valuation certified on December 10th prior to the date on which the applicable bonds are issued. By law, any obligations which have been refunded, either by immediate payment or redemption and retirement or by the placement of proceeds of refunding bonds in escrow, shall not be deemed outstanding for the purposes of determining compliance with debt limitations.



The District's legal debt limit, based upon a limitation of 6% of the District's 2022 statutory actual valuation of \$7,179,574,412 is \$430,774,465.

Based upon that debt limit calculation, the District will have \$334,611,515 of debt capacity remaining.

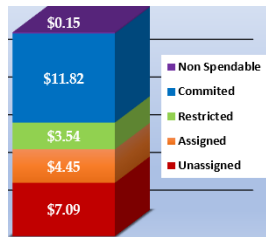
Additional information about the District's Debt Policies can be found in the Financial Section – Other Funds.

The District follows a policy of "full disclosure" in the Comprehensive Annual Financial Reports and bond prospectuses.



Debt Management Policies

- When applicable, the District will review its outstanding debt annually for the purpose of determining if debt issues can be refunded to lessen the District's debt service costs
- The District 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.
- The District does not use long-term debt for current operations
- The District maintains 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, long-term compensated absences, encumbered funds reserve, Board of Education fund balance requirements and any multiple year financial commitment reserves. In addition, the District maintains reasonable fund balances to provide for expenditures associated with student enrollment growth and avoids fiscal jeopardy by observing sound, conservative fiscal management policies.



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.



Capital Improvement Policies

- The District develops a multi-year plan for capital improvements and updates it annually
- The annual capital budget is based on the multi-year capital improvement plan
- The District coordinates development of the capital improvement budget with development of the operating budget and future operating costs associated with new capital improvements are projected and included in operating budget forecasts
- The District maintains all its 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

This Investment Policy ("Policy") shall apply to the investment of all financial assets and all funds of Harrison School District 2 (the "District") over which it exercises financial control. In order to effectively make use of the District's cash resources, all moneys may be pooled into one investment account and accounted for separately. The investment income derived from this account shall be distributed to the various District funds as directed by the Board of Education in accordance with state laws.

All District funds allocated to a specific use, but temporarily not needed, shall be invested by the Chief Financial Officer or other administrator appointed by the Board in accordance with state law and in a manner designed to accomplish the following objectives:

- Ensure the safety of funds
- Ensure that adequate funds are available at all times to meet the financial obligations of the District when due
- Earn a market rate of return on the funds available for investment throughout the budget cycle; and
- Ensure that all funds are deposited and invested in accordance with state law



District Credit Rating

Moody's

Moody's Investors Service has assigned Aa2 underlying and Aa2 enhanced ratings to El Paso County School District 2 (Harrison), Colorado's \$90.2 million General Obligation Refunding and Improvement Bonds, Series 2021. Moody's maintains the District's Aa3 issuer rating and the Aa2 underlying general obligation unlimited tax (GOULT) rating. The issuer rating reflects the District's ability to repay debt and debt-like obligations without consideration of any pledge, security, or structural features.

The Aa3 issuer rating incorporates the District's favorable reserve levels that are expected to be maintained over the next two years, based on projections for fiscal years 2022 and 2023.

Additionally, the rating reflects the District's favorable location within the City of Colorado Springs, and adjacent to several military installations. Finally, the Aa3 considers the elevated balance sheet leverage, attributable to exposure to an underfunded defined benefit pension plan.

The Aa2 enhanced rating assignment is based upon the Colorado School District Enhancement Program and primarily reflects the state's liquidity, the program's strong district oversight and guarantee of timely payment in the event of a shortfall.

The District serves the southern portion of Colorado Springs, CO (Aa2) and is adjacent to Fort Carson, an army installation. Enrollment at the district totaled approximately 8,600 in fiscal 2021, excluding charter school students.



Policy

It is the Policy of the District to invest its funds in a manner which will provide for the highest investment return consistent with the preservation of principal and provision of the liquidity necessary for daily cash flow demands. In addition, it is the policy of the District to implement internal controls to ensure the safeguard of its financial assets and cash.

Objectives

Funds shall be invested in accordance with all applicable District policies, State statutes, and Federal regulations and in a manner designed to accomplish the following objectives, which are listed in priority order:

1. Safety. Safety of principal is the foremost objectives of the investment program. Investments of the District shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification is required to reduce overall portfolio risk while attaining market rates of return.
2. Liquidity. The District's investment portfolio will remain sufficiently liquid to enable the District to meet all operating requirements which might be reasonably anticipated. The particular operating needs of each District fund shall be considered in determining investment maturities.
3. Return on investment. The District's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the District's investment risk constraints and the cash flow characteristics of the portfolio.

All investments shall be made in accordance with the C.R.S. 11-10.5-101, et seq. Public Deposit Protection Act; C.R.S. 11-47-101, et seq. Savings and Loan Association Public Deposit Protection Act; C.R.S. 24-75-601, et seq. Funds-Legal Investments; C.R.S. 24-75-603, et seq. Depositories; C.R.S. 22-40-105, et seq. Depositories; C.R.S. 22-45-102, et seq. Accounts; C.R.S. 22-45-103, et seq. Funds; and C.R.S. 24-75-701, et seq. Investment Funds—Local Government Pooling. Any revisions or amendments to these sections of the C.R.S. will be assumed to be part of this Policy immediately upon being enacted.

Professional Ethics

In addition to the Board of Education Policies and District Goals set by the Board of Education, the budget process is influenced by the Government Finance Officers Association (GFOA) Code of Professional Ethics.



CODE OF PROFESSIONAL ETHICS

Public service is a special trust. The finance office plays an important role in the public service. The finance office has stewardship over citizens' shared financial resources. These resources make possible the services that are essential to the safety, livability and vitality of our communities.

We, the government finance officers of the United States and Canada, have a deep and abiding desire to show that we are worthy of the trust that has been bestowed upon us. We strive to show it to the citizens of the communities we serve and to their elected representatives. We strive to remain true to the values that drive our work as public servants.

Trust is an asset as important as any that can be found on our balance sheets. But how can we maintain and grow this asset? This GFOA Code of Ethics shows us how to live these values. It recognizes that people are imperfect and that we are all subject to biases that can challenge ethical behavior. Our Code asks the members of government finance offices to confront these challenges in order to serve our communities to the best of our abilities.

INTEGRITY AND HONESTY

PRODUCING RESULTS FOR MY COMMUNITY

TREATING PEOPLE FAIRLY

DIVERSITY AND INCLUSION

RELIABILITY AND CONSISTENCY

For more detailed information on GFOA's Code of Professional Ethics, please see the Organizational Section pages 106-108.

Timeline for Developing the Budget

October—December

- Preliminary work begins on upcoming budget process to include updated current year financial information, state level forecasts, student enrollment analysis, mill levy certifications and future District initiatives

January

- Multi-year projections are updated based on new assumptions, including enrollment projections and known items
- The Capital Reserve Committee discusses and prioritizes all capital needs for both the Capital Reserve and Land Fund budgets

February—April

- Funding needs and the prioritization of the allocation of resources are reviewed and budget information is distributed to schools and departments
- School and department budgets are completed and submitted to Financial Services
- The proposed budget information is prepared while receiving input and review
- Operations verify potential projects, verify priorities and obtain quotes for all requested projects

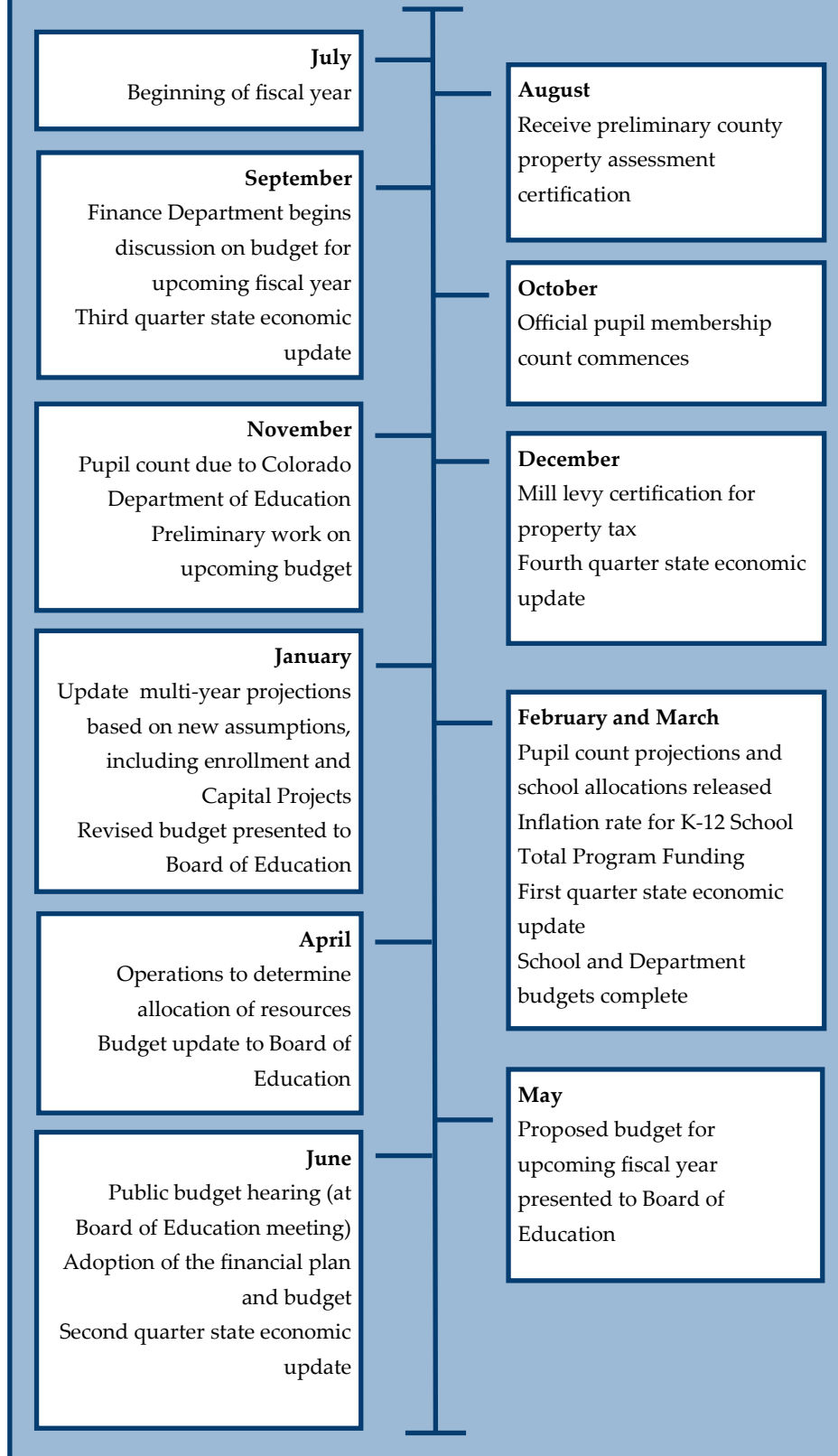
May

- The Board of Education receives the proposed budget and public comment on the budget is held

June

- During the Board of Education meeting in June, the Board adopts the Financial Plan and Budget for the upcoming year which consists of a Budget and Appropriation Resolution and the Resolution Authorizing the Use of a Portion of Beginning Fund Balance

BUDGET PROCESS CALENDAR



Colorado Legislation

State of Colorado Budget Outlook

FY 2021-2022

The General Fund ended FY 2021-22 with a reserve of \$3.20 billion, or 26.6 percent of appropriations, exceeding the statutorily required 13.4 percent reserve by \$1.59 billion. State revenue exceeded the Referendum C cap by \$3.73 billion, triggering a General Fund obligation to pay TABOR refunds during FY 2022-23.

FY 2022-2023

Following adoption of the supplemental budget package, the General Fund is expected to end FY 2022-23 with a 16.6 percent reserve, \$213.3 million above the statutorily required 15.0 percent reserve. Further adjustments to appropriations would change this amount. General Fund revenue collections are expected to fall by \$532.2 million, or 3.0 percent, primarily as a result of policy changes enacted through ballot measures approved at the November 2022 general election. Despite the decrease in revenue, collections are expected to exceed the Referendum C cap by \$2.75 billion.

FY 2023-24 Unbudgeted

General Fund revenue is expected to exceed FY 2022-23 collections by 3.3 percent as economic growth continues to slow; however, the FY 2023-24 Referendum C cap will increase by 8.5 percent, reflecting inflation and population growth for calendar year 2022. The General Assembly is projected to have \$1.79 billion, or 9.8 percent, more available to spend or save relative to what is budgeted to be spent or saved in FY 2022-23 after the application of current law transfers, the 15.0 percent statutory reserve requirement and the supplemental budget package. This amount does not incorporate caseload growth, inflation, or other budgetary pressures. The General Fund Budget Overview section also presents the budget outlook in the context of Joint Budget Committee actions through March 10, 2023. Incorporating those actions, the General Fund would end FY 2023-24 with a \$628.3 million excess reserve. This amount may be appropriated, transferred, or held in the General Fund to contribute to the FY 2024-25 budget and beyond.

FY 2024-25 Unbudgeted

General Fund revenue is expected to grow 4.0 percent and total \$18.45 billion, with state revenue subject to TABOR exceeding the Referendum C cap by \$1.75 billion. The budget outlook for this year will depend on budgetary decision making for the year prior. Based on Joint Budget Committee actions through March 10, 2023, the General Fund is projected to end FY 2024-25 with an excess reserve of between \$383 million, if the entire amount of the FY 2023-24 excess reserve is spent and \$1.01 billion, if the entire amount of the FY 2023-24 excess reserve is carried forward into FY 2024-25.

Risks to the budget outlook. Rising costs for government services will put upward pressure on appropriations, limiting budget flexibility. Further, the revenue outlook carries significant uncertainty, with bidirectional risk. The outlook for income tax collections is especially uncertain. Risks arise both from an uncertain economy and an evolving tax policy environment.

Economic Outlook

Though they have stabilized somewhat since our December forecast, the U.S. and Colorado economies continue to face many challenges. Certain areas of the economy, including labor markets and business profits, show considerable strength, but entrenched inflation continues to erode many economic gains. However, this forecast identifies a rising chance for a soft landing. The outlook foresees continued growth, albeit slow growth, through 2023 and a return to a more moderate pace of expansion in 2024 and 2025. Expansion will be supported by falling inflation, a resilient labor market and continued improvement in real wages.

The primary risk to the economic expansion is the Federal Reserve's ability to rein in inflation without triggering a recession. The Fed's approach risks both underreacting, in which case it would fail to contain inflation and overreacting, in which case it would depress demand so severely as to trigger a downturn. To this point, inflation and labor market data suggest that the probability of a near-term recession is receding, but the probability of continued inflation above the Fed target rate is high. Further, the significant monetary policy intervention will have lasting consequences. Real estate values will continue falling, with minimal affordability benefits for would-be homebuyers because of rising mortgage costs. Reducing demand likewise drains consumer and business confidence, which could worsen further as the pace of growth slows. And, while it has entered a less precarious phase than in 2022, the economy remains fragile. An unforeseen outside shock could push the economy off its path of growth.

State Education Fund Transfers

The Colorado Constitution requires the State Education Fund to receive one-third of 1 percent of taxable income. In FY 2022-23, the State Education Fund is expected to receive \$1.02 billion as a result of this requirement, with higher amounts in the following year resulting from growth in taxable income among Colorado taxpayers.

In addition, the General Assembly has at different times authorized additional transfers from the General Fund to the State Education Fund. House Bill 20-1420 included a transfer of \$113 million in FY 2020-21 and \$23 million in FY 2021-22 to the State Education Fund and Senate Bill 21-208 included a \$100 million transfer in FY 2021-22. Also, House Bill 22-1390 transferred \$290 million in FY 2022-23 from the General Fund to the State Education Fund. Money in the State Education Fund is required to be used to fund kindergarten through twelfth grade public education.

Finally, Proposition EE also transfers revenue from increased cigarette, tobacco and nicotine taxes to the State Education Fund for three fiscal years. Proposition EE transfers were \$4.9 million in FY 2020-21 and \$151.3 million in FY 2021-22 and are estimated at \$154.2 million in FY 2022-23.

Source: State of Colorado March 2023 Economic & Revenue Forecast Update

Where The Money Comes From

Federal

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

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 in each of Colorado's 178 school districts. Funding for our 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 Vocational Education, Special Education, English learners, reading intervention, transportation and Gifted Education.

Local

The majority of local funding comes from property and specific ownership (vehicle registration) taxes. 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. The current rate for residential property is 6.77 percent. Each odd numbered year, property is reassessed based on market activity from the preceding 18-month period.

Mill Levy Overrides

As per state law, a district cannot collect more than 25 percent of its Total Program Funding through mill levy overrides. Harrison School District Two estimates it will collect 6.0 percent of its Total Program Funding through mill levy overrides.

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 not restricted in use, but generally are not used to pay for major repairs and renovations to existing school buildings, additions to schools or new school buildings.


A district’s authorization to raise and expend mill levy override revenues does not affect the amount of state funding the district receives. Mill levy overrides do not typically adjust each year for inflation and enrollment growth, so the purchasing power diminishes over time.

Harrison School District Two’s voters approved the following override, which provides annual funding to the District:	
Year	Amount of Override
2000	\$5,750,000

Bond Debt

Unlike mill levy override dollars, bond funding 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. The state does not provide funding for these projects.

A bond question goes before voters as a ballot measure asking for approval (or denial) for additional proposed spending. If approved by voters, the District sells bonds to investors, uses the bond proceeds for building improvements or new construction, then repays investors over a specific period of time.



Harrison School District Two's last bond was approved by voters in 2018. This \$180 million bond provides improvements and renovations to all existing schools and facilities such as roof replacement; HVAC system upgrades; and Americans with Disabilities Act (ADA) compliance of restrooms and fixtures. Other items within the bond project are technology upgrades throughout the District and building security and fire alarm systems to be upgraded and brought up to current codes.

In the fall of 2021, the District refunded the 2010 Bonds. This saved taxpayers \$1.74 million in current debt.

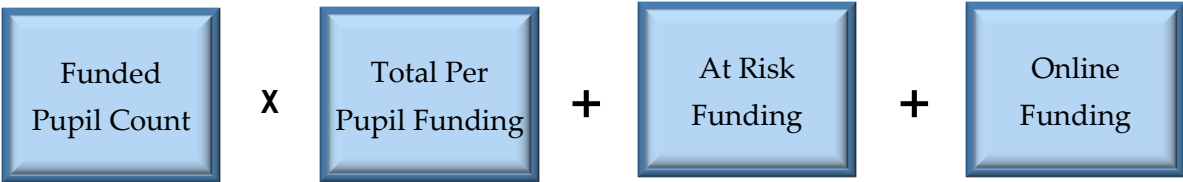
Bond Debt History

Year	Original Principal	Outstanding Principal
2017	\$23,025,000	\$8,415,000
2019	\$100,000,000	\$82,500,000
2021	\$80,000,000	\$90,630,000

Total Program Funding for Harrison School District Two

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 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 2023-2024, the statewide base per pupil funding amount is \$10,613.



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 Harrison School District Two, state equalization comprises more than 82 percent of Total Program Funding. Total Program Funding after the Budget Stabilization Factor is estimated to be \$121 million for Fiscal Year 2023-2024.

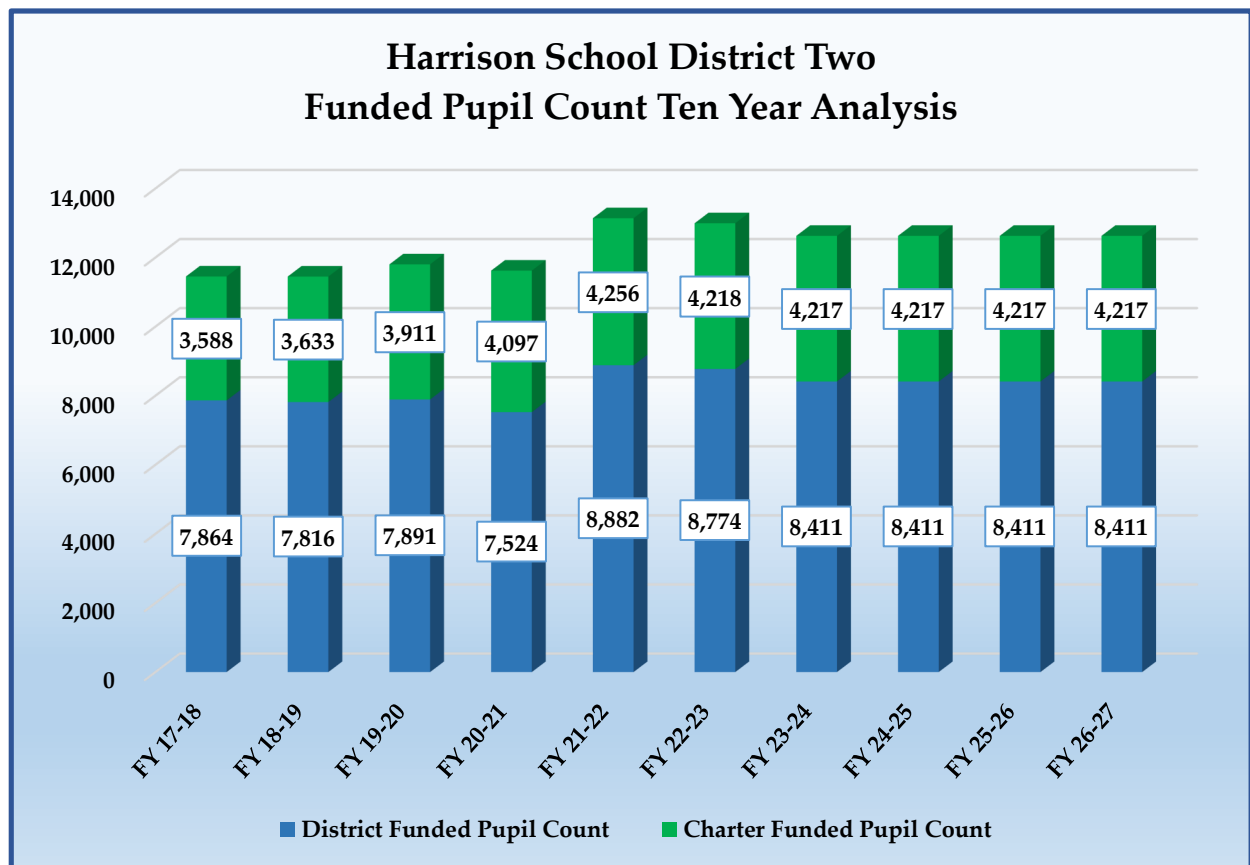
The Fiscal Year 2023-2024 budget is based on the following School Finance Act factors:	
<u>Per Pupil Revenue</u>	<u>\$10,708</u>
Cost of Living Factor	1.209
District Size Factor	1.0297
Personnel Cost Factor	0.8897
Non-Personnel Cost Factor	0.1103
Budget Stabilization Factor	(3.70%)

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, such as some kindergartners. High school students may also be funded at less than a 1.0 FTE (full time equivalent) depending on the number of credit hours a student takes.

District charter students make up approximately 33 percent of total 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 five percent of a charter school’s per pupil funding to cover the cost of administrative services, such as data management, state reporting, information technology support, etc., provided to the charter school, which is specified in the contract between the District and the charter school.



Cost-of-Living Factor

The 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 Harrison School District Two is 1.209.

District Personnel Cost Factor

The personnel costs factor is formula driven and differs by school district based on enrollment. This factor increases as enrollment increases, from a low of .7992 to .9050. 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. The personnel costs factor for Harrison School District Two is .8897.

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 Harrison School District Two remains at 1.0297 for Fiscal Year 2023-2024.

Budget Stabilization Factor (Negative 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.

Amendment 23 required K-12 funding to increase by inflation plus one 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 2009-2010, the state legislature added a new factor, called the Negative Factor, (now known as 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 and district size, the Budget Stabilization Factor (Negative Factor) is a reduction to funding for Colorado school districts. Total negative factor has been decreased for Fiscal Year 2023-2024 to \$141 million, resulting in \$2.07 million lost revenue for the District. The impact of the Negative Factor on the Harrison School District Two has been substantial and has resulted in more than \$137 million in decreased funding over the years.

At-Risk Funding

Eligibility for participation in the federal free lunch program, and English Language Learner pupils that are not eligible for free lunch, are used to determine each school district's at-risk population. Increased funding is provided to recognize that expenses among districts vary, as pupil populations vary, especially at-risk populations.

Under the School Finance Act, each student in the pupil count who is enrolled in grades 1 through 8 and who is eligible to receive free lunch is used as the basis for determining the number of at-risk students in grades 1 through 12. For example, the total number of free lunch students in grades 1 through 8 is divided by the total number of all students in grades 1 through 8. The percent derived from this calculation is applied to the District's total number of students in kindergarten through grade 12.

The at-risk funding makes up over 6 percent of the total General Fund Revenue for Fiscal Year 2023-2024 and Harrison School District Two expects to receive approximately \$12.1 million in At-Risk Funding.

On-line Funding

Pupils enrolled in a certified multi-district on-line program are funded at the on-line per pupil amount of \$9,381 after the Budget Stabilization Factor. Pupils enrolled in a single district on-line program are funded at the District's current per pupil funding amount. A single district program is defined as a district on-line program which enrolls no more than 10 students from another district. Harrison School District Two currently offers a multi-district on-line education program serving K-12 students and families both within and outside of the D2 community. This will allow the District the opportunity to provide a unique learning experience to a diverse group of students in a personalized experience. Due to the unique structure, students will be able to participate in asynchronous (independent pacing) and synchronous (teacher-led) learning experiences.

- Content based curriculum with exploratory learning experiences
- Interactive enrichment courses
- Optional weekly in-person learning activities to reinforce learning
- Social Emotional learning opportunities to address the whole student
- Parent engagement and frequent communication
- Laptop and accessories provided
- Students will spend 3 ½ - 4 hours of live online instruction and the remainder of the day is self-paced

Local Property Taxes

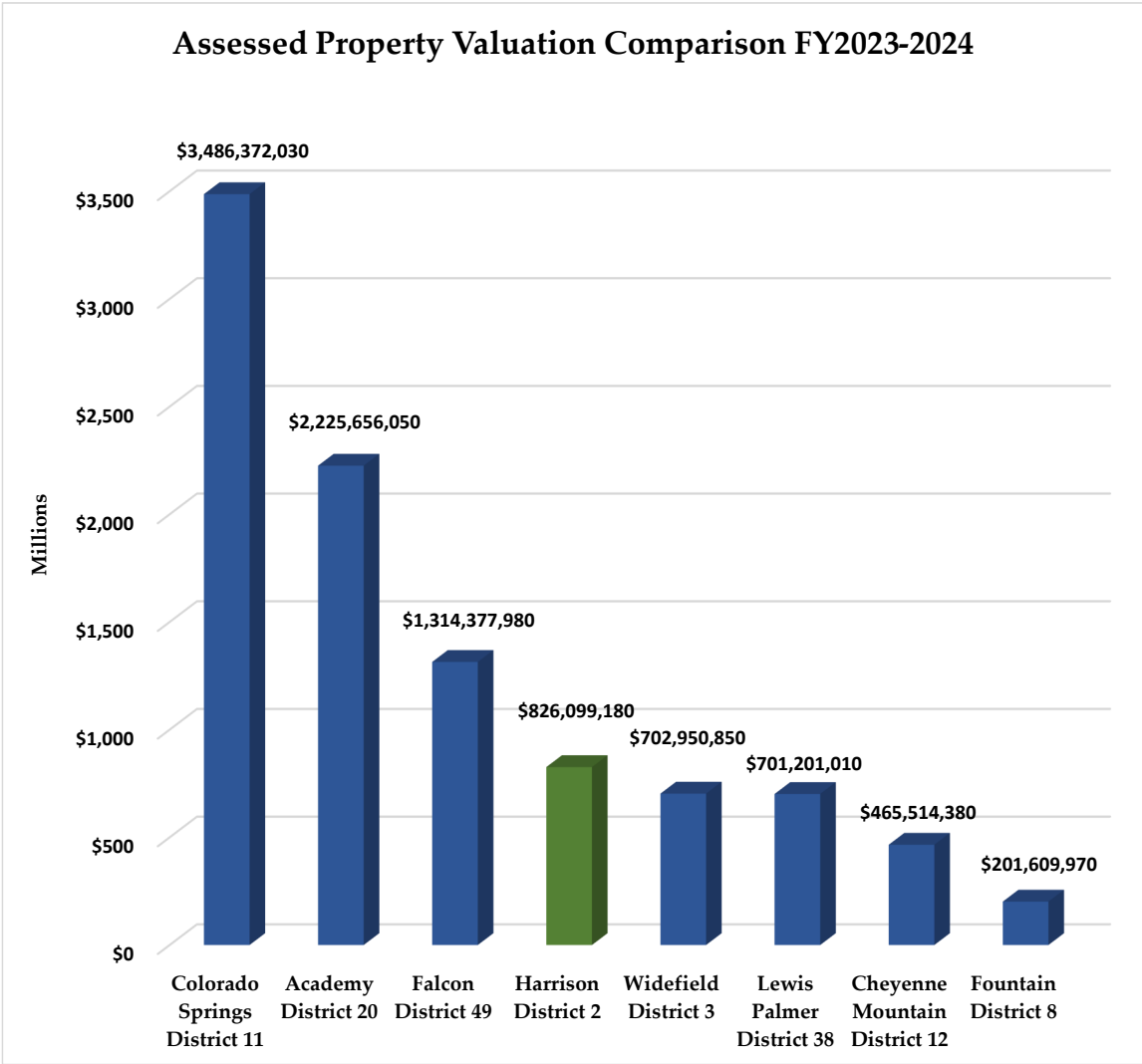
The estimated assessed valuation upon which property taxes are levied and collected during Fiscal Year 2023-2024 is \$826,099,180. There is potential for the assessed valuation to go up or down prior to the final calculation in December 2023. Assessed valuation notices are mailed to taxpayers in April and May, taxpayers can then protest their assessed valuation. 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 2023-2024 budget, the school finance mill levy for property tax to be collected, exclusive of any levy for tax abatements, is anticipated to be 15.720 mills before mill levy overrides.



Homecoming Parade at Sierra High School

Compared to surrounding school districts, Harrison School District Two ranks fourth highest in regards to the assessed value of residential and commercial properties for Fiscal Year 2023-2024.



* Source: Colorado Department of Education (CDE)

Assessment of Property

All taxable property is listed, appraised and valued for assessment as of January 1 of each year. For residential properties, appraisers for El Paso County evaluate the sales of homes which sold within a specific 24-month period. The Assessor then determines the market value or "Actual Value" for all real estate and personal property. The Actual Value is reduced by an assessment ratio to determine the "Assessed Value". The rate for 2022 residential properties, including apartments, is 6.77 percent. The Assessed Value, less any exempted amount, is then

multiplied by the applicable Tax Rate to determine the taxes owed. In Colorado, tax rates are expressed as a decimal fraction of a dollar for every one dollar of Assessed Value.

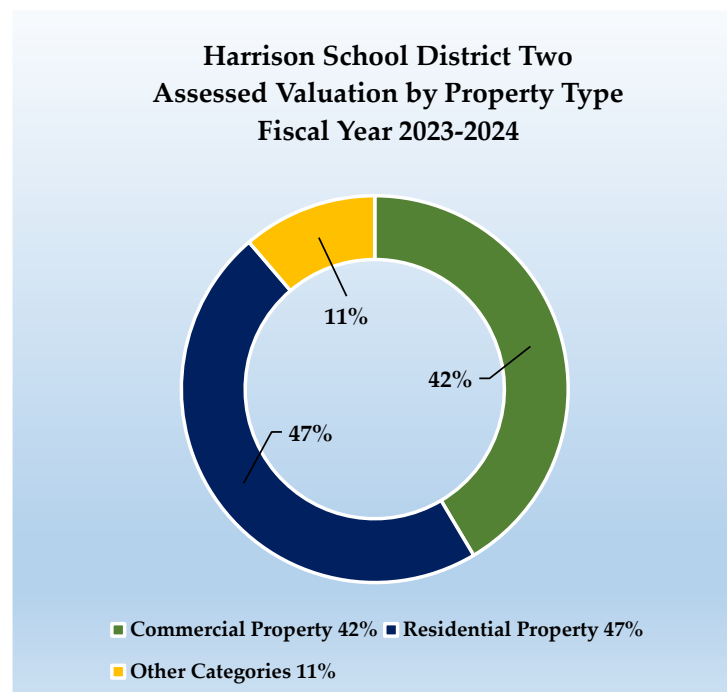
For example, the typical single family home in District tax boundaries was valued at approximately \$262,200. As a result, the property tax calculation for a typical residential was:

$$\text{Market Home Value} \times \text{Assessment Rate} \times \text{Mill Rate} = \text{Taxes}$$
$$\$262,200 \times 0.0677 \times 0.040799 = 724.20$$

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 1 of the year following the levy. The property tax revenue estimate for Fiscal Year 2023-2024 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).

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.



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. Harrison School District Two anticipates that specific ownership tax revenues will increase slightly for Fiscal Year 2023-2024. The General Fund specific ownership tax revenues are estimated to be \$3.6 million for Fiscal Year 2023-2024.

Categorical Program Funding

In addition to the Total Program funding provided by the Public School Finance Act 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 often are referred to as “categorical” programs. While there are many different programs which may be funded, the seven primary categorical program areas which regularly receive state funding are: English Language Proficiency Education, Gifted Education, Special Education, READ Act, Charter School Capital Construction, Transportation and Vocational Education. Harrison School District Two expects to receive approximately \$6.9 million in Fiscal Year 2023-2024 in categorical funding.



Harrison School District Two Transportation Department Bus Fleet

Where the Money Goes

Harrison School District Two's annual budget serves as the foundation for the District's financial planning and control and reflects the cost of educating approximately 13,020 students including programs developed in support of students. The costs cover day-to-day expenses of running the District's school system which includes salaries, benefits, purchased services, supplies, transportation, maintenance and utilities.

The largest share of the planned General Fund expenditures, approximately 76 cents of every dollar, is spent on student instruction. This includes salaries and benefits paid to teachers, teaching assistants, school office staff, librarians, nurses, counselors and other professionals. The remaining 24 cents is used to support students and schools with services such as transportation, operations and maintenance, information technology systems, energy/utilities and other administrative services.

How a Dollar is Spent



Compensation and Employee Benefit

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 1,479 employees – over 80 percent of whom serve students in 19 schools. This includes teachers, principals, teacher aides, counselors, nurses and more.

For the District's Teachers (certified employees) and support staff (classified employees) compensation is discussed and reviewed annually by the Collaborative Decision-Making Team (CDMT) in accordance with the Agreement of Trust and Understanding (ATU). The committee consists of 17 members as follows: 3 elementary licensed staff, 3 secondary licensed staff, 2 Educational Support Personnel (ESP) from the schools, 2 ESP from District departments, 1 elementary principal, 1 middle school principal, 1 high school principal, 2 Cabinet members, Superintendent and 1 Board member. The goal of the CDMT is to help achieve District goals, especially raising student academic achievement and building a culture of excellence, including the attraction and retention of highly effective employees.

PERA (Public Employees Retirement Association)

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). In June 2018, legislation was passed designed to reduce the overall risk profile of the PERA retirement plan and improve its funded status. It will involve all stakeholders—PERA members, employers and retirees—and it solidifies the path toward full funding and financial resilience. The following are several key ways changes were made to the retirement plan:

- The PERA contribution rate for 2023-2024 is 21.40 percent
- State to allocate \$225 million each year to PERA to reduce the unfunded liability
- Modification of retirement benefits, including reducing the annual increase for all current and future retirees as well as raising retirement age for new employees
- Establish an automatic adjustment provision designed to keep PERA on a path to full funding in thirty years

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

Harrison is partially self-funded for dental insurance and the benefit amount will remain the same as last year. For health insurance, the District was previously in a partially self-funded plan. Beginning in 2021-2022 the insurance moved to a fully insured plan provided by Kaiser Permanente. The benefit amounts vary depending on the type of coverage chosen and will not be increasing for 2023-2024. The average monthly benefit amount will be approximately \$880, a decrease of \$3 from the prior year average of \$883.



Unemployment

Workers compensation and unemployment insurance are provided in accordance with Colorado state law. The District provides a comprehensive return to work modified duty program for employees injured on the job in order to minimize the impact of lost time, thus reducing the overall cost of the claims.

Compensation Liabilities

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.

Other Post Employment Benefits (OPEB)

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

Capital Improvements, Operations and Maintenance

The Capital Reserve Capital Projects Fund is used to account for the purposes of acquisition of land, improvements, construction of structures or additions to existing structures and acquisition of equipment and furnishings.

Funding is received as a transfer from the General Fund and will be \$2.3 million for Fiscal Year 2023-2024.

Expenditures for the Capital Reserve Fund are broken down into the following categories:

- Building additions and improvements
- Equipment
- Technology
- Vehicle purchases

There is approximately \$2.4 million in requests for funding of projects in the Capital Reserve Fund. The prioritization process looks at safety, health, environment and security issues as a top priority. ADA (Americans with Disabilities Act) compliance needs will be considered. Maintenance needs, along with new purchases and replacement of equipment and technology are considered, along with needs for energy. The District has prioritized for FY 2023-2024 within the Capital Reserve Fund for expenditures in regards to:

Major projects

Maintenance / upkeep projects throughout the District



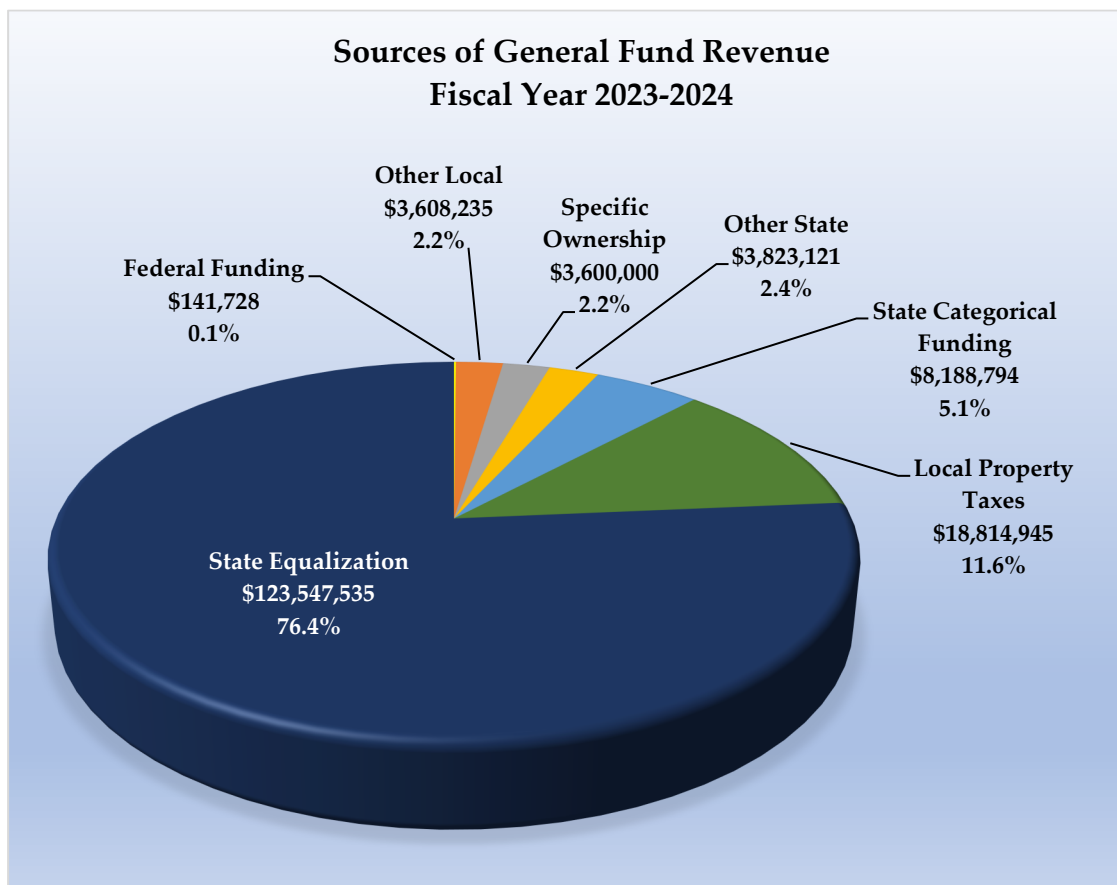
Harrison School District Two's Site Shop maintains approximately 93.4 irrigated acres.

General Fund Revenue Assumptions

Use of enrollment projections estimate the funded pupil count to be 12,628 for Fiscal Year 2023-2024.

Changes to the School Finance Act for Fiscal Year 2023-2024:

- The statewide base per pupil funding was increased for inflation by 8.0%.
- The District estimates to receive \$120.66 million for Fiscal Year 2023-2024 from the Public School Finance Act and takes into account inflation, pupil count, at-risk counts, assessed valuation and specific ownership taxes
- The Budget Stabilization Factor (Negative Factor) was reduced for Fiscal Year 2023-2024 resulting in \$2.06 million additional funding for the District
- Per Pupil Revenue for Fiscal Year 2023-2024 is \$10,708 for Harrison School District Two which is up \$1,252 more per pupil from the prior year



General Fund Expenditure Assumptions

The changes in budgeted expenditures for Fiscal Year 2023-2024 mainly result from the following components:

Employee Compensation:

Salary increases have been provided for employees with increases based on each specific group of employees and also affected by years of service. Salary raises range from 6 to 12 percent.

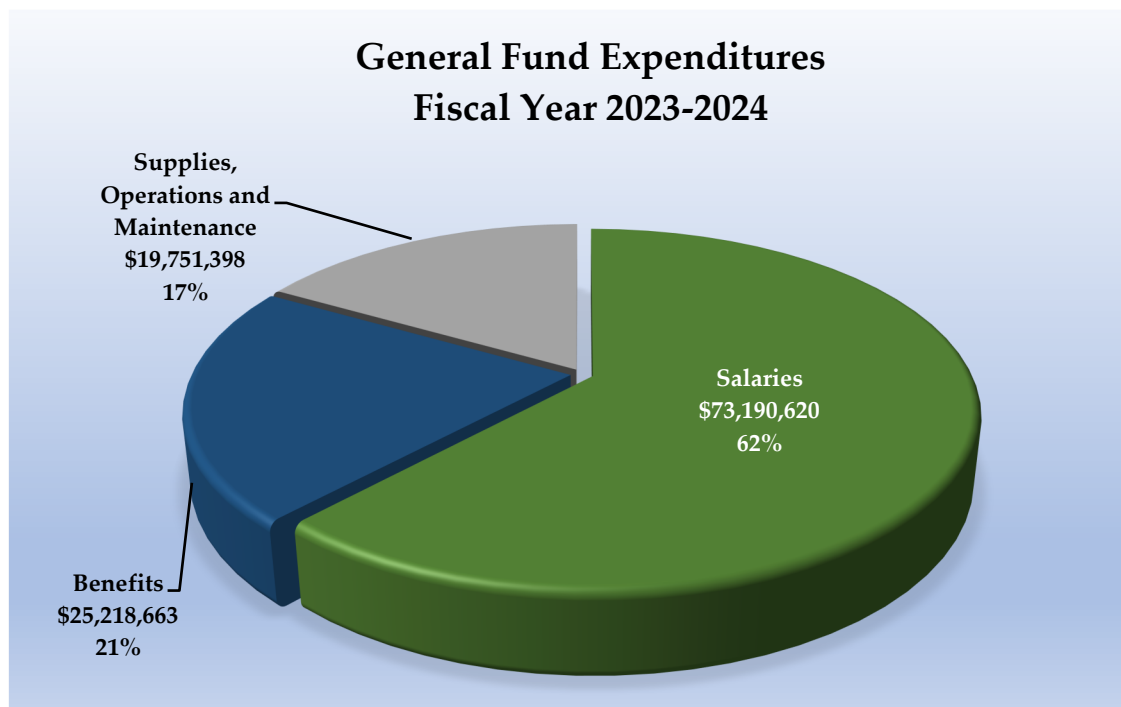
PERA - The rate remains at 21.4 percent for the current year.

District Medical Insurance Increase:

The benefit rate for medical insurance for employee only, ranges from \$535.56 to \$537.68.

Expenditures:

Overall expenditures for the General Fund increased by \$9.4 million for Fiscal Year 2023-2024 over the prior year.



General Fund Reserves and Fund Balance

Legal reserves have been established to meet the requirements of Article X, Section 20 of the Colorado Constitution (TABOR). The required TABOR reserve is estimated to be \$3.3 million. Harrison School District Two also maintains reserves with no less than the sum of the required TABOR reserve, long-term compensated absences, encumbered funds reserve, Board of Education fund balance requirements and any multiple year financial commitment reserves.

Assigned reserves can be used in the next fiscal year for planned expenditures, while encumbrance reserves include an estimated amount required to fulfill purchase orders and contracts that are still in process at yearend.

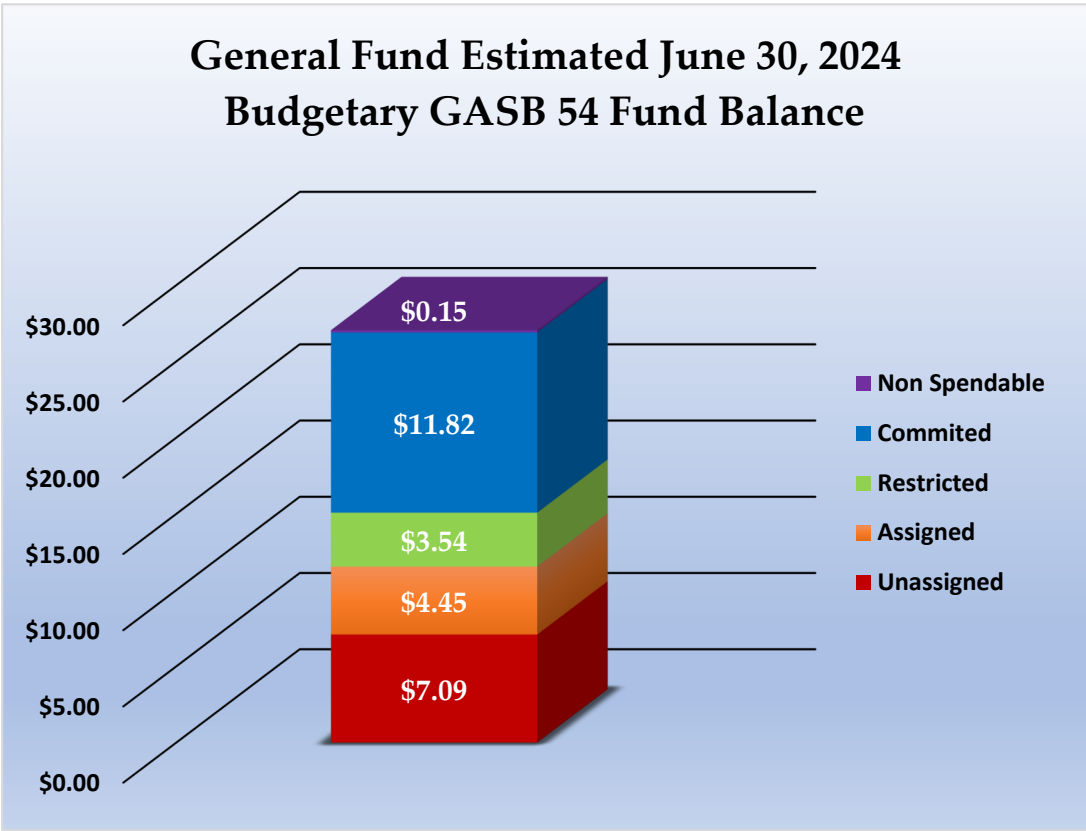
Per the Governmental Accounting Standards Board (GASB), fund balance is reported in the following categories:

Fund Balance: Fund balance equals assets minus liabilities. 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.

- Non-spendable fund balance - *amounts that are not in a spendable form (such as inventory) or are required to be maintained intact (such as the corpus of an endowment fund)*
- Restricted fund balance - *amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions or by enabling legislation*
- Committed fund balance - *amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint*
- Assigned fund balance - *amounts a government intends to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority*
- Unassigned fund balance - *amounts that are available for any purpose; these amounts are reported only in the General Fund.*

Adequate levels of fund balance must be retained in each fund in order to provide financial stability. It is fiscally responsible to set aside funds to ensure the District can meet multi-year financial obligations, guard against unexpected revenue shortfalls and one-time expenditures, and to pay for items such as textbooks that have been ordered but not paid for at the end of the fiscal year. 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.

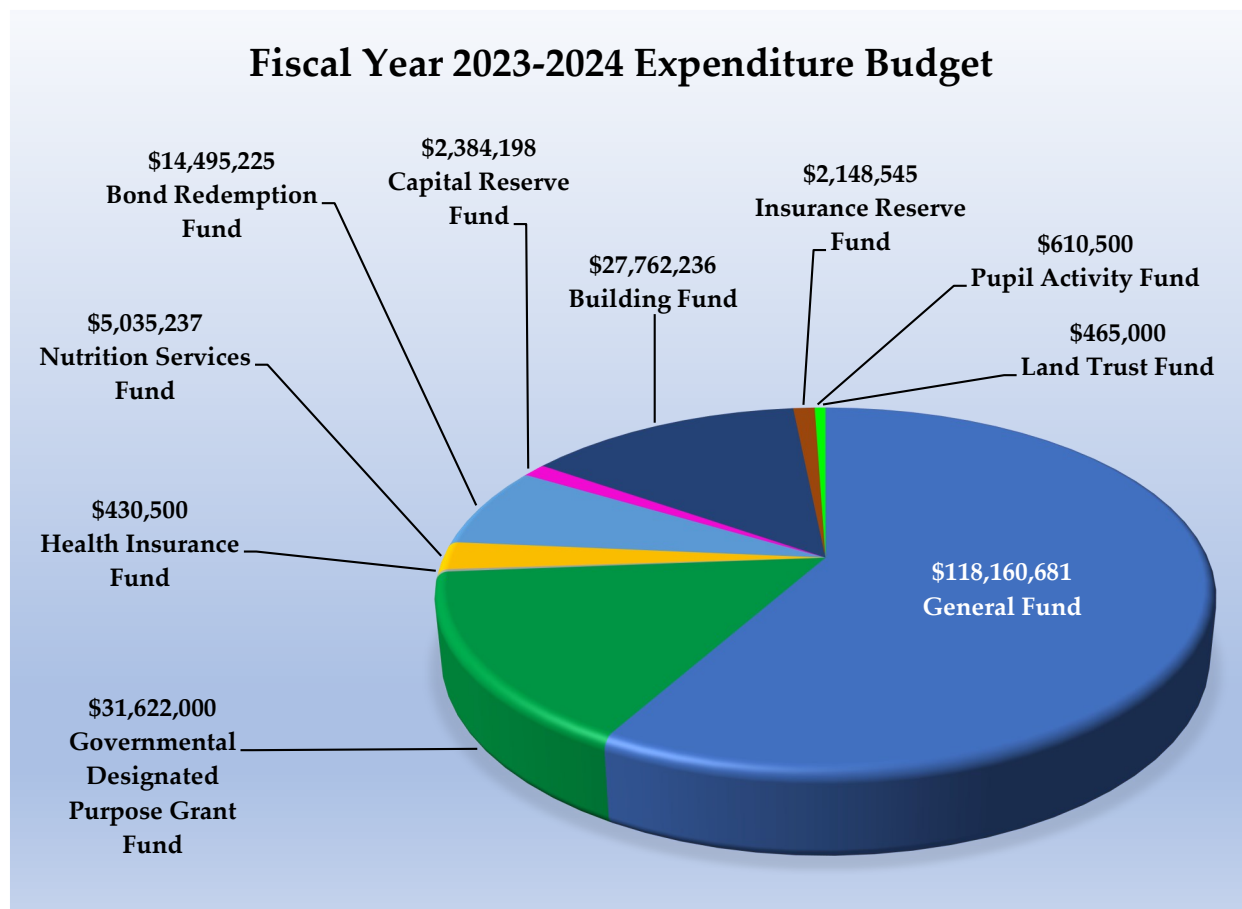
The total fund balance, both reserved and available, for appropriation in Fiscal Year 2023-2024 is estimated to be \$27.06 million.



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 Generally Accepted Accounting Principals (GAAP). This is important as some funds have very specific restrictions on how dollars can be spent.

The District has ten different funds. The General Fund is the main operating fund and accounts for the majority of expenditures and transfers.



General Fund

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 minus transfers out to Other Funds.

The School Finance Act provides funding of \$10,708 per pupil in Fiscal Year 2023-2024. This is an increase of \$1,252 from the Fiscal Year 2022-2023 funding of \$9,456.

Total enrollment in FY 2023-2024 is expected to remain flat at 12,628 students including charter schools.

Salary and benefits comprise 83.3 percent of the General Fund budget at \$98.4 million. The PERA contribution rate for Fiscal Year 2023-2024 is 21.40 percent.

The General Fund adopted revenue budget, after transfers, totals \$112.15 million and budgeted expenditures total \$118.16 million for Fiscal Year 2023-2024.

Insurance Reserve Fund

The Insurance Reserve Fund is a sub-fund of the General Fund and is used to account for the resources to self-insure the District's liability, property and workers' compensation insurance needs and provide overall risk management activities for the District. The District has allocated sufficient funds to provide for the District's risk management activities. The major financing source for the Insurance Reserve Fund is an annual transfer from the General Fund to fund the operations. Total available resources total \$2.23 million to cover planned expenditures of \$2.15 million. The District continues to engage in multi-year forecasting to ensure fiscal sustainability and maintain resources and programs.

Nutrition Services Fund

The Nutrition Services Fund is a special revenue fund used to record financial transactions related to nutrition service operations. This fund accounts for all activities associated with providing healthy and nutritious breakfast and lunch programs for the students in the District. The Nutrition Services program will support student excellence and well-being by providing quality meals to all students. The meals will continue to meet the Healthy, Hunger-Free Kids Act of 2010 (HHFKA) requirements. The District participates in the USDA's Child Nutrition Programs. Through these programs, the District receives state and federal funding which may only be used toward the cost of meals provided for the students. The District receives nearly 94 percent of the annual funding from these sources. Meal prices are evaluated each year and are adjusted to cover the increase in cost of operations. Budgeted revenues and expenditures for Fiscal Year 2023-2024 are \$4.24 million and \$5.03 million respectively.

Designated-Purpose Grants Fund

The Governmental Designated-Purpose Grants Fund is used to account for certain designated restricted local, state and federal grants. A grant is an award of financial assistance in the form of cash, contribution or gift of other assets from another government or organization to an eligible grantee to be used for a specific or designated purpose, activity or facility. These programs are restricted as to the type of expenditures for which they may be used and normally have a different fiscal period than that of the District. Funding sources are provided through federal, state and local sources, with the majority being funded from federal grants. This fund houses grant money from programs such as the English Language Proficiency Act (ELPA) and all Titles of the No Child Left Behind Act (NCLB) which became the Every Student Succeeds Act (ESSA) in FY 2016-2017.

The Government Grant Fund maintains an ending fund balance of zero, as expenditures are only incurred based upon available revenue. Both revenue and expenditures are estimated to be \$31.6 million in Fiscal Year 2023-2024.

Bond Redemption / Debt Service Fund

The purpose of the Bond Redemption Fund is to record the revenues from a tax levy for the purpose of satisfying voter-approved bonded indebtedness obligations, including principal, interest and related expenditures.

The voters of the District approved a \$180 million bond issue in November 2018. These funds will be used over the next several years to fund projects at most facilities within the District.

The State Constitution provides that the Legislature shall establish limitations on the authority of any political subdivision to incur general obligation indebtedness in any form. Bonded indebtedness of school districts is limited by Section 22-42-104 of C.R.S. In its 1994 session (as amended during its 1996, 1988 and 2007 sessions), the Colorado Legislature established the limitation as the greater of (a) 20% of the latest valuation for assessment of the taxable property in such district, or (b) 6% of the most recent determination of the actual value of property in such district, each as certified to the board of county commissioners. The limitation is different for districts whose enrollment has increased by 2.5% in each of the three preceding years. The assessed valuation used to determine the District's debt limitation is the assessed valuation certified on the December 10 prior to the date on which the applicable bonds are issued. By law, any obligations which have been refunded, either by immediate payment or redemption and retirement or by the placement of proceeds of refunding bonds in escrow, shall not be deemed outstanding for the purposes of determining compliance with debt limitations.

The District's long-term debt totals \$175,950,000 as of June 30, 2023. The budgeted amount for this debt service in Fiscal Year 2023-2024 is \$14,435,225. Property taxes provide the revenue for this fund. The property tax collections are sufficient to cover the debt payment structure.

The Board of Education will approve the mill levy in December that will be used for the property tax assessments with the majority of taxes collected during the months of March to June of each year.

Debt payments are made in December and June. Ending fund balance is maintained at a level sufficient to fund the December debt payments, prior to the tax collections being received in the spring.

For Fiscal Year 2023-2024 revenues are budgeted at \$14.78 million and planned expenditures are budgeted at \$14.49 million.

Building Fund

The Building Fund is required to be used to account for all resources available for acquiring capital sites, buildings and equipment as specified by the related bond issue. This fund is required to be used when bonds are sold for a building project. For Fiscal Year 2023-2024, total available resources of \$36.22 million will be used to cover planned expenditures of \$27.76 million. These expenditures include remodeling, renovations, mechanical work, parking lot repairs and playground updates at several schools.

Capital Reserve Fund

The Capital Reserve Fund accounts for transfers from the General Fund and associated expenditures for the ongoing capital needs of the District. Expenditures such as technology capital projects, deferred maintenance, heating, ventilation and air conditioning (HVAC) projects, vehicles, and roofing projects are accounted through this fund. HSD2 has developed an in-depth analysis and review of the long-range capital improvement plan to identify the funding needs of projects in the Capital Reserve Fund. The prioritization process reviews safety, health, environment and security issues as top priorities in conjunction with ADA compliance needs. An intentional draw down of accumulated fund balance has been planned for operational expenses. For Fiscal Year 2023-2024, total available resources of \$3.83 million will be used to cover planned expenditures of \$2.38 million.

Land Trust Fund

The Land Trust Fund is classified as a capital projects fund which is used to record permit fees and the authorization of capital expenditures. This fund is used to account for any revenues and expenditures in accordance with new residential building growth within District boundaries. In Fiscal Year 2023-2024, total available resources of \$493,587 will be used for planned expenditures of \$465,000 needed for the renovation of baseball fields at the high schools and sod at Harrison HS practice field.

Health Insurance Fund

The Health Insurance Fund is an internal services fund used to account for the financing of services provided by one department to other departments on a cost-reimbursement basis. This fund accounts for the partially self-funded dental insurance program of the District. The District has nearly 1,500 employees that are eligible for dental insurance and 65 percent participate in the plan. Prior to Fiscal Year 2021-2022, the District also provided a partially self-funded health insurance program. For Fiscal Year 2023-2024, available resources of \$740,460 will be used for planned expenditures of \$430,500.

Pupil Activity Special Revenue Fund

The Pupil Activity Fund is used to record financial transactions related to school sponsored organizations and activities. These activities are supported in whole or in part by revenue derived from fund raising activities, school site clubs and activities. Funds raised and deposited to this fund are earmarked for specific purposes and can be carried over from year to year. Budgeted receipts of \$580,000 will be used towards planned disbursements of \$610,500 in Fiscal Year 2023-2024.



HARRISON SCHOOL DISTRICT TWO SUMMARY OF TOTAL BUDGET ALL FUNDS STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE FISCAL YEARS 2019-2020 TO 2022-2023					
	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
	Actual	Actual	Actual	Budget	Estimated Actual
Beginning Fund Balance	\$ 134,553,904	\$ 110,000,619	\$ 71,434,979	\$ 127,179,342	\$ 127,179,342
Revenue					
Local	50,464,253	50,734,216	157,352,664	41,401,156	43,472,454
State	101,166,639	95,770,982	116,355,097	122,231,299	120,824,844
Federal	15,802,554	24,203,109	29,048,185	34,701,371	34,697,728
Transfers	(22,263,806)	(21,203,517)	(38,826,391)	(41,219,977)	(40,211,258)
Total Resources Available	145,169,640	149,504,790	263,929,555	157,113,849	158,783,768
Expenditures					
Salaries	67,091,484	64,407,115	69,647,542	79,003,579	74,210,024
Benefits	21,989,369	20,800,760	21,855,553	27,361,204	24,749,074
Purchased Services	27,498,305	30,572,643	32,815,718	26,144,994	24,988,048
Supplies	7,786,429	10,775,378	8,524,547	14,693,787	13,653,246
Equipment	30,332,440	45,500,955	42,205,993	43,785,118	46,096,338
Other Objects	15,024,898	16,013,579	33,135,839	16,903,256	16,091,328
Total Expenditures	169,722,925	188,070,430	208,185,192	207,891,938	199,788,058
Ending Fund Balance	\$ 110,000,619	\$ 71,434,979	\$ 127,179,342	\$ 76,401,253	\$ 86,175,052



A big Oak Creek Elementary Welcome!

HARRISON SCHOOL DISTRICT TWO SUMMARY OF TOTAL BUDGET ALL FUNDS STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE FISCAL YEARS 2023-2024 TO 2026-2027				
	2023-2024	2024-2025	2025-2026	2026-2027
	Budget	Projection	Projection	Projection
Beginning Fund Balance	\$ 86,175,052	\$ 51,789,048	\$ 33,929,578	\$ 26,366,328
Revenue				
Local	42,814,792	41,452,452	41,476,933	41,472,263
State	138,031,450	136,160,265	139,400,825	142,618,945
Federal	33,111,728	18,989,728	17,423,728	17,529,728
Transfers	(45,229,852)	(45,459,035)	(46,623,935)	(47,825,157)
Total Resources Available	168,728,118	151,143,410	151,677,551	153,795,779
Expenditures				
Salaries	86,061,920	81,005,495	80,541,797	80,644,576
Benefits	29,231,474	27,622,237	27,481,433	27,511,535
Purchased Services	27,417,425	21,973,017	21,370,460	21,632,665
Supplies	10,828,917	9,856,217	9,773,331	9,811,134
Equipment	31,508,543	11,797,197	3,395,173	3,410,633
Other Objects	18,065,843	16,748,717	16,678,607	16,695,322
Total Expenditures	203,114,122	169,002,880	159,240,801	159,705,865
Ending Fund Balance	\$ 51,789,048	\$ 33,929,578	\$ 26,366,328	\$ 20,456,242

Please refer to the Financial Section for more detailed information on each District fund.



Gym class at Carmel Community School

HARRISON SCHOOL DISTRICT TWO SUMMARY OF TOTAL BUDGET ALL FUNDS FISCAL YEARS 2019-2020 TO 2026-2027					
	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
	Actual	Actual	Actual	Budget	Estimated
Actual					Actual
Beginning Fund Balance	\$ 134,553,904	\$ 110,000,619	\$ 71,434,979	\$ 127,179,342	\$ 127,179,342
Revenues:					
General Fund	98,240,460	95,817,845	96,977,240	100,520,573	102,375,948
Insurance Reserve Fund	1,657,840	1,634,850	1,784,085	2,020,040	2,030,865
Nutrition Services Fund	4,723,475	3,424,976	5,957,720	4,200,000	4,220,000
Designated Purpose Grant Fund	12,962,641	22,758,647	25,793,350	32,600,000	32,600,000
Bond Redemption Fund	14,003,054	15,782,664	14,564,786	14,989,148	14,735,257
Capital Reserve Fund	1,109,386	12,985	1,081,164	1,077,475	1,117,275
Building Fund	2,605,793	510,792	115,428,885	399,000	500,000
Land Acquisition Fund	96,550	207,280	83,076	45,113	249,000
Health Insurance Fund	9,200,400	9,126,267	1,750,528	507,500	485,348
Pupil Activity Fund	570,041	228,484	508,721	755,000	470,075
Total Resources Available	145,169,640	149,504,790	263,929,555	157,113,849	158,783,768
Expenditures:					
General Fund	94,932,108	89,040,354	97,703,988	108,763,197	101,907,825
Insurance Reserve Fund	1,494,538	1,661,423	1,807,041	2,124,872	1,999,971
Nutrition Services Fund	4,913,287	3,457,918	4,274,582	4,836,134	4,459,862
Designated Purpose Grant Fund	12,962,641	22,758,647	25,793,350	32,600,000	32,600,000
Bond Redemption Fund	13,533,947	15,024,533	29,458,116	14,476,200	14,476,200
Capital Reserve Fund	971,408	586,363	443,358	1,482,635	1,111,800
Building Fund	30,850,252	43,934,697	46,761,505	42,359,844	42,359,844
Land Acquisition Fund	28	59	643,167	45,000	45,000
Health Insurance Fund	9,519,652	11,348,841	615,570	487,556	417,556
Pupil Activity Fund	545,064	257,595	684,515	716,500	410,000
Total Expenditures	169,722,925	188,070,430	208,185,192	207,891,938	199,788,058
Ending Fund Balance	\$ 110,000,619	\$ 71,434,979	\$ 127,179,342	\$ 76,401,253	\$ 86,175,052

HARRISON SCHOOL DISTRICT TWO SUMMARY OF TOTAL BUDGET ALL FUNDS FISCAL YEARS 2019-2020 TO 2026-2027				
	2023-2024	2024-2025	2025-2026	2026-2027
	Budget	Projections	Projections	Projections
Beginning Fund Balance	\$ 86,175,052	\$ 51,789,048	\$ 33,929,578	\$ 26,366,328
Revenues:				
General Fund	112,147,231	108,810,863	110,569,897	112,346,795
Insurance Reserve Fund	2,030,500	2,230,500	2,450,000	2,610,500
Nutrition Services Fund	4,240,000	4,260,000	4,270,000	4,290,000
Designated Purpose Grant Fund	31,622,000	17,565,000	16,071,000	16,251,000
Bond Redemption Fund	14,784,512	14,734,712	14,826,779	14,772,079
Capital Reserve Fund	2,336,275	2,332,275	2,332,275	2,330,775
Building Fund	447,100	84,500	-	-
Land Acquisition Fund	97,000	68,000	66,000	65,000
Health Insurance Fund	443,500	468,560	489,600	511,630
Pupil Activity Fund	580,000	589,000	602,000	618,000
Total Resources Available	168,728,118	151,143,410	151,677,551	153,795,779
Expenditures:				
General Fund	118,160,681	117,926,383	117,946,162	117,966,436
Insurance Reserve Fund	2,148,545	2,302,738	2,450,922	2,613,699
Nutrition Services Fund	5,035,237	4,658,846	4,719,983	4,783,972
Designated Purpose Grant Fund	31,622,000	17,565,000	16,071,000	16,251,000
Bond Redemption Fund	14,495,225	14,469,050	14,462,075	14,464,975
Capital Reserve Fund	2,384,198	2,392,271	2,400,719	2,409,563
Building Fund	27,762,236	8,541,872	-	-
Land Acquisition Fund	465,000	75,000	82,000	68,000
Health Insurance Fund	430,500	451,720	473,940	497,220
Pupil Activity Fund	610,500	620,000	634,000	651,000
Total Expenditures	203,114,122	169,002,880	159,240,801	159,705,865
Ending Fund Balance	\$ 51,789,048	\$ 33,929,578	\$ 26,366,328	\$ 20,456,242

Please refer to the Financial Section for more detailed information on each District fund.

Multi-Year Budget Projections

A multi-year budget projection is prepared yearly as part of the budget development process. Board Policy OE-06 Financial Planning states the following:

*The multi-year financial plan is related directly to the Board's **Results** priorities and **Operational Expectations** goals, and avoids long-term fiscal jeopardy to the District.*

These projections include the Fiscal Year 2023-2024 Adopted 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 are known.

General Fund Projection Assumptions

- The District is projecting pupil enrollment to remain flat over the next several years
- The PERA AED and SAED contribution rates for Fiscal Year 2023-2024 will remain at 21.40% according to current legislation
- Salary increases to be determined for future years
- Inflationary increases in future years such as utilities and health insurance to be determined
- Inflation growth at 2.5.%
- Budget Stabilization Factor (Negative Factor) in regards to Total Program Funding is held constant at 2023-2024 level



Lego Leaders at Bricker Elementary

Other Governmental Funds Projections

- Bond Redemption / Debt Service Fund – the principal and interest payments in the Bond Redemption Fund are consistent over the time presented and projections for future years include planned revenue to support the debt payments through Fiscal Year 2026-2027 of \$14.73 million, \$14.83 million and \$14.77 million.
- Capital Reserve Capital Projects Fund – the District will continue to transfer funds from the General Fund to cover planned expenses of \$2.39 million for Fiscal Year 2024-2025, \$2.40 million in Fiscal Year 2025-2026 and \$2.41 million in Fiscal Year 2025-2026.
- Building Fund - the District maintains resources available to cover planned expenditures for Fiscal Year 2024-2025 of \$8.54 million with projects being completed in that year.



Proud Graduate of Career Readiness Academy

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 1 of each year. The “actual” value of taxable property is determined by the county assessor. The current assessment ratio for residential property is 6.77 percent.

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

Fiscal Year Ended June 30	Taxable Assessed Property Value	Estimated Actual Taxable Value	Mill Levy Tax Rate	Assessment Rate Residential Property	All Other Property
2018	\$648,359,530	\$4,769,665,464	33.118	7.20	29.00
2019	\$649,718,940	\$4,818,089,027	48.333	7.20	29.00
2020	\$715,107,040	\$5,770,001,102	47.227	7.15	29.00
2021	\$683,802,150	\$5,698,190,237	48.394	7.15	29.00
2022	\$819,319,230	\$7,091,339,525	41.024	7.15	29.00
2023	\$826,099,180	\$7,179,574,412	40.799	6.77	27.90



Learning Phonemic Awareness of Segmentation at Monterey Elementary School

District Personnel

HARRISON SCHOOL DISTRICT TWO STAFF FTE SUMMARY - ALL FUNDS FISCAL YEARS 2019-2020 TO 2023-2024						
	2019-2020 FTE	2020-2021 FTE	2021-2022 FTE	2022-2023 FTE	2023-2024 FTE	Net Change
Administrator	97.54	70.87	70.25	66.50	69.50	3.00
Professional - Instructional	793.63	765.26	729.54	733.34	761.31	27.97
Professional - Other	50.73	81.40	75.58	93.47	107.11	13.64
Paraprofessional	248.22	225.74	212.86	206.42	245.97	39.55
Office Administrative Support	91.88	91.44	86.86	82.57	85.19	2.62
Crafts, Trades and Services	197.44	191.51	190.82	197.12	209.91	12.79
Total Staffing	1,479.44	1,426.22	1,365.91	1,379.42	1,478.99	99.57

Major Changes in Staffing for Fiscal Year 2023-2024 include the following:

Administrator: 3.00 FTE increase

Assistant Principals were added at Soaring Eagles Community School and a 0.5 FTE at Harrison and Sierra High Schools.

Professional - Instructional: 28.00 FTE increase

The District remains committed in providing an excellent educational opportunity for the students and continues to allocate staffing as needed to enhance the programs available. 32.00 FTE were added for Special Education Programs and a slight decrease in FTE positions funded through the Grants Fund.

Professional - Other: 13.60 FTE increase

The majority of the changes in this category are related to additional positions being funded through the Governmental Grant Fund. Financial Support Services is adding an Accountant and the Nutrition Services Fund added a Dietitian and a Program Director.

Paraprofessionals: 39.60 FTE increase

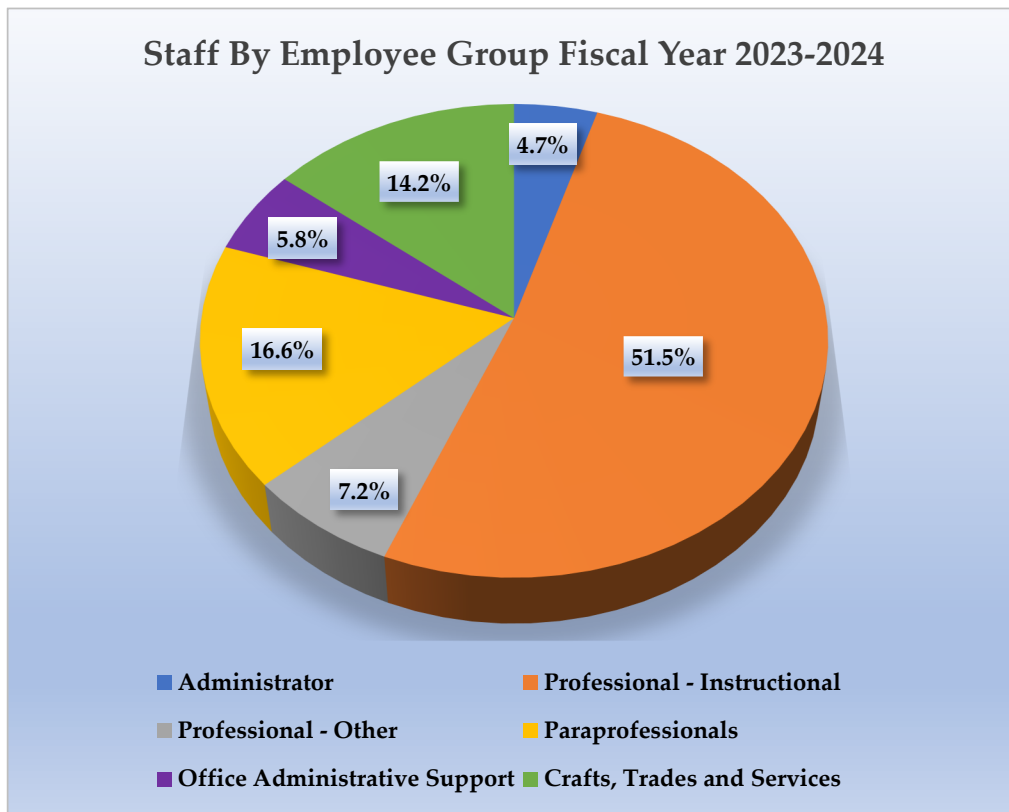
As a result of Student-Based Budgeting, schools are allowed to allocate funding in order to meet specific needs of each school. 9.00 additional FTE were provided for the schools through this process. An additional 10.50 FTE have been added to support the Special Education Department. Grant funding will provide an additional 20.00 FTE.

Office Administrative Support: 2.60 FTE increase

Human Resources has increased 1.00 FTE and an additional FTE will be provided through Grants.

Crafts, Trades and Services: 12.80 FTE increase

Additional staffing is provided through the ESSER grant in the Grants Fund.



Employee Groups

Administrator: performs managerial activities and is responsible for developing or interpreting policies or regulations and executing those policies or regulations through the direction of individuals.

Professional - Instructional: provides learning experiences and care to students.

Professional - Other: performs assignments requiring a high degree of knowledge and skills usually acquired through at least a baccalaureate degree (or its equivalent obtained through special study and/or experience) but not requiring skills in the field of education.

Paraprofessional: supports professional individuals or functions. This category also includes student monitors.

Office Administrative Support: performs the activities of preparing, transferring, transcribing, systematizing or preserving communications, records and transactions.

Crafts, Trades and Services: performs tasks that require skill levels which can be acquired through on-the-job training and experience or through apprenticeship or other formal training programs.

Student Performance

The Board of Education believes that its primary responsibility is to provide leadership in the area of student achievement. To foster greater accountability and enhance improvement in student achievement, the Board shall enter into an accreditation contract with the State Board of Education regarding district accreditation and shall accredit the schools within the District.

Accreditation

The accreditation contract shall bind the Board to manage the District and its schools to meet certain standards, goals and requirements over the term of the contract in accordance with the Education Accountability Act of 2009 and applicable State Board of Education rules. At a minimum, the accreditation contract shall address the following elements:

- the District's level of attainment on the four key performance indicators: student longitudinal academic growth, student achievement on statewide assessments, postsecondary and workforce readiness, and progress made on closing the achievement and growth gaps;
- the District's adoption and implementation of its performance, improvement, priority improvement or turnaround plan (whichever is required based on the District's assigned accreditation category);
- the District's implementation of its system for accrediting its schools; and
- the District's substantial, good-faith compliance with the provisions of Title 22, C.R.S. and other statutory and regulatory requirements applicable to school districts

In conjunction with accreditation, the Board is committed to adopting content standards for student learning, achievement performance levels, systems for measuring student achievement and methods for improving student achievement.

School Accreditation

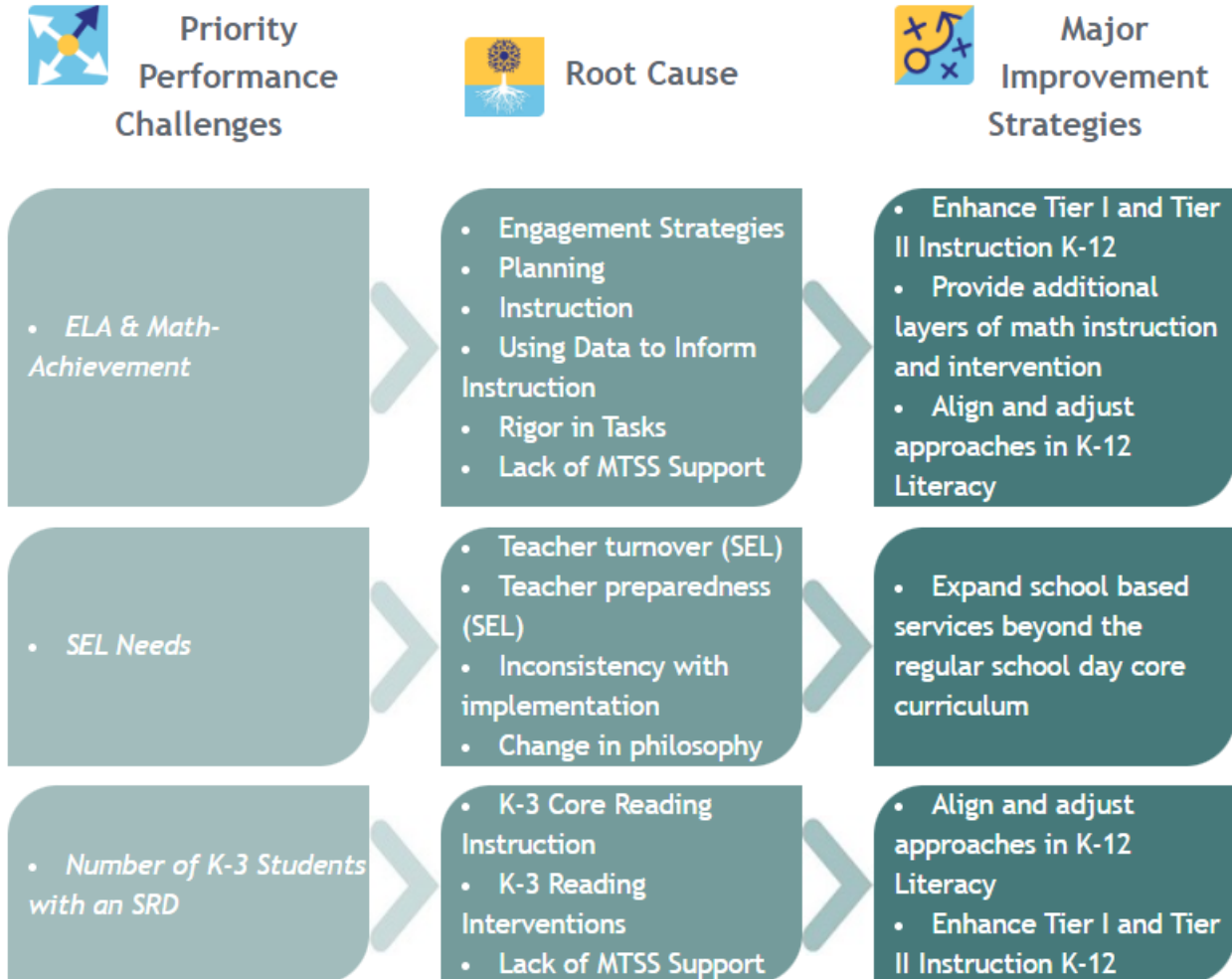
While the state accredits the District, the Board accredits the schools within the District, including District charter schools. The Board's accreditation of District schools shall emphasize attainment on the four key performance indicators: student longitudinal academic growth, student achievement on statewide assessments, postsecondary and workforce readiness and progress made on closing the achievement and growth gaps. The Board may adopt additional accreditation indicators and measures for District schools that meet or exceed the State standards for District accreditation.

The Board directs the superintendent to develop a school accreditation process for the Board's input and approval. Such process shall be developed in accordance with the Education Accountability Act of 2009 and shall assign an accreditation category to each District school on an annual basis. The accreditation process shall also require each district school to enter into an accreditation contract with the Board that is comparable to the accreditation contract between the Board and the State Board of Education. By October 15 of each year, the district shall provide the Colorado Department of Education with the accreditation category assigned to each District school.

In accordance with the process required by the Education Accountability Act of 2009 and applicable State Board of Education rules, the superintendent, principals and other District administrators shall develop a proposed school performance, improvement, priority improvement or turnaround plan for each District school. The school District shall notify parents/guardians of students enrolled in each school that is required to adopt a school improvement, priority improvement or turnaround plan of the required plan, the identified issues to be addressed by the plan and the timeline for the plan's development. A public hearing shall be held prior to the adoption of a school improvement, priority improvement or turnaround plan.

Pursuant to the Board's constitutional and statutory authority to control instruction in its schools and determine the allocation of District resources, the Board shall review and approve all school plans, regardless of whether the plan is a performance, improvement, priority improvement or turnaround plan. Each school plan shall be submitted to the Colorado Department of Education in accordance with the timelines prescribed by applicable State Board of Education rules.

Legal C.R.S. 22-11-101 et seq. (Educational Accreditation Act of 1998) C.R.S. 22-30-105 (school district organization planning process)



Narrative on Data Analysis and Root Cause Identification

Description of District Setting and Process for Data Analysis

The mission of HSD2 is to graduate college-and career-ready students with the knowledge, skills, attitudes, and behaviors to personally succeed and contribute to the common good. We have three main core beliefs:

- All students are capable of excellence
- Our purpose is to maximize student success
- The well-being of our students, staff, families and community is worthy of our investment.

Harrison School District Two (HSD2) schools reside in 19 square miles in southeast Colorado Springs, which has historically represented a higher proportion of low socioeconomic families, as well as English language learners and students with disabilities. HSD2 is the most ethnically diverse in El Paso County. In the 2021-22 school year, 51% of the students identified as Hispanic; 26% identified as White, 11% identified as African American, 8% identified as multi-racial, 2% Asian, 1% Hawaiian or Pacific Islander, and 1% American Indian or Alaskan Native. Approximately 76% of the students qualify for free and reduced meals. Not including charter schools, the FRL ranges from 58% at Otero, to 94% at Centennial Elementary and Carmel Community School. Approximately 23% of all HSD2 students meet the eligibility criteria for placement on IEP's (which is a huge increase from being in the 12% range for many years) and 27% of the students have been identified as English Language Learners (NEP, LEP, MY1, MY2). Over 51 languages are spoken in our district; however, the vast majority of non-English speakers are Spanish speakers.

HSD2 includes nine elementary schools, four K-8 schools, two middle schools, one Alternative Education Campus, two high schools, an online K-8 school, three charter school systems, and a home-school program. This is a change from previous years as at the end of the 2021-22 school year we closed two elementary schools - Pikes Peak Elementary and Stratmoor Hills Elementary. The District has transitioned to more K-8 schools, with Carmel opening this year as a K-8 (previously a middle school), and Soaring Eagles slowing adding middle school grades to become a K-8 (previously an elementary school). The District employs approximately 1,500 staff members, which is pretty equally split between classified and certified staff. The District has historically had a higher turnover rate than the state average, however, the District is now on a three year downtrend of staff turnover, experiencing the lowest turnover in the 2021-22 school year.

In November 2018 the community passed a \$180 million-dollar bond to fund capital projects, with \$162 million going to public schools and \$18 million going to charter schools, multiple bond projects are continuing to be implemented through Summer 2024 and are updated on the District website. The District serves over 13,000 students in the southeast section of Colorado Springs.

HSD2 operates several committees in District improvement planning and locally refers to the District Strategic Plan as the overall guiding document. The District operates a District Accountability Committee (DAC) with all members consisting of staff, parents, administrators and school board who help contribute and monitor the district strategic plan. Additional stakeholders involved in developing the District Strategic Plan, which is aligned with the Unified Improvement Plan (UIP) include staff, students, and community members through a series of town halls and focus groups, as well as department staff and D2's Executive Team. The process includes reviewing all relevant and applicable data to determine priority challenges, notable trends and root causes. While developing the UIP, the District utilizes the quality criteria handbook and reviews the state rubric to ensure each component is aligned to state expectations.



Outdoor Physical Education class at Bricker Elementary School

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ORGANIZATIONAL SECTION



CLASSROOM

CULTURE



COMMUNITY



Organizational Section Table of Contents

Harrison School District Two

ORGANIZATIONAL SECTION

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District Mission / Core Beliefs / Priorities



MISSION

Graduate college and career-ready students with the knowledge, skills, attitude and behaviors to personally succeed and contribute to the common good.



CORE BELIEFS

- All students are capable of excellence
- Our purpose is to maximize student success
- The well-being of our students, staff, families and community is worthy of our investment



PRIORITIES

Classroom

We are committed to meeting the academic and social-emotional needs of all students while providing equitable opportunities

Culture

We are committed to a collaborative environment of trust, integrity and transparency

Community

We are committed to developing and sustaining a community

We Are Harrison!

DISTRICT PRIORITIES IN ACTION:

CLASSROOM

- Year 3 Develop a cohesive K-12 math plan
- 2023-24 Implement instructional frameworks to deepen levels of student engagement
- Expand college preparation and concurrent enrollment offerings for students

CULTURE

- Year 3 Begin to sustain our own homegrown innovative systems
- 2023-24 Create a system for greater scholarships and alumni support
- Establish a process to grow our own workforce
- Provide expanded wellness and financial planning opportunities for staff

COMMUNITY

- Year 3 Develop leadership academies for community members
- 2023-24 Expand parent involvement at schools alongside community partners
- Engage the community in school and department advisory councils

Fiscal Year 2023-2024 Costs Related to District Priorities

ACTION STEPS FOR YEAR THREE:

Classroom

Fiscal Impact: \$3,202,477 The District and schools expect to spend:

\$1,824,792 on development of a cohesive K-12 math plan, \$402,842 for implementation of instructional frameworks to deepen levels of student engagement, \$974,843 to expand college preparation and concurrent enrollment offerings for students.

Culture

Fiscal Impact: \$2,204,581 The District and schools anticipate spending:

\$1,231,441 to sustain our own homegrown innovative systems, \$448,186 on creating a system for greater scholarships and alumni support, \$324,283 to establish a process to grow our own workforce, \$200,671 for expanded wellness and financial planning opportunities for staff.

Community

Fiscal Impact: \$608,022 The District and schools expect to spend:

\$83,629 to develop leadership academies for community members, \$234,185 on expansion of parent involvement at schools alongside community partners, \$290,208 to engage the community in school and department advisory councils.



Sharing artistic ideas at Monterey Elementary

Organization and General Description

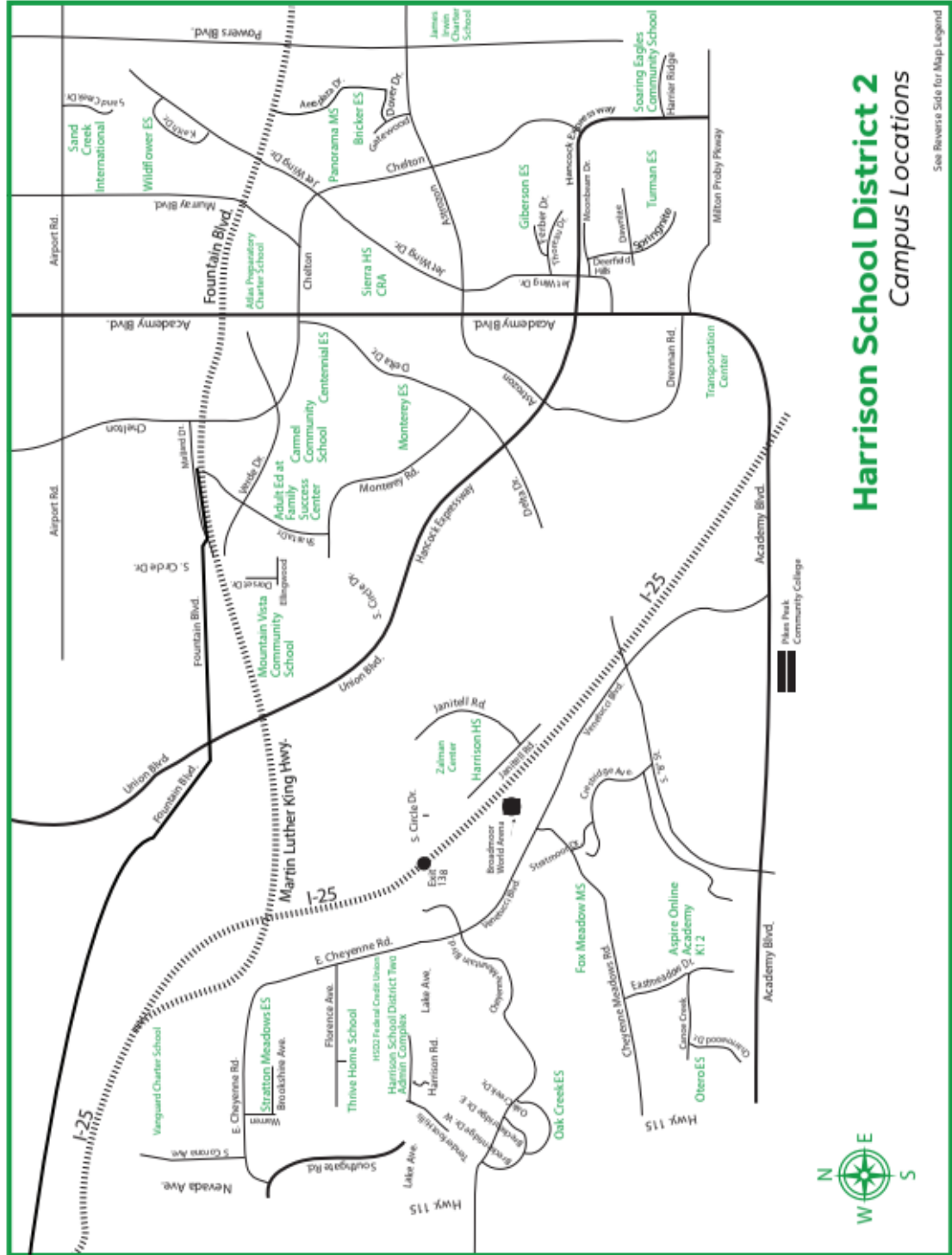
Harrison School District Two, established in 1874, is located in the southern part of Colorado Springs, Colorado. The District encompasses approximately eighteen square miles, most of the southwestern quadrant of the city of Colorado Springs bordering the Fort Carson military complex. The District is empowered to levy a property tax on both real and personal properties located within its boundaries. The District provides a full range of traditional and non-traditional school programs and services authorized by Colorado State statute. This includes preschool through twelfth grade education including: nine elementary schools, four K-8 schools, one online K-12 school, two middle schools, two senior high schools, full-day kindergarten, a home school program and three charter schools. Programs include International Baccalaureate (IB) programs, Advanced Placement (AP) program, special education programs, gifted education programs, career and technical education, concurrent enrollment college classes, extra-curricular activities, student support services and other educational programs for over 13,000 students. The District also provides student medical services through a school based health clinic.

Harrison School District Two operates under the control of the Board of Education. The Board consists of five members elected at large for staggered four-year terms, with elections held during odd years. The Board elects its own president, vice-president, treasurer and secretary. The Board works under a governance model system called Coherent Governance which streamlines to board policies holding the superintendent accountable for daily District operations, challenging curriculum, high-quality teachers and most of all, student achievement.



Harrison School District Two Administrative Offices

District Map



School and Facilities Legend

Harrison School District 2 2022-2023 Primary Street Map Legend

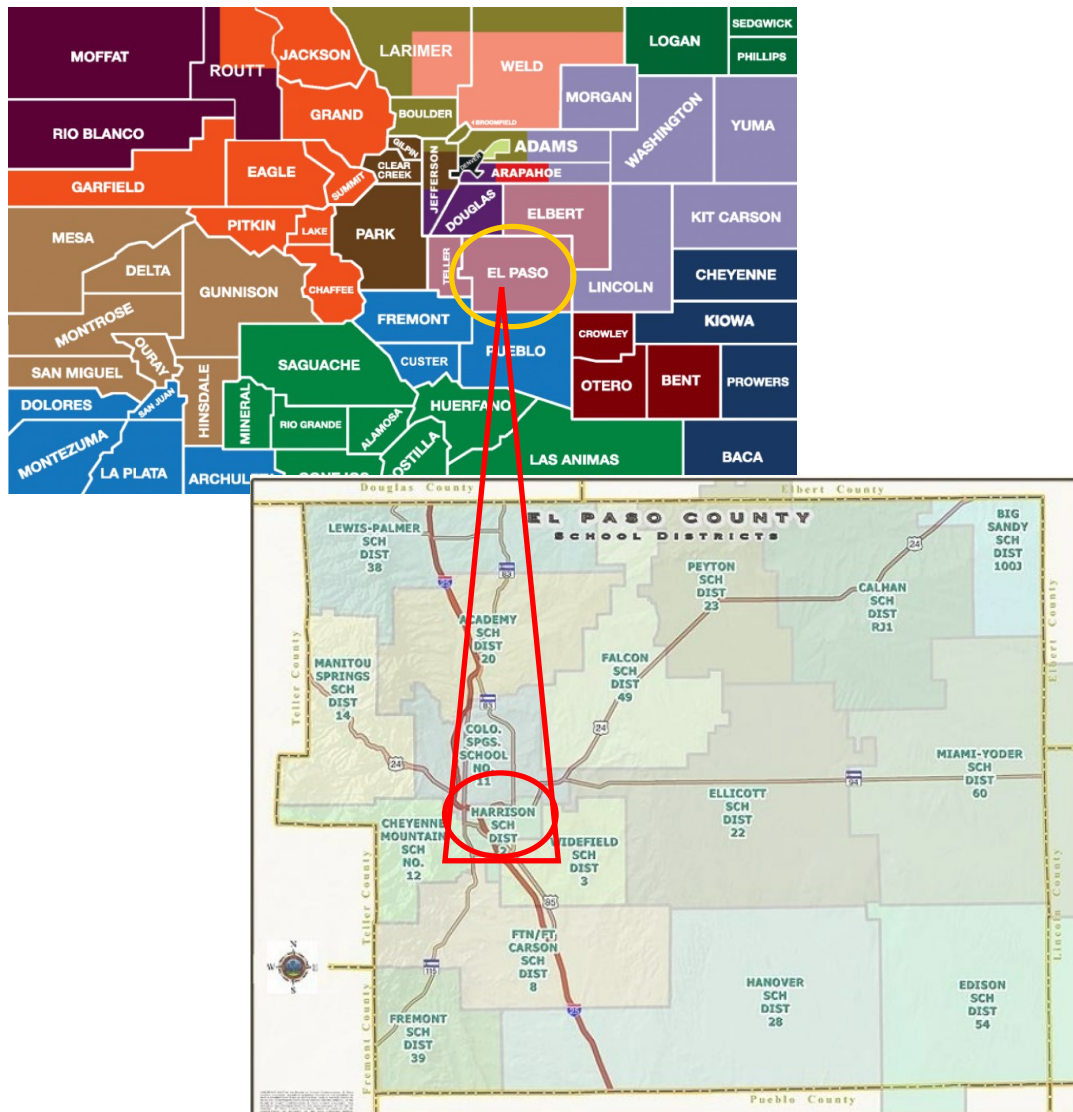
Communications Department
Revised: January 11, 2023

Bricker Elementary School 4880 Dover Drive	579-2150	Administration Complex 1060 Harrison Road, Colorado Springs, 80905 Superintendent, Dr. Wendy Birhanzel www.hsd2.org	579-2000
Centennial Elementary School 1860 S. Chelton Road	579-2155		
Giberson Elementary School 2880 Ferber Drive	579-2165	Transportation Center 3555 Drennan Road, Colorado Springs, 80910	579-4900
Monterey Elementary School 2311 Monterey Road	579-2170		
Oak Creek Elementary School 3333 West Oak Creek Drive	579-2175	Family Success Center - Pikes Peak United Way 1520 Verde Drive, Colorado Springs, 80910	Opening Spring
Otero Elementary School 1650 Charmwood Drive	579-2110		
Soaring Eagles Community School 4710 Harrier Ridge Drive	540-4000	HSD2 Federal Credit Union 1060 Harrison Road, Colorado Springs, 80905	527-1358
Stratton Meadows Elementary School 610 Brookshire Avenue	579-2190		
Turman Elementary School 3245 Springnite Drive	579-2195		
Wildflower Elementary School 1160 Keith Drive	579-2115		
Mountain Vista Community School 2550 Dorset Drive	527-3400		
Sand Creek International School 550 Sand Creek Drive	579-3760		
Carmel Community School 1700 South Chelton Road	579-3210		
Fox Meadow Middle School 1450 Cheyenne Meadows Road	527-7100		
Panorama Middle School 2145 South Chelton Road	579-3220		
Harrison High School 2755 Janitell Road	579-2080		
Sierra High School 2250 Jet Wing Drive	579-2090		
Career Readiness Academy 2250 Jet Wing Drive	579-2580		
Aspire Online Academy K12 200 Loomis Avenue	226-7285		
Thrive Home School Academy 2400 Slater Avenue	579-2160		
Adult & Community Education 1520 Verde Drive	579-2130		
Atlas Preparatory Charter School 1602 South Murray Boulevard	358-7196		
James Irwin Charter School 5525 Astorzon Boulevard	302-9000		
The Vanguard Charter School 1605 S. Corona Avenue	471-1999		



Demographic Information

Harrison School District Two is located in El Paso County which is the second most populous county in Colorado and serves an area approximately eighteen square miles. It encompasses the southern area of the city of Colorado Springs bordering the Fort Carson military complex.



El Paso County, Colorado

Population (2021)	737,867
Land area (square miles)	2,126.80
Persons under 5 years, percent (2021)	6.2%
Persons under 18 years, percent (2021)	23.4%
Persons 65 years and over, percent (2021)	13.5%

El Paso County, Colorado

Racial Breakdown (2021)

White alone	82.8%
Black or African American alone, percent	6.9%
American Indian and Alaska Native alone, percent	1.4%
Asian alone, percent	3.2%
Native Hawaiian/Pacific Islanders alone, percent	0.4%
Hispanic or Latino alone, percent	18.4%
Two or more races, percent	5.2%

(Total can be greater than 100% because Hispanics could also be counted in other racial categories.)

Education (2017-2021)

People 25 years or older with high school degree or higher	94.4%
People 25 years or older with bachelor's degree or higher	39.5%

Median household income (in 2021 dollars)	\$75,909
Percent of residents living below poverty level (2021)	9.6%

Source: United States Census Bureau QuickFacts, El Paso County, CO

Top Ten Principal Employers by Industry (2022)

	Employees
Health Care and Social Assistance	48,130
Accommodation and Food Services	33,747
Professional and Technical Services	31,869
Retail Trade	31,711
Education Services	27,784
Construction	18,785
Administrative and Waste Services	17,347
Public Administration	14,788
Finance and Insurance	12,530
Manufacturing	11,884

*Source: Colorado Department of Labor
El Paso County School District No. 2 - Harrison
Annual Comprehensive Financial Report FY ended June 2022*

Economic Conditions in Colorado

It has been three years since the COVID-19 pandemic wreaked havoc on the world economy. The pandemic triggered quarantines, snarled supply chains, and forced many businesses to close. A sharp decline in aggregate demand, especially for energy products and in-person services, caused a fall in prices for many goods and services. To offset the rapid contraction, the federal government provided trillions of dollars of direct support to individuals, businesses, and state and local governments.

By early 2021, the U.S. economy showed signs of improvement as pandemic restrictions eased. However, revived consumer demand further strained global supply chains, awakening a broad-based rise in prices. Inflation built momentum, careening to its highest rate in 40 years. Then in late February 2022, the war in Ukraine sent shock waves through the energy and agricultural markets, driving prices still higher. Last March, the Federal Reserve increased interest rates for the first time since 2018. The Fed would go on to increase rates six more times over the course of the year. Despite the aggressive monetary policy change, inflation remained near historical highs, though it began to cool over the latter half of 2022.

Though they have stabilized somewhat since our December forecast, the U.S. and Colorado economies continue to face many challenges. To this point, the ongoing monetary treatment regimen looks to be erring toward being too conservative, allowing the economy to continue to overheat. However, the probability of a soft landing has risen. This forecast anticipates continued growth, albeit slow growth, through 2023 and a return to a more moderate pace of expansion in 2024 and 2025. Expansion will be supported by falling inflation, a resilient labor market and continued improvement in real wages.

The primary risk to the economic expansion is the Federal Reserve's difficult balancing act: to rein in inflation by raising interest rates without triggering a recession. The intent of this monetary policy "tightening" is to suppress economy-wide demand. The Fed's approach risks both underreacting, in which case it would fail to contain inflation and overreacting, in which case it would depress demand so severely as to trigger a downturn. To this point, inflation and labor market data suggest that the probability of a near-term recession is receding, but the probability of continued inflation above the Fed's 2 percent target rate is high. Further, the significant monetary policy intervention will have lasting consequences. Real estate values will continue falling, with minimal affordability benefits for would-be homebuyers because of rising mortgage costs. Reducing demand likewise drains consumer and business confidence, which could worsen further as the pace of growth slows. And, while it has entered a less precarious phase than in 2022, the economy remains fragile. Any number of unforeseen outside shocks could push the economy off its path of growth.

Summary

Given all the headwinds throughout the year, the economy closed out 2022 with solid growth and momentum heading into 2023. Unemployment rates remain healthy, job openings remain plentiful and most other sources of household income were able to offset falling government transfers as COVID-era stimulus programs expired. Households have been able to sustain just enough consumer spending to keep the economic expansion afloat. Looking abroad, Europe appears to have averted an energy crisis over the winter, helped by above-normal temperatures. Energy prices continue to fluctuate but are stabilizing, shoring up the level of household income available for other purposes.

The Fed's approach to inflation management is working for now. Inflation has finally responded to interest rate hikes, but more aggressive action may be needed to cool the economy further, as current inflation remains far above the Fed's target rate. Even in the best-case scenario, the aggressive monetary policy intervention will have lasting consequences. Home prices are likely to continue falling as interest rates creep up, with minimal affordability benefits for would-be homebuyers because of rising mortgage costs. Suppressing inflation by motivating pullbacks of consumer and business capital has drained consumer and business confidence as the pace of expansion slows considerably. And the economy remains fragile; any number of unforeseen outside shocks could push the economy into a recession.

Risks to the Forecast

Several factors could result in either stronger or weaker economic activity than forecast. Risks to the forecast remain elevated and skewed to the downside with current, pervasive inflation; tighter monetary policy expected to suppress demand; financial disruptions; an ongoing housing market correction; the war in Ukraine; and ongoing pandemic-related uncertainty.

Downside risks. Inflation remains elevated and is contributing to current economic overheating across the United States. While inflationary pressures are moderating, the monetary policy regimen needed to keep them in check continues to pose risks to the economic outlook. Further, tight labor markets and high commodity prices may spark a wage-price spiral that could result in even stronger and more durable inflation than forecast. In this instance, more aggressive monetary policy tightening is likely, which could strangle economic growth. Anticipation of monetary policy missteps elevates the risk of financial market instability, dampening economic activity.

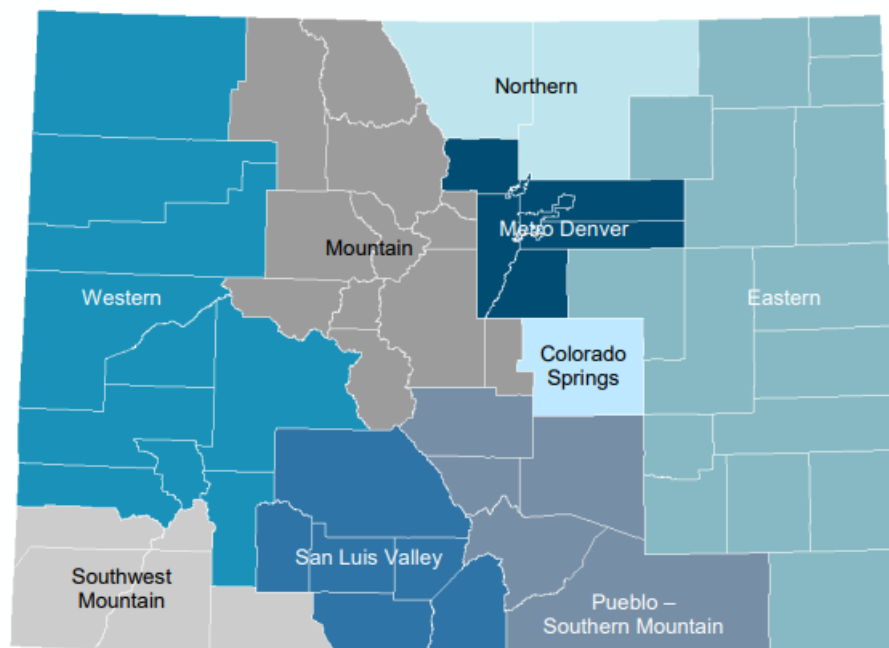
Current economic vulnerabilities were highlighted by two recent bank failures. The extent of the shock to the financial system is uncertain at the time of publication and further elevates downside risks to the forecast. Fallout from these bank failures, or further shocks that disrupt commodities markets, debt products, lending and capitalization could quickly destabilize the economic outlook, likely triggering a recession.

The war in Ukraine continues to pose a sizable risk to price stability, particularly in energy and food markets. Countries in the Euro area remain highly vulnerable to disruptions in Russian energy imports and many countries rely on Ukrainian wheat and other commodities. Higher tensions with China may also pose a risk to the U.S. economy.

Borrowing by the federal government reached the legal debt ceiling on January 19, 2023. In the months since, the U.S. Department of the Treasury has enacted temporary measures to avoid a default. This forecast assumes that Congress will negotiate a compromise that prevents a default later in the year, when short-term remedies will be exhausted. Failure to avert a default would have unpredictable, but significant, consequences for the Colorado, U.S. and global economies.

Upside risks. Energy prices have moderated since the last forecast and a sustained drop over the next year would ease inflationary concerns and reduce risks of more aggressive monetary policy responses. Further, a resolution to the war in Ukraine and accompanying drop in commodity prices pose an upside risk to the forecast, especially with more energy stability for European markets. Faster-than-expected resolution of labor market imbalances could enable a stronger economic recovery than expected. Over the longer term, pandemic-related shifts toward remote work, technological change and simpler, more localized supply chains could result in stronger productivity gains and economic growth.

Colorado Economic Regions



Source: State of Colorado March 2023 Economic & Revenue Forecast Update

Educational Choices

Open Enrollment Policy

Families who wish to enroll their student in a school other than their neighborhood school complete a Choice Open Enrollment application, available online through the District website. Applications are available beginning in January each year and applications are accepted until the end of April. Applications are accepted for the following school year on a space available basis. Approved applications for open enrollment are valid for attendance throughout the grades served by the school. Students must reapply for open enrollment from one level of schooling to the next level.

Early Childhood Education

Harrison School District Two makes early childhood education a priority and is proud to provide tuition free kindergarten to ALL students. Students in kindergarten are provided a rich academic and social learning environment by highly trained and caring teachers.

HSD2 is partnering with Community Partnership for Child Development (CPCD) to offer the following early childhood education programs at elementary school sites within our District:

- Early Head Start with parents – Expectant moms or newborns to children 3 years old
- Early Head Start for teen parents – Expectant teen moms or newborns to children 3 years old
- Head Start – Children 3 to 5 years of age
- Universal Preschool – Children 3 to 5 years of age

Elementary School Education

Harrison School District Two's nine neighborhood elementary schools, four K-8 schools and one K-12 online school (Aspire Online Academy) foster the academic achievement and social development of all students. Highly trained and dedicated teachers help students learn to read and read to learn, write with precision and understand mathematical concepts to solve problems. In addition to academics, our students are encouraged to have a strong sense of responsibility and personal worth, while being respectful of themselves and others. They should have a factual knowledge of the world and be able to apply that knowledge to new situations. Parents are valued as partners in fostering each child's achievement. Individual student needs are met through a range of strategies, such as flexible grouping and differentiated instruction, as well as gifted and special education. Formal and informal

assessments are essential ingredients for high quality individual instruction. Students are continually assessed throughout the year, and the data is used to determine student progress toward meeting District content standards.

Middle School Education

Harrison School District Two's two traditional middle schools, four K-8 schools and one K-12 school, work to ensure academic achievement, wellness and safety for all students, as well as provide programming to meet the academic, social, emotional and physical needs of young adolescents. Passionate teachers provide challenging and relevant curriculum through various instructional strategies to address student learning styles and needs. Each middle school allows students to enroll in courses that award high school credit. All middle schools provide various athletic programs, clubs and activities for student engagement.

Individual student needs are met through a range of strategies, such as differentiated instruction, as well as gifted and special education. Formal and informal assessments are essential ingredients for high quality individual instruction. Students are continually assessed throughout the year and the data is used to determine student progress toward meeting District content standards.

High School Education

Harrison School District Two's two traditional high schools, one career readiness academy and one online high school, work to ensure students are college and career ready upon graduation. Our high schools encourage responsibility, creativity, critical thinking, confidence and problem solving. They value diversity and promote a community of active, responsible and engaged learners. Students take core classes and are provided several opportunities to pursue their interests with a wide array of elective course offerings. In each course students are provided rigorous curriculum with relevance made to real life application. Each high school provides opportunities for students to concurrently enroll in college courses and earn college credit. All high schools provide various athletic programs, clubs and activities for student engagement.

Individual student needs are met through a range of strategies, such as differentiated instruction, as well as gifted and special education. Formal and informal assessments are essential ingredients for high quality individual instruction. Students are continually assessed throughout the year and the data is used to determine student progress toward meeting District content standards.

Diploma and Graduation Requirements

Harrison District Two believes that all graduating students must demonstrate competency in both required course work and elective areas of interest.

Students are encouraged to exceed the minimum requirements to better prepare for their post-graduation goals, including higher education, careers and lifelong learning.

1. Units of Credit Needed and Demonstrated Proficiency

A total of twenty-three (23) high school credits plus a demonstrated Math and English proficiency will be required for graduation from high school. The graduation requirements presented below include a menu of options students must use to show what they know or can do, beginning with the graduating class of 2022. Students must demonstrate college or career readiness in both English and Math based on at least one measure.

2. Credit from Other Institutions

Units of credit acquired through outside institutions must satisfy the criteria of Harrison School District Two Master Course Catalog. All Military students entering the District from outside the United States, must meet the District graduation requirements; however, exceptions based on extenuating circumstances may be granted by the Superintendent.

3. Concurrent Enrollment Credit

Students wishing to obtain credit from postsecondary institutions must be a course that meets the requirements to be articulated to an approved high school course.

4. Student Load (total number of units carried in a year)

A normal load for freshmen, sophomores, juniors and seniors will be a minimum of six (6) units (credits) per year.

5. Years of Attendance Needed

It is advisable that a student have four (4) years of high school experience to graduate. In some cases, students may be allowed to graduate in less time than four (4) years. In those cases, students satisfying all graduation requirements in less than four (4) years may apply for early graduation to the building principal.

Graduation Requirements

CLASS OF 2022 & BEYOND

Content	Harrison School District 2 Required Credits	Colorado Higher Education Admissions Recommendations (As of July 2018)
English	Four English credits	4 years (4 credits)
Mathematics	Three Math credits	4 years (4 credits)
Science	Three Science credits (2 credits must be lab-based)	3 years (3 credits) 2 years (2 credits) must be lab-based
Health	.5 Health credit	
Social Studies	Three Social Studies credits (.5 credit must be from Government, and 1.0 credit must be from World History or U.S. History)	3 years (3 credits) At least 1 year (1 credit) must be in U.S. or World History
World Language	One Foreign Language credit	1 year (1 credit)
Physical Education	.5 Physical Education credit	
Electives	Eight Elective credits	
Total	Twenty-three credits	

MENU OF OPTIONS

Demonstration	English	Math
NEXT GENERATION ACCUPLACER	241 on Reading or 236 on Writing	255 on Arithmetic (AR) or 230 on Quantitative Reasoning, Algebra and Statistics (QAS)
ACT	A score of at least 18	A score of at least 19
ACT WorkKeys	A score or bronze or higher	A score of bronze or higher
Advanced Placement (AP)	A score of at least 2	A score of at least 2
Armed Services Vocational Aptitude Battery (ASVAB)	A score of at least 31	A score of at least 31
Concurrent Enrollment	Passing grade per District and higher education policy	Passing grade per District and higher education policy
District Capstone Project	Minimum of "Pass" score on District Capstone Project	Minimum of "Pass" score on District Capstone Project
Industry Certification	Minimum of "Met/Pass" score on any one of the Industry Certification examinations	Minimum of "Met/Pass" score on any one of the Industry Certification examinations
International Baccalaureate (IB)	A score of at least 4	A score of at least 4
Scholastic Assessment Test (SAT)	A score of at least 470	A score of at least 500
Collaboratively developed, standards-based performance assessment	State-wide scoring criteria	State-wide scoring criteria

Alternative Schools and Programs

Career Readiness Academy

The mission of HSD2's Career Readiness Academy is to provide students with a plan of study that focuses on academics, career and personal development so when students graduate, they are career ready. The Career Readiness Academy is a program designed to support all students in learning through both online classes and hands on instruction. Our District supports a variety of learning models because we know that not everyone learns the same way. Our online courses are aligned to common core and provide students with a rigorous learning experience. Currently our career fields include automotive, construction and cosmetology. We have partnered with Pikes Peak State College (PPCC) and are able to facilitate transition to various career paths at PPCC after graduation.

Thrive Home School Academy

Thrive Home School Academy, THSA, is a one-day per week enrichment program that is free for home schooling families in the Pikes Peak region. Children in grades K-12 attend classes with other home-schooled students one day per week. Classes include art, technology, music, science, language arts and history also including recesses and lunch.

If students want to participate in more than the one day of classes every week, THSA partners with the Colorado Springs Conservatory (CSC) and the Millibo Art Theatre to provide a variety of arts programming at no cost to families. The following clubs are offered throughout the school year: Fencing, Martial Arts, Art, Yearbook, PE, Strategic Games and a robust music program for students of all levels: band, orchestra and choir. A variety of field trips are scheduled, including visits to Chico Basin Ranch, the Cheyenne Mountain Zoo, Academy of Children's Theater Plays and many more.

Charter Schools

Harrison School District Two has nine authorized charter schools. Charter schools include Atlas Preparatory Elementary School, Atlas Preparatory Middle School, Atlas Preparatory High School, James Irwin Elementary School, James Irwin Middle School, James Irwin High School, The Vanguard School (Elementary), The Vanguard School (Middle), and the Vanguard School (High).

Other Educational Options

Special Education Programming

Special education programming is driven by the unique individual educational needs of students with disabilities and procedures required by federal and state mandates. The special education population is very diverse. It includes students who are categorized as cognitively disabled, learning disabled, emotionally disturbed, visually impaired, hearing impaired, physically disabled, speech/language impaired, chronically ill or multiply disabled. The vast majority of special education students are in the mainstream, attending neighborhood schools and spend at least part of the day in a general education classroom. The schools undertake the responsibility of: (1) identifying all disabled children and offering them educational services; (2) assessing each disabled child individually and, when appropriate, formulating a written Individualized Education Program (IEP); (3) ensuring that disabled students are placed in the "least restrictive environment" commensurate with their needs; (4) notifying parents in writing about identification, evaluation and school placement of their child; and (5) providing those "related services" required for children to benefit from special education.

International Baccalaureate Program (IB)

The International Baccalaureate program is a comprehensive curriculum geared toward students seeking a challenging educational experience that promotes international understanding and includes high standards for achievement. In Harrison School District Two, Sand Creek International School is fully authorized to offer the Primary Years Programme, PYP, focusing on the development of the whole child, preparing students to become active, caring, lifelong learners. PYP students are encouraged to demonstrate respect for themselves and others and to participate in the world around them. Additionally, Sand Creek International School is an authorized IB school for the Middle Years Programme (MYP), which culminates with community project that serves the local area.

Harrison High School (HHS) is authorized to offer the Middle Years Programme, MYP, and the Diploma Programme, DP, which helps students develop their personal understanding, their emerging sense of self and responsibility in their community. As an IB World School, HHS shares a common philosophy—a commitment to improve the teaching and learning of a diverse and inclusive community of students by delivering challenging, high-quality programmes of international education that share this same powerful vision.

Gifted Education Program

Gifted Programming at neighborhood schools vary among the sites, depending on student need and the school's Unified Improvement Plan. Classroom teachers collaborate with support staff to design content extensions, challenge units and independent projects to extend and deepen student learning. Services to students are both direct and indirect and may include co-teaching, team teaching, compacting, tiered assignments, flexible and cluster grouping practices. The identification process utilizes a body of evidence approach including cognitive ability and academic achievement, including parent, student and teacher input. The data gathered during the identification process is used to determine appropriate programming services for the student. There is universal screening in grades 2 and 6 each year.

Culturally and Linguistically Diverse Education (CLDE)

The CLDE department in Harrison School District Two is committed to developing English language skills that support the academic achievement of our students that speak 47 different languages. CLDE Programming at neighborhood schools varies among the sites, depending on student need and the school instructional plan. CLDE teachers collaborate with classroom teachers to provide appropriate universal and targeted instruction, depending on the needs of the learner. Services to students are both direct and indirect and may include co-teaching, team teaching, flexible and small grouping practices. Ongoing training of CLDE staff ensures that students receive quality instruction with the use of the best instructional strategies for their individual needs. The data gathered during the identification process is used to determine appropriate programming services for the student. Each student is assessed in January of each year with the WIDA ACCESS test indicating the student's English language level in Speaking, Listening, Reading, and Writing. HSD2 has won multiple ELPA Excellence awards for districts and schools with the highest English Language proficiency and academic growth among English learners.

Advanced Placement Program (AP)

Advanced Placement courses offer students an opportunity to receive learning at a deeper level of course content and potentially earn college credit at certain institutions while still in high school. Upon successfully passing Advanced Placement exams, students are able to transfer these credits to many post-secondary institutions. Students have the opportunity to dig deeper into subjects that interest them, develop advanced research and communication skills and learn to tap their creative, problem-solving, and analytical potential all while

adapting to the rigor of college-level work. Sierra High School is an AP magnet school in HSD2 and offers 21 AP courses and there are plans to add a Pre-AP program in 2023-2024.

Pre-AP Program

Open to all students, Pre-AP is a grade-level program taught in grades 9 and 10. Pre-AP courses:

- Are back-mapped from AP courses and provide students with the content, skills and practices for success in AP
- Do not provide college credit or require a final exam
- Offer a consistent instructional model of plan, teach and assess, which provides continuity for students and teacher across all courses

Advancement Via Individual Determination (AVID)

Harrison School District Two is proud to have the AVID system in place in each of our middle and high schools. AVID, (Advancement Via Individual Determination), began in 1980 and has been implemented in 47 states and 16 countries or territories. It impacts more than 2 million students annually. The typical AVID student is first generation to college and is often underrepresented in college. The AVID system provides educators with proven, real-world strategies to accelerate the performance of underrepresented students so that they and ALL students throughout each campus will be prepared and be able to succeed in college, their chosen career and in life. AVID trains educators to make learning more effective by providing engaging, rigorous and collaborative classrooms. It engages all faculty and staff to drive student success, develops resilient and lifelong learners through academic and social support, increases rigor and raises student achievement and creates a college-going culture school-wide. Nationally in 2019, 89% of AVID seniors reported plans to attend a postsecondary institution. Eighty-five percent of AVID seniors also reported taking at least one AP/IB/Dual credit class. State-wide, Colorado has 25 AVID districts, directly serving nearly 18,000 students in the AVID elective class. HSD2 AVID students consistently out-perform their non-AVID peers academically and each year our AVID seniors graduate having the necessary preparation for college entrance. Typically, AVID seniors are ALL accepted to a 4-year university with close to 100% attending college each fall. In Harrison School District Two, AVID students earn, in average, close to one million dollars in scholarships and go on to attend institutions of higher education or join the military.

Summer Program

Non-tuition-based summer programming is available for all HSD2 students. The programs offer sessions at most District sites to address intervention, enrichment and strategies for success in study skills to assist students in meeting content standards and credit recovery.

gtPathways

This structured program initiative is the flagship of our concurrent enrollment program. Students are identified in middle school during the 8th grade. Students who are selected as potential participants are those who were enrolled in high school classes (i.e., Earth Science, Algebra I, English I, U.S. Government) as 8th graders or in some cases, 7th graders. The students are enrolled in their first college class as freshmen. Following a specific scope and sequence of courses for their cohort during their four-year high school experience, students will accumulate college credit and high school credit simultaneously. The college classes that are taken articulate to specific core academic courses or goes toward elective credit. At the end of their senior year, students will earn their high school diploma and an Associate of General Studies degree from Pikes Peak State College.

BOOST – Concurrent Enrollment Program Initiative

Beginning in the 2018-2019 school year, the Concurrent Enrollment program, afforded rising seniors who had finished all or a preponderance of their high school graduation requirements, with the opportunity to take Concurrent Enrollment classes during their last year as a high school student. During the 2019-2020 school year, the opportunity to take Concurrent Enrollment classes was expanded to include juniors who qualify.

In accordance with Senate Bill 19-176 “Expanding Concurrent Enrollment”, beginning in the 2020-2021 school year, this program has expanded to include 9th, 10th, 11th, and 12th grade students who qualify to take Concurrent Enrollment classes while in high school.

Dakota Promise Program

Starting with the 2020 graduation class, the Dakota Promise Program will provide free college tuition and fees to attend Pikes Peak State College and academic support coaches to every qualifying high school graduate in HSD2. This program was established with generous support from the Dakota Foundation, Legacy Foundation and Colorado Opportunity Scholarship Initiative to provide unprecedented opportunity for D2 students.

To be eligible for the program, students must have attended a HSD2 high school or charter school for at least one year prior to graduating, complete high school with 2.5 or better GPA (cumulative or junior + senior year), enroll at PPCC within 12 months of graduation, enroll and complete a minimum of 24 credit hours per academic year and apply for all available financial aid by completing a FAFSA, Free Application for Federal Student Aid. Dakota Promise would pay the difference between the federal and state grants a student receives and PPCC tuition and fees, up to \$5,000 annually. Students must complete a minimum of 24 credits each academic year and maintain a 2.0 or better GPA to continue the program.

Adult Education

Starting in the 2021-2022 FY, our free Adult Basic and Adult Secondary Education classes are designed to help students improve skills in language arts and mathematics in order to reach educational and post-secondary goals of obtaining a High School Equivalency certification (GED), passing the Accuplacer, improving job opportunities or entering a college, trade school or certificate program.

Students may select a Language Arts or Math course or both. Classes are leveled by skills needed to increase literacy, reading or mathematics for each student. Science and Social Studies content are incorporated into the classes. These face-to-face classes, with a certified teacher, combine classroom instruction with computer-based exercises tailored to each student.

Instructional Technology & STEAM

Members of the Instructional Technology and STEAM department, also known as the HSD2 ITS Team, provide support to teachers, administrators and other District personnel in order to create a personalized, engaging learning environment for improved student achievement. Specifically, the team is responsible for providing leadership in instructional technology, innovative educational practices, information literacy, STEAM curriculum support and staff instructional technology training district-wide.

How the ITS department supports learning:

- Leads the District E-Learning Team (ELTs) leaders from every school dedicated to providing ongoing professional development for staff at each building.
- Organizes and promotes before and after-school opportunities at each site by supporting the Extended Learning Opportunity (ELO) school coordinator leads.

- Creates a STEAM fair competition for our elementary schools
- Facilitates the conversion of media centers to Learning Commons at each site as school experience bond updates.
- Provides ongoing professional development and support for school-based Library-Media Technicians.
- Delivers extensive instructional technology integration support through the Tinker Room resources.

Wrap-Around Services

Beginning in Fiscal Year 2023-2024, Wrap-Around Services was created to collaborate with community partners and District staff to improve preschool through 12th grade systems related to mental health, interventions, career-connected learning, preschool and childcare.

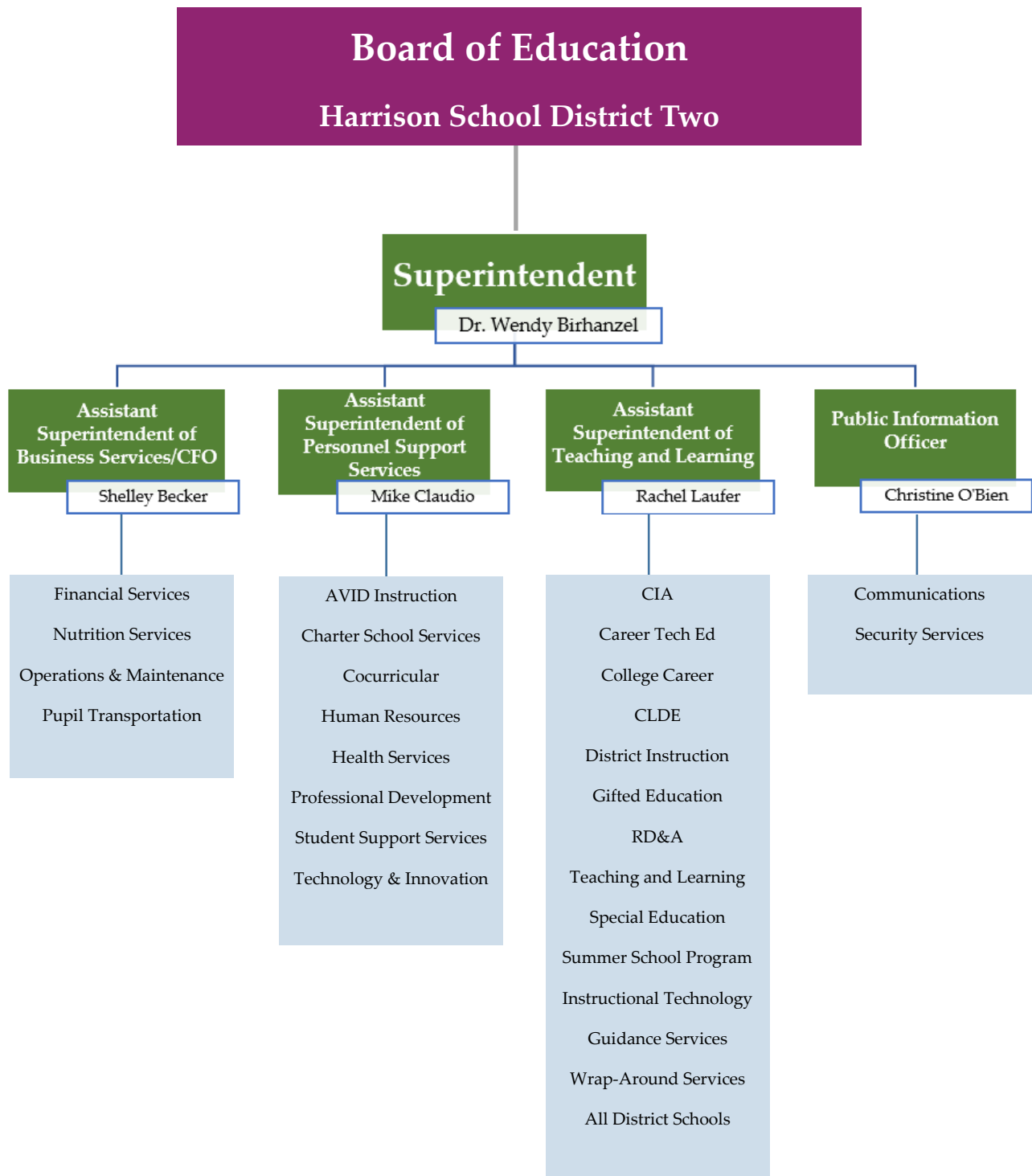
Wrap-Around Services will support student learning by:

- Designing and creating an alternative middle school program to meet the needs of students that the current systems are not designed for.
- Partnering with CPCD to ensure effective preschool instruction is given to all students in the program.
- Partnering with local providers to have quality before and after school care for families.
- Continuing to improve crisis events throughout the year to support the mental health of students and staff.
- Building and growing student success centers in secondary schools to provide an alternative to suspension while building students' knowledge and skills with social emotional learning.
- Creating a K-12 career connected learning system to increase the relevance of secondary education and increase the graduation rate.



WE ARE HARRISON!

District Organizational Chart



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Board of Education Fiscal Year 2023 - 2024



Mr. Corey Williams, President

Corey Williams is originally from Monroe, Georgia. He served in the military for five years. Corey holds a Bachelor's degree in Accounting and is currently going through the certification process to become a financial advisor as well as pursuing a Master's in Business Administration.

He's always enjoyed working with young people and applied his passion for volunteer work by volunteering at the YMCA when he was in college.

Serving on the Board of Education has allowed Corey to make an impact for the betterment of the Harrison community. He believes, "When you put your mind to making your community better, you inspire someone else to make their community better." In October 2021 Corey was honored at the Mayor's Young Leader Awards as the recipient of the Education Award.

He and his wife Sharonda have one daughter.



Ms. Janice "JJ" Frazier, Vice-President

Janice "JJ" Frazier has been a D2 resident for more than 30 years. She has provided over 40 years of behind-the-scenes administrative support to the District through six Superintendents and numerous Boards of Education. JJ is the proud mother of a son and daughter, both of whom attended HSD2 schools. She is also a proud grandmother of several grandchildren.

JJ is a former southeast Colorado Springs business owner. She holds a Master of Business Administration (MBA) in Entrepreneurship and Small Business Operations from Colorado Technical University (CTU).

Over the years, JJ has volunteered for numerous community programs and non-profits. As Chair of the Board of Directors, she has led the Urbanites Leading the Pikes Peak Region, formerly known as the Urban League of the Pikes Peak Region, since 2012. Currently, JJ serves as Chair of the Law Enforcement Transparency and Accountability Commission (LETAC) in Colorado Springs.

JJ is a recipient of the Hats Off Award by the Delta Sigma Theta Sorority, Inc. Colorado Springs Chapter, a Woman of Distinction by the Girl Scouts of Colorado, and a Woman of Influence by the Colorado Springs Business Journal.



Mrs. Michelle Wills-Hill, Secretary

Michelle Wills-Hill is a Pueblo native, who has lived in Southeast Colorado Springs for 18 years. She is married and the mother of a D2 graduate. While her daughter was in school, Michelle participated in various school events, was a parent volunteer for the Youth Transformation Center Restorative Justice Program, and was a VIP Coordinator at Harrison High School.

She is an environmental professional with over 30 years of experience in the public and private sectors. She has a Bachelor of Science degree in Cellular and Molecular Biology, Chemistry Minor, from Fort Lewis College, Durango, Colorado.

Michelle is active in various capacities in her church, served on numerous community volunteer opportunities through her job. She participated as a Peak Education Mentor, volunteered with the Educating Children of Color Summit and the African American Youth Leadership Conference and currently serves on the HSD2 Bond Oversight Committee.



Mrs. Regina English, Treasurer

Regina English is a Michigan native, wife, mother of five: three sons and two daughters who are graduates of Harrison School District Two and has eight grandchildren. Regina represented our county as Mrs. El Paso County 2020 and also holds the Mrs. Colorado Ambassador 2019 State title. She is the founder and director of Be You, a non-profit organization, that mentors youth focused on education, public speaking, community service, team building and healthy relationships. She also founded and directs her own pageant system, YES M.A.A.M. (My African American Miss), where she mentors youth through the sport of pageantry.

Regina has served on several boards and planning teams throughout the community and is currently a Resident Leader for the RISE Coalition, Entertainment Chair for the African American Youth Leadership Conference and has in the past served on the Kwanzaa Board and the Shades of Colorado Planning Committee. She served on the Principal's Advisory Committee at Panorama Middle School and as the VIP Coordinator for both Panorama Middle School and Sierra High School. Regina holds a Bachelor's degree in Business, a Master's degree in Public Administration and is a doctoral candidate working to complete her degree in Organizational Leadership. Regina takes pride in being a community leader, mentoring youth and posturing herself to impact change directly while leading with integrity. Her motto is "Stay Ready So You Don't Have To Get Ready"!



Ms. Joyce Salazar, Director

Joyce Salazar grew up in the D2 area and has lived here for more than 40 years. She attended Stratmoor Hills Elementary, Gorman Jr. High, and graduated from Harrison High School. Her children attended HSD2 schools, and now her grandchildren are attending HSD2 schools.

Joyce has over 20 years of experience in manufacturing and reverse logistics planning and 10 years as a volunteer supporting non-profit organizations focused on child advocacy and youth enrichment programs. She holds a Master's degree in social work from Newman University specializing in trauma-informed care. Joyce utilizes her work, volunteer experience, and education to passionately support the community and its residents in reaching their greatest potential.

In her spare time, Joyce enjoys time with family and friends, group exercise and bicycle rides and being a life-long learner.



Harrison School District Two Board of Education Meeting

Superintendent's Executive Team Fiscal Year 2023 - 2024



Shelley Becker, Assistant Superintendent of Business Services / CFO

Shelley Becker was appointed Chief Financial Officer of the District in June 2016. Previously, Ms. Becker has served as Chief Financial Officer of Adams 12 Five Star Schools; Director of Accounting, Budget and Student Data and Information Systems for the Douglas County School District; and Director of Finance for Bennett School District 29-J.

Shelley has held several leadership positions with Colorado school district professional organizations, including serving as the large district representative to the State Department of Education's Special Education Fiscal Advisory Committee. She has also served on the Board of Directors for the Colorado Association of School Business Officials and is currently Past President of the Board of Directors for Colorado Association of School Executives – Department of Business Officials.

Shelley earned her Bachelor's degree in accounting and management from Drake University in Des Moines, Iowa, and earned a Master's degree in Business Administration from the University of Colorado-Denver.



Mike Claudio, Assistant Superintendent of Personnel Support Services

Mike Claudio has served Harrison School District Two for 16 years as an Assistant Principal, Principal, Student Support Officer, and now as the Assistant Superintendent of Personnel Support Services. He oversees professional development, student support, induction and mentoring, and technology infrastructure. Mike works tirelessly to improve systems by questioning the "why" in our processes. Additionally, he co-facilitates the Equity Council to bring awareness to biases and remove barriers that hinder students.

When not at work, he loves to run and has started paddleboarding with his wife, Carla, and their adult children.



Rachel Laufer, Assistant Superintendent of Teaching and Learning

Rachel Laufer has proudly served Harrison School District for 17 years as a teacher, instructional coordinator, principal, and now as the Assistant Superintendent of Teaching and Learning. Mrs. Laufer supervises all 19 district schools and departments supporting teaching and learning in this role.

While serving as the Principal at Sand Creek International, the school transformed from a traditional elementary to an IB School and expanded to develop a brand-new middle school. The school was recognized by being named a Center of Excellence three years in a row and earning the Governor's Distinguished Improvement Award. Sand Creek was also chosen as one of the nation's 25 most Innovative Schools and featured in a published case study by the Successful Practices Network and the School Superintendent Association.

In addition to two master's Degrees in Curriculum and Special Education, she has completed two licensure programs focused on School Leadership and Superintendency. Mrs. Laufer was honored to be chosen as a finalist for the Colorado Springs Mayor's Young Leaders Award and a finalist for Principal of the Year in Colorado. While Rachel lives and breathes her work in Harrison, in order to find some balance in life, she enjoys escaping into the mountains while RVing and off-roading with her husband (whom she has known since Kindergarten) and a herd of dogs (primarily corgis), or you might see her around town working in her husband's food truck.



Christin O'Brien, Public Information Officer

Christine O'Brien joined the D2 team in 2012 after serving 20 years in the nonprofit community of Colorado Springs. She has filled the roles of Development Director, Chief of Staff, and now the Public Information Officer for the District. Christine's passion for connecting the community to D2's awesomeness, mentoring students and staff, and working with the media and

the Communications Department to share all the positive stories happening in the District bring her great joy. Sometimes described as an extroverted introvert, Christine works tirelessly behind the scenes to ensure that others are recognized for their contributions to the D2 success story. She works collaboratively with her staff and the Executive Team to elevate others and serve departments and schools.

Christine believes in being of service and currently represents the District on three nonprofit boards: Chairman of The UC Health Southern Colorado Foundation Board, The Colorado Springs Conservatory Board, and the Mindfulness and Positivity Project Board. She also actively volunteers with groups she believes in!

When Christine isn't working or serving locally, she is all about her family. She and her husband, Paul, enjoy their two adult children, Christine's parents, and a big Irish family. They can be found enjoying mountain time most weekends, whether hiking, fly fishing, or skiing.

District Organization / Services

The Board of Education

The Board of Education of Harrison School District Two represents, leads and serves the District's owners, according to Colorado Constitution, Section IX and holds itself accountable to them by committing to act in their best interests and by ensuring that all Board and District action is consistent with law and the Board's policies according to C.R.S.

The Board's purpose is to assure that the District achieves the results described in the Board's *Results* policies and that it operates according to the values expressed in the Board's *Operational Expectations* policies.

The Board consists of five members elected at large for staggered four-year terms, with elections held during odd years. The Board elects its own president, vice-president, treasurer and secretary.

The Board will govern lawfully with primary emphasis on results for students; be good stewards of public resources; encourage full exploration of diverse viewpoints; focus on governance matters rather than administrative issues; observe clear separation of Board and Superintendent roles; make all official decisions by formal vote of the Board; and govern with long-term vision.

1. The Board will function as a single unit. The opinions and personal strengths of individual members will be used to the Board's best advantage, but the Board faithfully will make decisions as a group, by formal vote. No officer, individual, or committee of the Board will be permitted to limit the Board's performance or prevent the Board from fulfilling its commitments.

2. The Board is responsible for its own performance and commits itself to continuous improvement. The Board will assure that its members have the knowledge, skills and budget support it determines to be necessary for effective governance.

2.2A Any funds allocated for individual board member training may be reallocated only upon affirmative action by the board.

3. Training will be used as necessary to orient candidates and new members, as well as maintain and increase current member skills and knowledge, including consultative coaching and attendance at conferences and workshops.

4. To assure continuous improvement, the Board regularly and systematically will monitor all policies in this section and will assess the quality of each meeting by debriefing the meeting following its conclusion.

5. To assure open and accountable governance, the Board will conduct its business meetings with adequate notice to the public.

6. To ensure that the Board's business meetings are conducted with maximum effectiveness and efficiency, members will:

- a. come to meetings adequately prepared
- b. speak only when recognized
- c. not interrupt each other
- d. not engage in side conversations
- e. not repeat what has already been said
- f. not "play to the audience" or monopolize the discussion
- g. support the president's efforts to facilitate an orderly meeting
- h. communicate openly and actively in discussion and dialog to avoid surprises
- i. encourage equal participation of all members
- j. practice respectful body language
- k. withhold comment in response to public statements

7. The Board will use a consent agenda as a means to expedite the disposition of routine matters and dispose of other items of business it chooses not to discuss. All administrative matters delegated to the Superintendent that are required to be approved by the Board will be acted upon by the Board via the consent agenda.

8. An item may be removed from the consent agenda upon approval of a majority of the Board members present and voting.

9. The Board will direct the District through policy. The Board's major focus will be on the results expected to be achieved by students, rather than on the strategic choices made by the Superintendent and staff to achieve those results.

10. The Board, by majority vote, may revise or amend its policies at any time. However, as a customary practice, a proposed policy revision will be discussed at one session of the Board prior to being approved at a subsequent Board meeting.

Budget Process Calendar

July 2022						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

JULY 2022

- Beginning of Fiscal Year 2022-2023

August 2022						
S	M	T	W	T	F	S
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28	29	30	31			

AUGUST 2022

- District receives preliminary county assessment certification

September 2022						
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SEPTEMBER 2022

- Finance Department starts discussions for the Fiscal Year 2023-2024 budget process
- Third quarter state economic update

October 2022						
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23	24	25	26	27	28	29
30	31					

OCTOBER 2022

- Official pupil membership count commences

November 2022						
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27	28	29	30			

NOVEMBER 2022

- Preliminary work on Fiscal Year 2023-2024 budget
- Pupil count due to Colorado Department of Education

December 2022						
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DECEMBER 2022

- Mill levy certification for property tax
- Fourth quarter state economic update

JANUARY 2023

- Update multi-year projections based on new assumptions which include enrollment and Capital Projects
- Operations identify and prioritize needs for Capital Reserve and Land Trust Fund Budgets
- Revised budget Fiscal Year 2022-2023 presented to Board of Education

January 2023						
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29	30	31				

FEBRUARY 2023

- Inflation rate for K-12 School Total Program Funding
- Enrollment projections and school allocations finalized

February 2023						
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MARCH 2023

- First quarter state economic update
- All Fiscal Year 2023-2024 budgets completed
- Operations verify potential projects, verify priorities and obtain quotes for all requested projects

March 2023						
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APRIL 2023

- Operations to determine allocation of resources for schools
- Preliminary Fiscal Year 2023-2024 Financial Plan and Budget presentation to the Board of Education

April 2023						
S	M	T	W	T	F	S
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30						

MAY 2023

- Proposed Fiscal Year 2023-2024 Financial Plan and Budget presentation to the Board of Education which includes recommendations for approved projects for both Capital Reserve and Land Trust Fund budgets

May 2023						
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14	15	16	17	18	19	20
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JUNE 2023

- Public Budget Hearing
- Adoption of Fiscal Year 2023-2024 Financial Plan and Budget by the Board of Education which include all resolutions
- Second quarter state economic update

June 2023						
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In addition to the Board of Education Policies and District Goals set by the Board of Education, the budget process is influenced by the Government Finance Officers Association (GFOA) Code of Professional Ethics.



CODE OF PROFESSIONAL ETHICS

Public service is a special trust. The finance office plays an important role in the public service. The finance office has stewardship over citizens' shared financial resources. These resources make possible the services that are essential to the safety, livability, and vitality of our communities.

We, the government finance officers of the United States and Canada, have a deep and abiding desire to show that we are worthy of the trust that has been bestowed upon us. We strive to show it to the citizens of the communities we serve and to their elected representatives. We strive to remain true to the values that drive our work as public servants.

Trust is an asset as important as any that can be found on our balance sheets. But how can we maintain and grow this asset? This GFOA Code of Ethics shows us how to live these values. It recognizes that people are imperfect and that we are all subject to biases that can challenge ethical behavior. Our Code asks the members of government finance offices to confront these challenges in order to serve our communities to the best of our abilities.

INTEGRITY AND HONESTY

Integrity and honesty are the foundation on which trustworthiness is built. I, as a member of a public finance office, am in a unique position where my influence over the allocation of limited resources and the fiscal future of my community requires the highest standard of integrity and honesty. It means people can believe what I say, I act in accordance with my deepest values, I put principle ahead of my own ego and I do the right thing even when it is hard.

How I Show Integrity and Honesty

- Manage public finances honestly and transparently. I will: exercise prudence in the management of public funds; disclose the information needed for local officials and the public to understand the financial condition of their community; uphold the letter and the spirit of the law; avoid conflicts of interest; refuse gifts or favors that could be perceived to influence my professional duties and not seek personal gain in conduct of the public's business. I will develop the policies, procedures and systems necessary to ensure honest and transparent financial management in my government.

- Stand for my values. Integrity is the integration of my values with my behavior. I will define the values that drive how I conduct financial management in service to my community and be prepared to give voice to those values when faced with pressure to do the wrong thing. I will also be prepared to give voice to those values when I see others conducting themselves in a way that is detrimental to the future of the community I serve.
- Be open to new ideas. Openness is essential to integrity. Openness means I am willing to admit that I may not always be right. I am willing to consider new information or ideas – they could prove essential to the continued safety, livability and vitality of my community.

PRODUCING RESULTS FOR MY COMMUNITY

Public finance offices have an important job. Doing that job well honors the trust the public has placed in me. When I show I am well informed and knowledgeable and can produce the results my community expects, I build trust.

How I Produce Results for My Community

- Do high-quality work. When I produce results that meet the needs of my local government, I gain the confidence of the public and my colleagues.
- Hone my expertise. Continually refining my knowledge, skills and abilities assures people that I can to produce results for my community now and in the future.
- Exercise good judgment. Judgment is the application of my knowledge, skills and abilities. Sound judgment requires testing my intentions, motivations and exercising constant self-awareness. By paying attention to the effect that conflicting demands, pressing deadlines and other biasing factors may have on my decision-making, I am more likely to choose in the best interest of the community I serve rather than my own personal interest.

TREATING PEOPLE FAIRLY

Local governments depend on trusting relationships between people. If people feel unfairly treated, relationships break down and they may withhold their support from my local government. This makes it more difficult for my local government to maintain a strong financial foundation. Therefore, I will treat people fairly and develop processes and procedures that are fair.

How I Treat People Fairly

- Respect the rights of others. Public finance offices are in a position of power. When using that power, the rights of other people must be respected. This includes providing equal treatment and opposing discrimination, harassment or other unfair practices.

- Develop processes and procedures that are fair. When employees and citizens believe that decisions are fact based and take all concerns into consideration, they are more likely to support those decisions – even if a decision is not in favor of their preferred outcome.

DIVERSITY AND INCLUSION

Communities across the country are constantly changing. Embracing diversity and fostering inclusiveness helps finance offices cultivate organizations and promote policies that reflect the communities they serve. When people feel included, they will see that I am concerned for their wellbeing and that shows I am worthy of their trust.

How I Value Diversity and Foster Inclusion

- Provide people with opportunities to be part of decisions that impact them. Public finance decisions often have big implications for people outside the finance office. If these people are part of the decision-making process, they are more likely to feel fairly treated and thereby regard the people who work in finance office as trustworthy.
- Support equity in service provision. Local government services are critical to the lives of our citizens. Finance offices, because of their resource allocation role, can impact the quality of services and how and where services are provided. I commit to valuing diversity within my organization and within my community, recognizing my own biases and calling out unfair discrimination of any kind.

RELIABILITY AND CONSISTENCY

When others can count on me, I prove my trustworthiness. When I consistently apply my standards – especially to myself – I honor my commitment to the community I serve and make it easier to do the right thing even when faced with challenging circumstances.

How I Show Reliability and Consistency

- Develop strong financial policies. Financial policies provide the “rules of the road” and a standard of performance against which my community can judge its finances.
- Produce reliable information. People rely on information produced by the finance office to make important decisions for the community. That information should be accurate and free of material misstatements or omissions. It should also be objective and free from personal biases.
- Provide timely information. Set clear expectations for when work will be accomplished and live up to those expectations. Timely financial information allows decisions that rely on that information to also be timely.

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 day-to-day operations of the school district are accounted for in the General Fund. Complete definitions of each of the funds maintained by the District are presented in the executive summary.

The Board of Education District Policies serve as expectations for District staff and our students:

Harrison School District Two will graduate college and career ready students with the knowledge, skills, attitudes and behaviors to personally succeed and contribute to the common good.

Policy A - Foundations and Basic Commitments

Section A of the NEPN/NSBA classification system contains policies, regulations and exhibits on the District's legal role in providing public education and the basic principles underlying school board governance. These policies provide a setting for all the school board's other policies and regulations.

Policy D - Fiscal Management

Section D of the NEPN/NSBA classification system contain policies, regulations and exhibits on school finances and the management of funds.

Policy E - Support Services

Section E of the NEPN/NSBA classification system contains policies, regulations and exhibits on non-instructional services and programs, particularly those on business management such as safety, building and grounds management, office services, transportation and food services.

Policy G - Personnel

All employees will be treated with respect, dignity and professionalism and recognized for the values they bring to their respective positions.

Policy I - Instruction

The educational program shall provide both formal studies to meet the general academic needs of all students and to enable them to meet or exceed state and District content standards. To the extent possible, opportunities for individual students to develop specific talents and interests in more specialized fields shall be provided.

A learning environment shall prevail in which healthy growth is fostered, in which individual ability is recognized and excellence encouraged, and in which a productive life is presented to students as a model to emulate.

Various instructional programs shall be offered intended to maintain balanced, integrated and sequentially articulated curricula, which will serve the educational needs of all students in the District.

In cases when the needs of the District warrant a change to a school's grade level determination or program configuration, it will be done in accordance to what is best for students and staff as determined by the Superintendent.

Policy J - Students

Section J of the NEPN/NSBA classification system contains policies, regulations and exhibits on students - admissions, attendance, rights and responsibilities, conduct, discipline, health and welfare and school related activities.

Policy K - School/Community Relations

Section K of the NEPN/NSBA classification system contains policies, regulations and exhibits concerning parent and community involvement in schools. Except for policies concerning education agencies, statements on public sector relations with the District are also located in this section.

Policy L - Education Agency Relations

Section L of the NEPN/NSBA classification system contains policies, regulations and exhibits on the District's relationship with other education agencies, including other school systems, regional or service districts, private schools, colleges and universities, education research organizations and state and national education agencies.

The Board monitors the work of District staff on an ongoing basis and holds the District superintendent accountable. The superintendent, along with District staff, prepares monitoring reports on a regularly scheduled basis. These monitoring reports indicate whether the District is meeting District Goals set by the Board.

- 1) Recruit, develop and retain an effective teacher for every classroom in every school.
- 2) Recruit, develop and retain an effective principal for every school.
- 3) Improve educational technology in every school.
- 4) Design a world-class curriculum.
- 5) Establish a No Excuses district of accountability.



Go Red Day for Heart Health at Oak Creek Elementary

Budget Goals - Annual Budget

The annual budget is the financial plan for the operation of the school system. It provides the framework for both expenditures and revenues for the year and translates into financial terms the Board's Results and Operational Expectations policies and action plan priorities of the district.

Public school budgeting is regulated and controlled by requirements of the State Board of Education which shall prescribe the form of district budgets in order to ensure uniformity throughout the state. The State Board of Education shall adopt a financial policies and procedures handbook which shall be used by every school district in the state in the development of budget for the district, in the keeping of financial records of the district and in the periodic presentation of financial information to the board of education of the district.

The budget shall be presented in a summary format which is understandable by any lay person reviewing the district's budget. The budget format shall itemize expenditures of the district by fund and by student. It shall describe the expenditure and show the amount budgeted for the current fiscal year, amount estimated to be expended for the current fiscal year and the amount budgeted for the ensuing fiscal year. When budgeting for any enterprise funds, the district shall use the full accrual basis of accounting. The budget shall summarize revenues by revenue source and expenditures by function, fund and object.

The budget also shall disclose planned compliance with spending limitations outlined in Article X, Section 20, of the Colorado Constitution, including holding TABOR reserve funds in an unrestricted general fund or in cash funds.

The Board assigns to the superintendent overall responsibility for budget preparation, budget presentation and budget administration, but the superintendent shall have the authority to delegate portions of this responsibility. The superintendent and Chief Financial Officer (CFO) shall be the board authorized representatives to make expenditures and commitments in accordance with specific Board and District policies. As part of the superintendent's budget responsibility, the superintendent shall cause to be prepared a budget preparation calendar that shall ensure that all deadlines established by law for budget presentation, hearings and adoption and for certification of amounts to be raised by school tax levies are met by the school district. The budget calendar shall take into consideration the possible need to submit a request to raise additional local revenue to a vote by the district's electorate.

The budget prepared and presented by the Superintendent shall be consistent with the budget priorities of the Board as established in policy DBD.

The annual adopted budget shall be posted on-line in a downloadable format, for free public access in compliance with the Public School Financial Transparency Act.

Operating Reserves

Maintaining a financial year-end fund balance is a beneficial and sound financial management practice. The Board of Education assigns to the superintendent or designee the responsibility of accumulating and maintaining a General Fund balance of 13% of expenditures. This amount will be inclusive of the emergency reserve required by Article X, Section 20 of the Colorado Constitution (TABOR).

Insofar as possible, the budget adopted by the Board shall be sufficient to implement all programs and priorities approved by the Board.

Legal C.R.S. 22-44-101to119, C.R.S. 22-44-204 (3), C.R.S. 22-44-301, C.R.S. 22-45-103

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. From January to June, multiple presentations and information is brought forward to the Board of Education. In May, the Board of Education receives the proposed budget and in-depth dialogue and discussion is held. During the second board meeting in June, the Board adopts the Budget and Appropriation Resolution and the Resolution Authorizing the Use of a Portion of Beginning Fund Balance.

Fund Accounting

The accounts of the District are organized on the basis of fund and account groups, 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, fund equity, revenues and expenses. Government 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 fund is the general operating fund of the District. It is used to account for all financial resources except those required to be accounted for in another fund.

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

Bond Redemption Debt Service Fund

This fund is used to record the revenues from a tax levy for the purpose of satisfying voter-approved bonded indebtedness obligations, including principal, interest and related expenditures.

Capital Reserve Fund

This fund accounts for transfers from the General Fund and other revenue sources allocated to or earned in this fund. Associated expenditures are for the ongoing capital needs of the District, such as technology capital projects, deferred maintenance, heating, ventilation and air conditioning (HVAC) projects, vehicles and roofing projects.

Building Fund

This fund is required to be used to account for all resources available for acquiring capital sites, buildings and equipment as specified by the related bond issue. This fund is required to be used when bonds are sold for a building project.

Land Trust Fund

The Land Trust Fund is classified as a capital projects fund which is used to record permit fees and the authorization for capital expenditures. This fund is used to account for any revenues and expenditures in accordance with new residential building growth within District boundaries.

Special Revenue Funds

Nutrition Services Fund

The Nutrition Services Fund is self supporting and accounts for activities related to providing healthy and nutritious breakfast and lunch programs for the students in the District.

Designated Purpose Grants Fund

This special revenue fund is a governmental fund used to track revenue sources that are restricted to specific expenditures. This fund accounts for the various federal and state grants awarded to the District to accomplish specific activities. These programs are restricted as to the type of expenditures for which they may be used.

Pupil Activity Fund

Used to record financial transactions related to school sponsored pupil organizations and activities that are obtained from parent organizations and booster club activities. These activities are self-supporting and do not receive any direct or indirect District support.

Internal Service Fund

Health Insurance Fund

This fund accounts for the partially self-funded dental insurance program of the District. The District has nearly 1,500 employees that are eligible for dental insurance and 65 percent participate in the plan.

Basis of Budgeting

All funds of the District use the modified accrual basis of accounting. 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 fund types use the modified accrual basis of budgeting. Property tax revenue is considered to be available if collected by the District within 30 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.



Harrison High School students visit Colorado College

Budgetary Statutes, Policies and Guidelines

The purpose of a budget is to provide a financial plan for the District's operations including anticipated revenues and forecasted expenditures. To achieve this basic purpose, a comprehensive budget system must be integrated with the financial accounting system.

Detailed budget planning allows the District to reflect educational values and needs. The structure and format provided by a well designed budget promotes rational decision making regarding the importance of various District services. In this way, administrators and the Board of Education are assisted in educational planning as well as in the prioritization and planning of all District operations through the allocation of resources.

The Budget Process

The budget process involves multiple steps, which include identification of District goals, budget calendar, budget projections, budget content, program budgeting and the utilization and presentation of prescribed forms.

In addition to the preparation of the operating budget, the capital budget must be prepared. The capital budget is based on a five-year plan, which is prioritized based on maintenance, safety and improvements to District buildings. The impact of capital projects is considered when developing the operating budget.

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

As part of the District's Operational Expectations (OE's), which define the Boards expectations for daily operations, the District is required to develop and maintain both the Facility Master Plan (FMP) and the Facility Capital Renewal Plan (FCRP). The purpose of each document is to assure that the physical facilities support a 2024 learning environment. While the facilities are currently in good condition, aging infrastructure and economic challenges have resulted in a declining budget that will require flexibility to continue meeting the requirements of the OE.

Budget Projections

In order to prepare budget projections for the ensuing fiscal year, the District has developed underlying assumptions aligned with Board policies and goals for use in forecasting sources and uses of funds.

Beginning Fund Balance: The District determines an estimate of the end-of-year fund balances to be carried forward to the ensuing year as beginning balances. This activity requires projections of accounts payable, accounts receivable, expenditures and revenues for the remaining portion of the current budget year.

Revenues: Major revenue sources include local property and specific ownership taxes, state funding per the Colorado School Finance Act 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 which is comprised of the State's base per pupil amount for all districts plus any specific district factors such as at-risk population, cost of living and district size. These factors are applied to prior year's 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" and "General Fund Revenue Assumptions".

Expenditures: Expenditure needs of the District, including adjustments for compensation and inflation are analyzed and 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: analyzing 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."

Budget Publication and Adoption

The Board of Education of the District must adopt a budget and appropriation resolution for each fund that presents a complete financial plan for the ensuing fiscal year. In accordance with state 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 31). Within ten 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)

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 1). 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)

Budget and 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 monies in excess of the amount appropriated by resolution for a particular fund. C.R.S. 22-44-115

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 the budget and 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

Amendments or Revisions of Budget

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 31 of the fiscal year for which the budget was adopted. After January 31, 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.



Atlas Preparatory Elementary Charter School

Capital Budget Program Schedule

In November, 2018, the voters approved \$180 million in bonds. These funds will provide the resources for renovations and additions throughout the District. Below is a timeline for projects expected for Fiscal Years 2018-2019 to 2024-2025 from planning and design to construction and post construction.

HARRISON SCHOOL DISTRICT TWO BUILDING FUND PROJECT START AND END DATES NOVEMBER 2018 VOTER APPROVED \$180 MILLION BOND				
Project	Start Date		End Date	
Bricker Elementary	March	2022	December	2023
Centennial Elementary	November	2018	December	2019
Giberson Elementary	March	2023	December	2024
Monterey Elementary	April	2021	December	2022
Oak Creek Elementary	August	2020	December	2021
Otero Elementary	November	2018	December	2019
Soaring Eagles Elementary	December	2020	March	2023
Stratmoor Hills Elementary	July	2019	August	2021
Stratton Meadows Elementary	July	2019	August	2021
Turman Elementary	March	2022	December	2023
Wildflower Elementary	April	2021	December	2022
Carmel Middle School	April	2019	September	2022
Fox Meadow Middle School	March	2023	December	2024
Panorama Middle School	March	2022	December	2023
Harrison High School	April	2019	December	2021
Sierra High School	April	2021	December	2023
Mountain Vista Community K-8	November	2018	December	2024
Mountain Vista Home School	June	2021	December	2022
Sand Creek International	November	2018	April	2020
Finance Center	July	2023	December	2024

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 the schools
- Advisory groups and committees such as District Accountability Committee (DAC) which focus on a number of common concerns and interests
- Board of Education meetings 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 Harrison School District Two, please contact:

- The principal of a neighborhood school
- The Communications office of the District
- The Financial Services office of the District

The District website also provides contact information as well as information on schools, departments, programs and financial data: www.hsd2.org.



Board Policies and Procedures

Harrison School District Two develops its financial plan and budget according to the Board of Education's adopted policies and procedures. This section highlights those Board Policies which directly impact the financial planning and budgeting process. A complete document containing all Board of Education policies can be viewed on the Harrison School District Two website at <https://go.boarddocs.com/co/hsd2/Board.nsf/Public>

GOVERNANCE CULTURE

GC-1 Board Purpose

GC-2 Governing Commitments

GC-2-E Student Board Representative to the School Board

GC-3 Board Job Description

GC-4 Officers' Roles

GC-5 Board Committees

GC-6 Annual Work Plan

GC-7 Board Members' Code of Conduct

GC-8 Board Member Conflict of Interest

GC-9 Process for Addressing Board Member Violations

BOARD/SUPERINTENDENT RELATIONSHIP

B/SR-1 Single Point of Connection

B/SR-2 Single Unit Control

B/SR-3 Staff Accountability

B/SR-4 Authority of the Superintendent

B/SR-5 Superintendent Accountability

B/SR-5-E Annual Summative Evaluation of the Superintendent

OPERATIONAL EXPECTATIONS

- OE-01 Global Operational Expectation
- OE-02 Emergency Superintendent Succession
- OE-03 Treatment of Stakeholders
- OE-04 Personnel Administration
- OE-05 Learning Environment/Treatment of Students
- OE-06 Financial Planning
- OE-07 Financial Administration
- OE-08 Asset Protection
- OE-09 Communicating with the Board
- OE-10 Communicating with the Public
- OE-11 Instructional Program
- OE-12 Student Discipline
- OE-13 Facilities

RESULTS

- R-1 Academic Performance
- R-2 Personal Development and Success
- R-3 Contributing to the Common Good

Mission Statement: Graduate college and career-ready students with the knowledge, skills, attitudes and behaviors to personally succeed and contribute to the common good.

SUMMARY

Board of Education Coherent Governance

FINANCIAL SECTION



CLASSROOM

CULTURE



COMMUNITY



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HARRISON SCHOOL DISTRICT TWO BUDGET DEVELOPMENT ASSUMPTIONS

Harrison School District Two has been committed to the success of the students since the District was established over a century ago. We pride ourselves on being the second oldest district in El Paso County.

The mission of Harrison School District Two is to graduate college and career ready students with the knowledge, skills, attitudes and behaviors to personally succeed and contribute to the common good. We will be successful as a district by ensuring the core beliefs are at the center of everything we do with our students and community. These beliefs include:

- All students are capable of excellence
- Our purpose is to maximize student success
- The well-being of our students, staff, families and community is worthy of our investment

Harrison School District Two has a rich history within the community. The diversity in the District is a strength and provides direction for the future. Acknowledging this, the District developed a three year strategic plan.

A plan was created to ensure all students have access to high-quality schools and learning experiences preparing them for the future. To meet this goal, the focus is on three District priorities - classroom, culture and community.

- ✓ Ensure academic and social excellence for all students with a well-trained staff equipped with resources and supported through collaboration.
- ✓ Maintain a collaborative and transparent culture that values all stakeholders while developing leaders and demonstrating pride in the District.
- ✓ Sustain a school community working alongside our partners to improve experiences and opportunities for all.

This budget provides for the strategic goals and directions of the District. Plans for educational values and needs have been assessed and financials resources have been provided to achieve the goals. School budgets are prepared in conjunction with specific school improvement plans

and focus areas. The budget and financial plan for Fiscal Year 2023-2024 has been developed to provide an excellent learning opportunity for the students of the District, aligning financial resources with the District Core Beliefs.

FUNDS

Operating Funds

General Fund is the main operating fund of the District and includes the operating budgets for the schools and department.

Insurance Reserve is a sub fund of the General Fund and is used to record expenditures for risk-related activities.

Nutrition Services Fund is a special revenue fund used to record financial transactions related to the nutrition service operations.

Designated Purpose Grants Fund includes certain designated restricted local, state and federal grants.

Health Insurance Fund is an internal services fund that accounts for the partially self-funded insurance programs of the District.

Pupil Activity Fund is a special revenue fund used to record financial transactions related to school sponsored organizations and activities

Non-Operating Funds

Bond Redemption Fund is a debt services fund used to record the revenues received from a tax levy and the associated expenditures to satisfy the indebtedness obligations.

Building Fund is a capital projects fund that allows acquiring capital sites, buildings and equipment as identified by a related bond issue.

Capital Reserve Fund is a capital projects fund and is used to account for acquisition of land, improvements, construction of structures or additions to existing structures and acquisition of equipment and furnishings.

Land Trust Fund is classified as a capital projects fund which is used to record permit fees and the authorization for capital expenditures.

REVENUE

Local Revenue

Property tax is a major funding source for the District, allocated to both General Fund and the Bond Redemption Fund. Property tax assessments are completed every two years by the county assessor's office. All real property is reappraised every odd-numbered year. A 24-month period is used for the assessment. For the 2023 property value assessments, a period from July 1, 2020 through June 30, 2022 was used for appraisals. Each year, the school district certifies a mill levy in December, which is then sent to the county assessor's office. The county assessor sends out the tax notices to each property owner at the beginning of the calendar year. The majority of the property taxes are collected during the months of February through June by the county and are forwarded to each school district monthly. Property taxes account for nearly 12 percent of the General Fund revenue and are estimated to be \$18.8 million in Fiscal Year 2023-2024. Property taxes provide over 98 percent of the funding for the Bond Redemption Fund, estimated to be \$14.5 million in Fiscal Year 2023-2024.

The School Finance Act allows for additional revenue to be raised with voter override approval. The maximum amount that can be approved is 20 percent of a district's total program funding. Harrison School District Two voters have approved \$5.75 million which is collected annually. This represents 4.6 percent of the total program funding for HSD2.

Specific ownership tax is collected by the counties when vehicles are registered. A portion of this tax is allocated to the school district and is recorded in the General Fund. Harrison is expecting to collect \$3.6 million in Fiscal Year 2023-2024.

Other local revenue sources include interest earnings on investments, field trip charges, admissions, tuition, indirect costs, services provided to charter schools and other local sources.

State Revenue

The largest source of revenue for the District is derived from state funding based on the 1994 Public School Finance Act, commonly referred to as program funding and is recorded in the General Fund. Program funding is mandated by state statute, C.R.S. 22-54-104 and is revised each year. This legislation requires that all schools in Colorado will be funded on a per pupil basis. Senate Bill 23-287 was approved by the Colorado General Assembly on May 1, 2023 which revised the Public School Finance Act. In Fiscal Year 2023-2024, the major factors

that impact funding through this Act is an inflationary increase based on the Denver/Aurora/Lakewood consumer price index, a reduction in the budget stabilization factor, and student enrollment. For Fiscal Year 2023-2024 the inflationary factor is 8.0%, an increase of 4.5% from the prior year of 3.5%. Current economic conditions increased the amount of revenue available to the state, thereby reducing the financial impact of the Budget Stabilization Factor. In Fiscal Year 2023-2024, this factor drops to \$2.07 million less in revenue for HSD2, down from \$4.7 million in the prior year.

The projected per pupil revenue is \$10,708 which is \$1,252 more per pupil than the prior fiscal year. The District estimates to receive \$120.66 million in state equalization funding for Fiscal Year 2023-2024 from the Public School Finance Act, representing an increase of \$12.27 million from the previous year. State equalization funding provides over 82 percent of the General Fund revenue.

Personnel cost factor varies by school district and is based on enrollment size. The factor increases as enrollment increases, from a low of .7992 to .9050 for the largest districts. The personnel cost factor for Harrison School District Two is currently .8897.

Non-personnel cost factor is basically the difference between 100 and the district's personnel cost factor and range from .0950 to .201. The non-personnel cost factor for Harrison School District Two is .1103.

The cost of living factor is certified by the Legislative Council to the Department of Education for each school district based on the cost-of-living analysis. This factor reflects differences among the 178 school districts for costs of services, goods and housing costs. This analysis is required every two years. The factor is applied only to the percentage of the statewide base funding allocated for personnel costs. The cost of living factor ranges from 1.014 to 1.65, with Harrison having a factor of 1.209.

District size factor provides additional funds for districts with smaller student enrollments and range from 1.03 to 2.40. The size factor for Harrison is 1.0297.

The budget stabilization factor was created as a budget balancing tool for the legislators to use for the state budget in Fiscal Year 2009-2010. Funding was not available for the state to fully fund the School Finance Act. This factor is applied as a negative percentage to all schools in the state. In Fiscal Year 2022-2023 the total statewide negative factor was \$321 million, of which \$4.7 million is allocated to Harrison School District, representing a reduction in funding of 3.7%. The total negative factor has been decreased for Fiscal Year 2023-2024 to \$141 million, resulting in \$2.07 million lost revenue for the District. The total financial impact through the years has been over \$137 million in lost revenue for Harrison School District.

In addition to program funding provided from the state, additional funds are made available to reimburse school districts for a portion of expenses paid for specific programs. These programs are designed to serve a specific group of students or particular need. These "categorical" programs include funding for special education, English language learners, transportation, gifted learners, vocational education and reading intervention.

The Exceptional Children's Educational Act (ECEA) of 1973 provides funds for the District to serve students whose aptitude or competence in abilities, talents, and potential for accomplishment in one or more domains are so exceptional or developmentally advanced that they require special provisions to meet their educational programming needs. Funding of \$5.0 million will be available for the District.

The English Language Proficiency Act (ELPA) provides additional support for students who are limited-English proficient. For Fiscal Year 2023-2024, \$386 thousand is planned to be received.

Public School Transportation Act, Title 22, Article 51 of the Colorado Revised Statutes, allows for the District to be reimbursed for part of the costs associated with transporting students to and from school. This is based on the previous school year expenditures and the anticipated revenue to be collected is \$711 thousand.

The Colorado Reading To Ensure Academic Development Act (Colorado READ Act) was passed by the Colorado Legislature during the 2012 legislative session. The READ Act focuses on K-3 literacy, assessment, and individual plans for students reading below grade level. This will provide the District \$617 thousand in Fiscal Year 2023-2024.

At-Risk Funding is provided through the School Finance Act. This includes students that are considered under the category of "English Language Learner". Additional funding for at-risk students is 12 percent of the base per pupil funding. Over 66 percent of Harrison School District Two students are identified as at-risk. The District should receive \$12.1 million in funding in Fiscal Year 2023-2024. At-Risk funding accounts for over six percent of the total General Fund Revenue.

A portion of funding for the Governmental Designated Purpose Grants Fund is provided from state sources. These include such programs as Colorado early literacy, Carl Perkins vocational and Preschool bullying.

Federal Revenue

The majority of federal funding is provided for the Nutrition Services and Governmental Designated Purpose Grants Funds. Programs provide reimbursements and U.S.D.A. commodities for the Nutrition Services Fund and are expected to be over \$3.9 million. Several programs are funded through the Governmental Designated Purpose Grants Fund.

Allocations for Titles I, II and III will be determined during the fiscal year. As a result of the COVID 19 pandemic, HSD2 will receive over \$19.3 million of funding associated with the Elementary and Secondary School Emergency Relief Fund (ESSER). Federal sources of revenue for the General Fund provide \$145 thousand and include Title VIII Impact Aid, ROTC and Federal Forest and Mineral funding.

Transfers to Other Funds

The District plans to transfer over \$49.5 million from the General Fund to other funds.

Capital Reserve \$2,327,275

Insurance Reserve \$2,020,000

Charter Schools \$45,229,852

EXPENDITURES

Student-Based Budgeting (SBB)

Harrison School District 2 has utilized Student-Based Budgeting (SBB) since July 1, 2018 as the District's budgeting process for schools. SBB is a process that moves authority and resources closest to where teaching and learning take place, the local school. At full implementation, SBB allows a higher level of per pupil revenue to be allocated at the site level on a per pupil basis making a direct link between a school's actual enrollment and funding. Student Based Budgeting responds proactively to initiatives directed at dictating school district financial practices. Financial transparency is heightened by accountability at the local/school community level and empowers sites with greater discretion and flexibility.

District staff begin each year analyzing prior year per pupil allocations (PPA) in relation to pupil enrollment by level. For Fiscal Year 2023-2024 the PPA for schools are:

- Elementary schools have different levels of per pupil allocations determined by enrollment and range from \$3,632 to \$4,110
- Middle school allocation: \$4,040 to \$4,155
- K-8 school allocation: \$3,677 to \$3,704
- High school allocation: \$3,184

Additional resources may be allocated to schools that have low enrollment or special needs.

Schools allocate funding for teachers, support staff, operating materials and supplies.

Schools are then analyzed to determine additional discretionary allocations per individual educational and support requirements such as counselors, interventionists, literacy coaches and Math Fellows. In addition to discretionary funding, each school is given allocations for non-discretionary positions that are budgeted at the District level. Some of the positions allocated are for Culturally and Linguistically Diverse Education, special education, principal, principal secretary, building engineer and custodian. The District continues to monitor staffing and financial resources available and make decisions necessary to continue to provide excellent educational resources for students.

Salaries

Salaries are the largest component of District expenditures. All funds salaries are estimated to be \$86 million, or approximately 42 percent of the Fiscal Year 2023-2024 budget. General Fund salaries total \$73.2 million, which is 62% of the General Fund budget. Salary increases are based on the specific groups of employees and may also be affected by years of service to the District, with salary increases ranging from 6 to 12 percent. Salary increases total \$5.9 million in Fiscal Year 2023-2024. An additional \$3.0 million will provide 60.4 FTE for 2023-2024. This includes 32.0 certified and 10.5 paraprofessional FTE for special education.

Employee Benefits

Employee benefits are estimated to be \$29.2 million in 2023-2024. This is 14.4 percent of the total expenditures for the District. General Fund benefits are estimated to be \$25.2 million, or 21.3% of General Fund.

The largest cost for employee benefits provided is the District PERA retirement contribution. The rate for Fiscal Year 2023-2024 remains at 21.40 percent. The Medicare rate will remain at 1.45 percent.

Medical and dental insurance options are provided for most employees of the District. The benefit amount is based on the type of coverage and plan chosen. The District will be changing from Kaiser Permanente to Cigna health insurance beginning July 1, 2023. The benefit rate for employees choosing the Cigna open access plus in-network medical insurance ranges from \$535.56 to \$1,069.25 per month. A Cigna plan for local plus in-network medical insurance will also be available for employees at a reduced cost. The medical benefit rates will not be increasing for 2023-2024. The average medical insurance benefit will be \$880, a decrease of \$3 from the prior year average of \$883.

Health Insurance rates for the open access plus in-network plan:

<u>Health Coverage</u>	<u>Option 1</u>	<u>Option 2</u>	<u>Option 3</u>
Employee Only	\$ 537.68	\$ 537.01	\$ 535.56
Employee and Spouse	\$ 963.93	\$ 962.15	\$ 957.98
Employee and Children	\$ 958.04	\$ 956.29	\$ 952.22
Family	\$1,069.25	\$1,067.24	\$1,062.53

The dental insurance benefit rates will remain the same as the prior year ranging from \$27.27 to \$64.88 per month.

Life and long-term disability insurance are also provided for most employees. The rates for these benefits are not projected to change.

Operating Budget

The operating budgets include purchased services, supplies, equipment and other objects. The budget has been planned to include:

Purchased Services: \$27.4 million - the largest components are for General Fund, Governmental Designated Purpose Grants and the Insurance Reserve Funds.

Supplies: \$10.8 million - General Fund, Governmental Designated Purpose Grants Fund, and Nutrition Fund are the majority of expenditures.

Equipment: \$31.5 million – most of which is allocated to the Building Fund.

The District utilities budget will increase by \$45 thousand, to \$2.9 million.

Other objects: \$18.1 million - the majority of this expenditure is \$14.5 million for the Bond Redemption Fund principal and interest.

FUND BALANCE

The budgets have been prepared to comply with the Board of Education requirements for maintaining adequate fund balances. Fund balance is maintained to ensure fiscal stability that guards against unforeseen circumstances and meets District, state and federal requirements.

GASB 54 mandates that fund balance will be categorized as follows:

- Restricted - funds must be set aside for specific purposes and constitutional or legislative provisions. This includes reserves for the Debt Service and Colorado Preschool funds, as well as the required TABOR reserve.
- Non-spendable - amounts that are required to be maintained intact, or are not in a spendable form. Included are reserves for inventory and prepaid items.

- Committed - set aside for a specific purpose. Funds are reserved for long-term compensated absences, risk management, capital projects and other operating reserves.
- Assigned - amounts intended to be used for a specific purpose.
- Unassigned - funds available for any purpose.

Pursuant to Article X, Section 20 of the Colorado Constitution, the required TABOR reserve of 3% has been maintained. This General Fund reserve is estimated to be \$3.3 million at June 30, 2023.

Per Board of Education policy, a reserve of 13 percent of General Fund expenditures will be maintained, which includes the TABOR reserve. Ending fund balance is projected to be \$27.1 million, which is 22.9 percent of expenditures. This is a reduction of \$6.01 million from the Fiscal Year 2022-2023 estimated ending fund balance. These projections do not include any estimates for underspending, which has occurred in the past. With the negative factor continuing to reduce available funding, the District has chosen to use available fund balance to mitigate the need for budget reductions. The drawdown of fund balance will continue to fund enhancement of academic achievement and is limited in nature to assure that adequate funds are available.

ENROLLMENT

In 2021-2022 Harrison School District experienced an overall increase in preschool through 12th grade enrollment of 2.6 percent, to 13,270 students mainly due to the inclusion of Vanguard Charter School and the opening of Aspire Online Academy. Enrollment is projected to remain the same as 2022-2023 at 13,060 students.

The Public School Finance Act allows for districts with declining enrollment to utilize up to five years of averaging to calculate the funded pupil count. The intent is to help reduce the financial impact of lost funding for the students and spread the loss for up to a five year period. HSD2 has experienced declining enrollment over the past few years, and by utilizing pupil count averaging, has helped to reduce the negative impact of decreased funding. The average funded pupil count is projected to be 12,627.

A large portion of the students enrolled in HSD2 are considered to be at-risk of successfully completing their education. It is projected that 8,334 students in HSD2 are at risk, which is 66.2 percent, while the state average is 41.8 percent.

HARRISON SCHOOL DISTRICT TWO

REVENUE TREND ANALYSIS

Property Tax is a local revenue source and is recorded in both the General Fund and the Bond Redemption Fund. This funding is based on the mill levy approved by the Board of Education in December of each year and the assessed valuation received from the county. In Fiscal Year 2023-2024, \$33.3 million is budgeted for property tax. Property tax collection rates are expected to remain the same as in the prior year.

Other Local Revenue is comprised of several sources. The largest component is Specific Ownership Tax which is collected by the county when vehicles are registered and is then passed on to the District. This also includes investment income, indirect costs and services provided to Charter Schools. For Fiscal Year 2023-2024, \$9.5 million is planned to be collected. Other local revenue sources remain fairly stable through the years, with an increase in Fiscal Year 2021-2022 with the sale of the final \$80 million in bonds including \$26 million recognized from the premium on bonds sold.

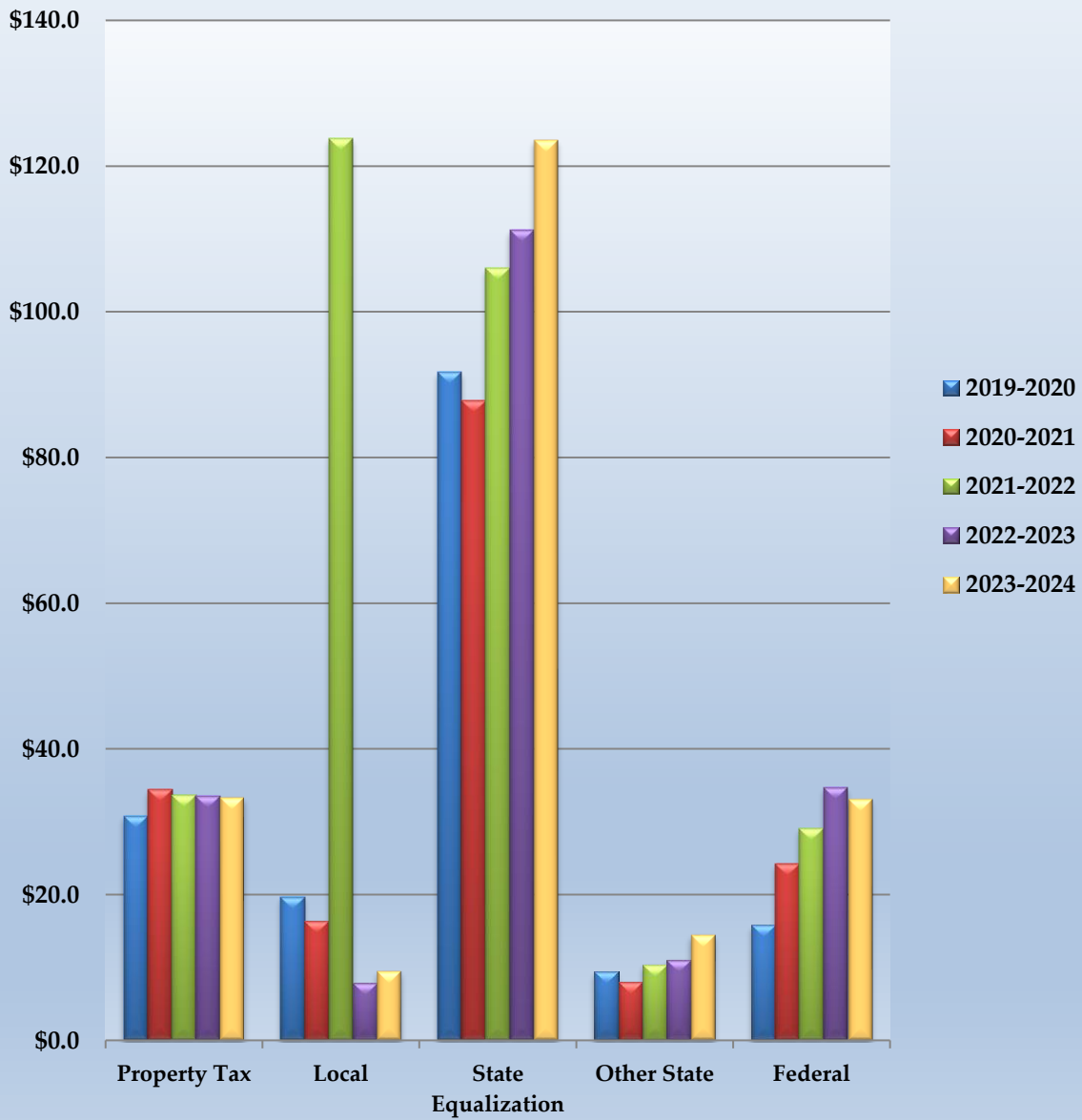
Other than the sale of bonds, **State Equalization** is the largest funding source for Harrison School District Two, comprising over 74 percent of General Fund gross revenue. State Equalization is a provision of the Public School Finance Act, approved by the Colorado State Legislature each year. All 178 schools districts in the state are funded under this act. The Public School Finance Act funding is described in the budget development assumptions. The amount budgeted for state equalization revenue is \$121 million, which is an increase of \$12 million from 2022-2023. This is a result of the 8 percent inflationary increase in state funding and the reduction in the budget stabilization factor. HSD2 will also receive an additional \$2.9 million for a planned enrollment audit adjustment, and \$1.6 million from a state mill levy override match. The fluctuation in the amount of money received from state equalization varies by year and is subject to the allocations authorized from the State of Colorado.

Other State Revenue includes funding provided for Special Education, ELPA, Career and Technical Education, Transportation, Kindergarten, Universal Preschool and READ Act programs. Over \$17.3 million is planned to be collected in 2023-2024. These amounts remain fairly consistent from year to year and are adjusted for inflation.

Federal Revenue provides funding sources for the Designated Purpose Grants Fund, Food Services Fund and General Fund. The District plans to collect over \$33 million from federal resources in 2023-2024. This is a reduction of \$1.6 million for federal funding streams associated with COVID-19.

HARRISON SCHOOL DISTRICT TWO
REVENUE TREND ANALYSIS - ALL FUNDS
FISCAL YEARS 2019-2020 TO 2023-2024

Revenue Trends
(in millions)



HARRISON SCHOOL DISTRICT TWO

EXPENDITURE TREND ANALYSIS

Salaries account for 42 percent of all District expenditures. In the General Fund, nearly 62 percent is spent on salaries, with the majority (\$43 million) on certified staff for classroom support. Additional teachers and para professionals are also provided through the Designated Purpose Grants Fund. Historically, the District spends over 44 percent of grant funding on staff to help provide an excellent educational opportunity for students.

Over the past few years, HSD2 has allocated significant financial resources for employees. Fiscal Year 2023-2024 salary increases total \$5.9 million with increases ranging from 6 to 12 percent. Salary increases in Fiscal Year 2022-2023 ranged from 2 to 5 percent with a \$1,000 stipend paid to most staff. In Fiscal Year 2021-2022 the increases ranged from 4 to 12 percent with an additional stipend.

The 2023-2024 General Fund budget includes \$3.02 million for an additional 60.4 FTE. The vast majority of the positions are certified staff and paraprofessionals, providing educational support for the students. Special education certified staff will be increased by 32 FTE and nearly 20 paraprofessional positions have been added. In addition, \$1.1 million is included for certified salary schedule placement and progression for support staff.

Employee Benefits comprise over 14 percent of the total expenditures for the District and consist of the District PERA retirement contribution, Medicare, health, dental, life and disability insurance benefits.

The PERA contribution rate for 2023-2024 remains at 21.40 percent. The PERA rate is set by the legislature and has increased since 2004-2005, when the employer contribution rate was 10.15 percent. The annual increases have ranged from .25 percent to .95 percent. The employer contribution rate has increased every year since 2004-2005, with the exception of 2021-2022 and 2023-2024.

Health and dental benefits are provided for most current employees. Beginning in 2021-2022 the health insurance changed from a partially self-funded plan to a fully insured plan provided by Kaiser and will transition to Cigna for 2023-2024. The benefit amounts vary depending on the type of coverage chosen. The monthly benefit amounts will remain fairly consistent with the prior year rates, and range from \$479 for employee only coverage, to \$1,069 for employee and family coverage, depending on the plan chosen. The insurance participation rate is thought to increase in 2023-2024 as a result of moving from Kaiser to Cigna.

Harrison is partially self-funded for dental insurance and the monthly benefit amount will remain the same as last year, ranging from \$27.27 for employee only, to \$64.88 for employee and family coverage.

Other post employment benefits (OPEB) are provided through the Public Employee Retirement Association (PERA) Health Care Trust Fund (HCTF), as required by C.R.S. 24-51-1206. PERA administers this program which provides a premium subsidy to benefit recipients choosing to enroll in the health care program. At June 30, 2022, the District reported a liability of \$5.74 million for its proportionate share of the net OPEB liability, down from \$6.3 million the prior year.

Purchased Services make up over 13 percent of total District expenditures, with \$11.5 million of the expenditures in the General Fund. Utility costs and Universal Preschool expenditures are included in purchased services. Within the Health Insurance Fund the planned expenditures have decreased nearly \$11 million over the last three years as a result of moving to a fully insured health care plan. Purchased services in the Building Fund have fluctuated through the years, with a high of \$7.7 million in Fiscal Year 2021-2022 and will decrease to \$650 thousand in 2023-2024. The decrease is the result of the 2018 voter approved override election projects nearing completion.

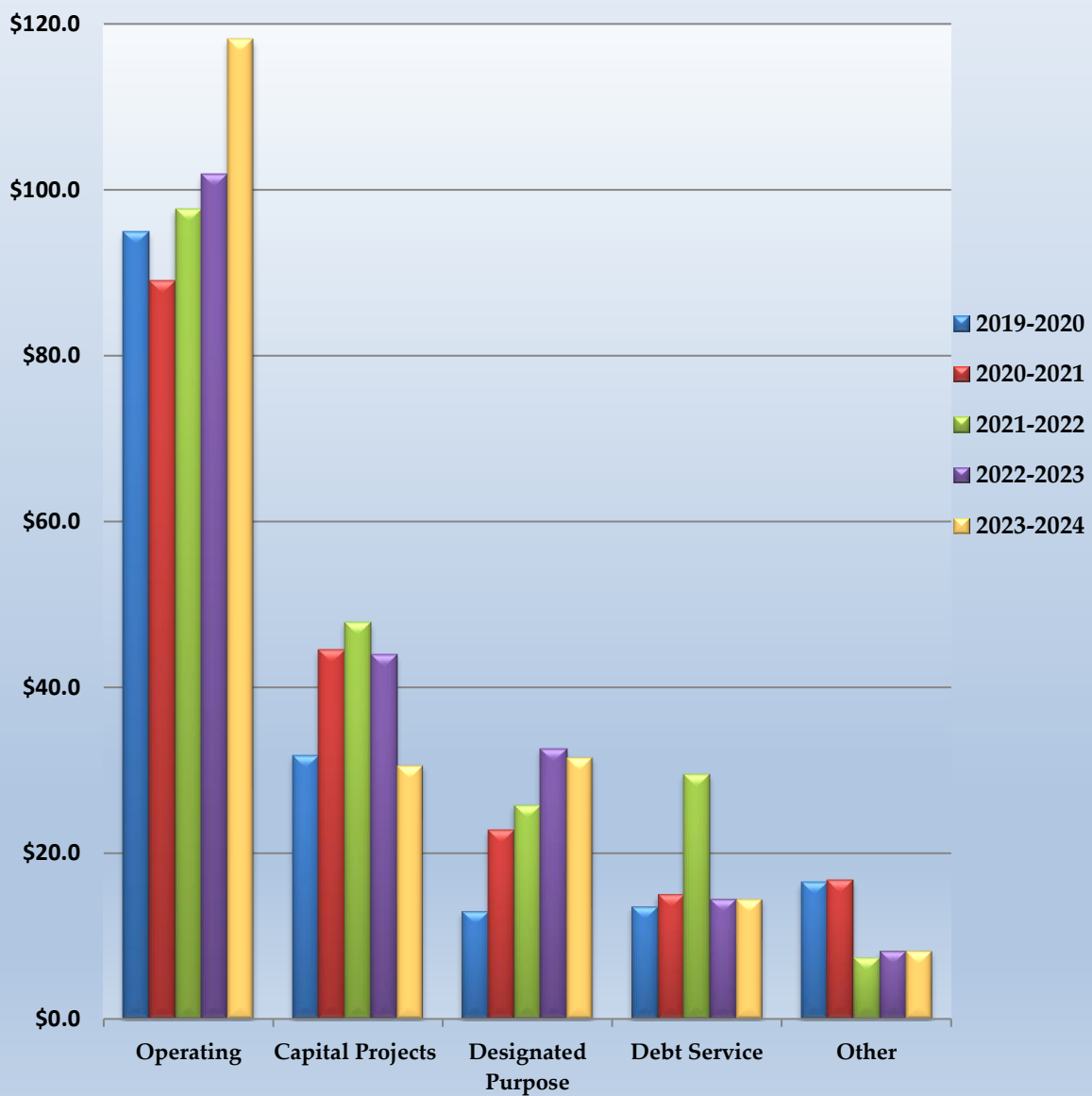
Supplies comprise 5 percent of the total expenditures and are budgeted at \$10.8 million for all funds in Fiscal Year 2023-2024. The majority of supplies are planned to be used in the General and Designated Purpose Grants Funds.

Equipment expenditures are planned for \$31.5 million. Construction projects funded in the Building Fund make up 86 percent of total equipment expenditures and are planned to be \$27 million in 2023-2024. This includes major renovations for several schools projected to be completed in 2024-2025.

Other expenditures include \$14.4 million to service bond debt and is expected to remain at this level through Fiscal Year 2026-2027. During Fiscal Year 2021-2022 the District refinanced outstanding bonds and was able to retire \$13.3 million in existing bonds.

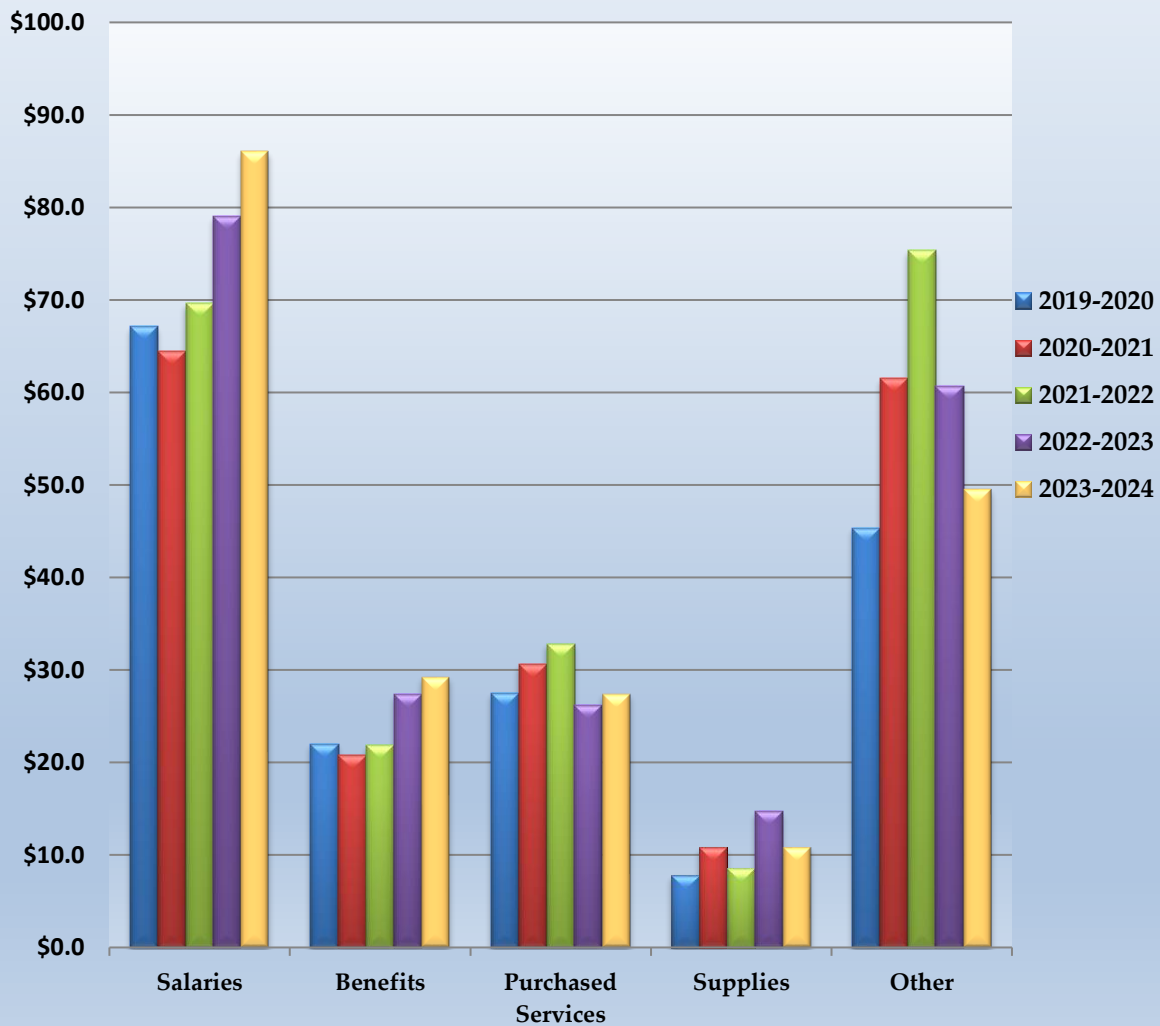
HARRISON SCHOOL DISTRICT TWO
EXPENDITURE TREND ANALYSIS BY FUND
FISCAL YEARS 2019-2020 TO 2023-2024

Expenditure Trends by Fund
(in millions)



HARRISON SCHOOL DISTRICT TWO
EXPENDITURE TREND ANALYSIS BY OBJECT
FISCAL YEARS 2019-2020 TO 2023-2024

Expenditure Trends by Object
(in millions)



HARRISON SCHOOL DISTRICT TWO SUMMARY OF TOTAL BUDGET ALL FUNDS STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE FISCAL YEARS 2019-2020 TO 2022-2023					
	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
	Actual	Actual	Actual	Budget	Estimated Actual
Beginning Fund Balance	\$ 134,553,904	\$ 110,000,619	\$ 71,434,979	\$ 127,179,342	\$ 127,179,342
Revenue					
Local	50,464,253	50,734,216	157,352,664	41,401,156	43,472,454
State	101,166,639	95,770,982	116,355,097	122,231,299	120,824,844
Federal	15,802,554	24,203,109	29,048,185	34,701,371	34,697,728
Transfers	(22,263,806)	(21,203,517)	(38,826,391)	(41,219,977)	(40,211,258)
Total Resources Available	145,169,640	149,504,790	263,929,555	157,113,849	158,783,768
Expenditures					
Salaries	67,091,484	64,407,115	69,647,542	79,003,579	74,210,024
Benefits	21,989,369	20,800,760	21,855,553	27,361,204	24,749,074
Purchased Services	27,498,305	30,572,643	32,815,718	26,144,994	24,988,048
Supplies	7,786,429	10,775,378	8,524,547	14,693,787	13,653,246
Equipment	30,332,440	45,500,955	42,205,993	43,785,118	46,096,338
Other Objects	15,024,898	16,013,579	33,135,839	16,903,256	16,091,328
Total Expenditures	169,722,925	188,070,430	208,185,192	207,891,938	199,788,058
Ending Fund Balance	\$ 110,000,619	\$ 71,434,979	\$ 127,179,342	\$ 76,401,253	\$ 86,175,052

Explanation of changes in revenue, expenditures and fund balance

Enrollment for Fiscal Year 2023-2024 is expected to remain flat with no expected significant changes.

Revenue was significantly increased in Fiscal Year 2021-2022 due to additional funding provided through the CARES Act, a result of the COVID 19 pandemic. This additional funding will continue to be spent through 2024. General Fund funding is increased in Fiscal Year 2023-2024 by 8.0% for an inflationary increase in the Public School Finance Act. This inflationary increase is considerably higher than the 3.5% increase for Fiscal Year 2022-2023. In Fiscal Year 2021-2022, the District sold \$80 million in bonds remaining from the 2018 election approved by voters with an additional \$26 million realized in bond premium revenue.

A significant investment has been in compensation for all employees. D2 has continued to experience labor shortages and is making a concerted effort to increase salaries in order to fully staff and retain employees. Benefit rates are not projected to increase.

HARRISON SCHOOL DISTRICT TWO SUMMARY OF TOTAL BUDGET ALL FUNDS STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE FISCAL YEARS 2023-2024 TO 2026-2027				
	2023-2024	2024-2025	2025-2026	2026-2027
	Budget	Projection	Projection	Projection
Beginning Fund Balance	\$ 86,175,052	\$ 51,789,048	\$ 33,929,578	\$ 26,366,328
Revenue				
Local	42,814,792	41,452,452	41,476,933	41,472,263
State	138,031,450	136,160,265	139,400,825	142,618,945
Federal	33,111,728	18,989,728	17,423,728	17,529,728
Transfers	(45,229,852)	(45,459,035)	(46,623,935)	(47,825,157)
Total Resources Available	168,728,118	151,143,410	151,677,551	153,795,779
Expenditures				
Salaries	86,061,920	81,005,495	80,541,797	80,644,576
Benefits	29,231,474	27,622,237	27,481,433	27,511,535
Purchased Services	27,422,425	21,973,017	21,370,460	21,632,665
Supplies	10,823,917	9,856,217	9,773,331	9,811,134
Equipment	31,508,543	11,797,197	3,395,173	3,410,633
Other Objects	18,065,843	16,748,717	16,678,607	16,695,322
Total Expenditures	203,114,122	169,002,880	159,240,801	159,705,865
Ending Fund Balance	\$ 51,789,048	\$ 33,929,578	\$ 26,366,328	\$ 20,456,242

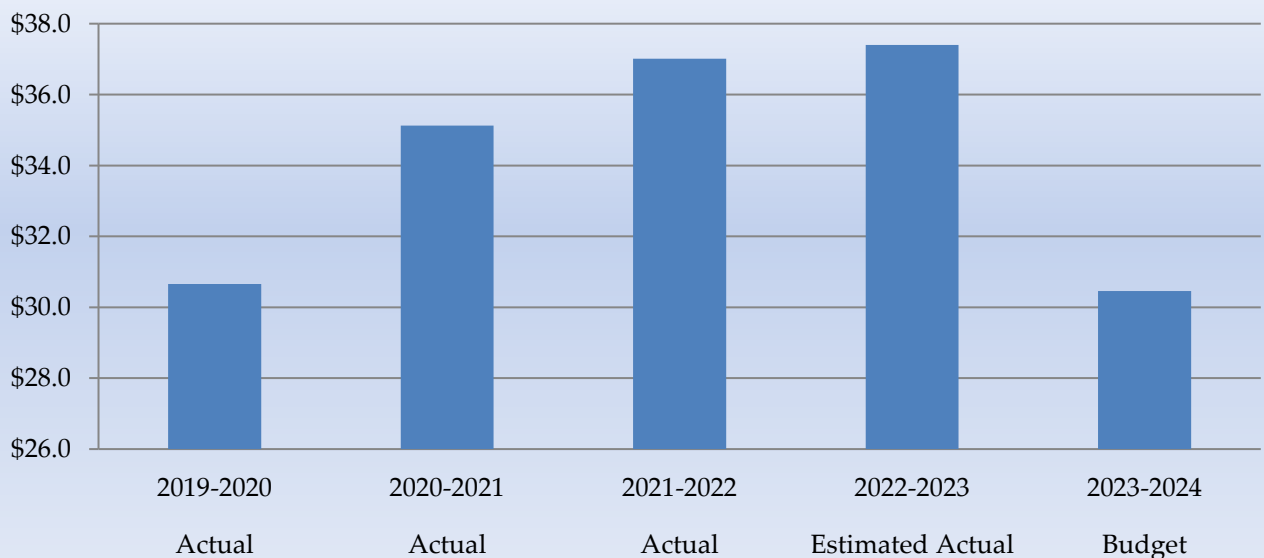
The Designated Purpose Grants Fund will experience a decrease in funding in Fiscal Year 2024-2025, as the CARES Act funding draws to a close, resulting in potential reduction of staff. Ongoing Building Fund projects funded from the November 2018 bond election should be completed in 2024-2025. Building Fund spending in Fiscal Year 2023-2024 is expected to be \$27.7 million, a decrease of \$14.6 million from planned spending in 2022-2023.

A decrease in Ending Fund Balance beginning in Fiscal Year 2020-2021, is mainly the result of Building Fund spending associated with the construction of capital projects planned in the 2018 voter approved bond issue. This spend down of fund balance will continue through 2024-2025, when the projects are scheduled to be completed. The projected expenditures do not include an estimate for underspending which has occurred in the past and may continue in the future. Measures will be taken in future years to maintain adequate fund balances as required by District and Board policy.

HARRISON SCHOOL DISTRICT TWO
SUMMARY OF OPERATING FUNDS
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2019-2020 TO 2022-2023

	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
	Actual	Actual	Actual	Budget	Estimated Actual
Beginning Fund Balance	\$ 27,668,911	\$ 30,656,478	\$ 35,122,769	\$ 37,015,368	\$ 37,015,368
Revenue					
Local	33,726,745	34,220,495	27,272,028	25,967,695	27,948,197
State	101,166,639	95,770,982	116,355,097	122,231,299	120,824,844
Federal	15,802,554	24,203,109	29,048,185	34,701,371	34,697,728
Transfers	(23,341,081)	(21,203,517)	(39,903,665)	(42,297,252)	(41,288,533)
Total Revenue	127,354,857	132,991,069	132,771,645	140,603,113	142,182,236
Expenditures:					
Salaries	66,878,805	64,179,793	69,454,355	78,718,130	73,975,359
Benefits	21,932,378	20,737,882	21,806,759	27,274,036	24,681,957
Purchased Services	24,834,911	29,029,079	24,827,890	22,409,994	23,435,548
Supplies	7,774,414	10,763,466	8,520,786	14,668,787	13,645,346
Equipment	1,455,859	2,825,571	3,234,700	4,375,256	4,486,876
Other Objects	1,490,923	988,987	3,034,556	2,082,056	1,570,128
Total Expenditures	124,367,290	128,524,778	130,879,046	149,528,259	141,795,214
Ending Fund Balance	\$ 30,656,478	\$ 35,122,769	\$ 37,015,368	\$ 28,090,222	\$ 37,402,390

Ending Fund Balance
(in millions)



HARRISON SCHOOL DISTRICT TWO
SUMMARY OF OPERATING FUNDS
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2023-2024 TO 2026-2027

	2023-2024	2024-2025	2025-2026	2026-2027
	Budget	Projection	Projection	Projection
Beginning Fund Balance	\$ 37,402,390	\$ 30,458,158	\$ 20,857,394	\$ 13,013,884
Revenue				
Local	27,477,180	26,560,240	26,579,154	26,631,684
State	138,031,450	136,160,265	139,400,825	142,618,945
Federal	33,111,728	18,989,728	17,423,728	17,529,728
Transfers	(47,557,127)	(47,786,310)	(48,951,210)	(50,152,432)
Total Revenue	151,063,231	133,923,923	134,452,497	136,627,925
Expenditures:				
Salaries	85,843,290	80,854,683	80,383,445	80,478,306
Benefits	29,175,699	27,576,821	27,435,109	27,464,285
Purchased Services	25,295,382	20,295,974	19,943,417	20,205,622
Supplies	10,803,917	9,851,217	9,773,331	9,811,134
Equipment	3,783,557	2,741,325	2,626,173	2,641,633
Other Objects	3,105,618	2,204,667	2,134,532	2,162,347
Total Expenditures	158,007,463	143,524,687	142,296,007	142,763,327
Ending Fund Balance	\$ 30,458,158	\$ 20,857,394	\$ 13,013,884	\$ 6,878,482

Operating funds for the District include the General Fund, Insurance Reserve Fund, Colorado Preschool Program, Nutrition Services Fund, Designated Special Purpose Grants Fund, Health Insurance Fund and Pupil Activity Fund.

The future financial projections include a planned draw-down of fund balance. This represents the Districts' commitment to minimize the impact of potential expenditure reductions. Future year projections do not include any savings realized by the underspending of expenditures and any unforeseen financial impacts.

The financial impact of future year projections will be monitored and reviewed during the year and will allow for data driven decisions to be made as necessary.

HARRISON SCHOOL DISTRICT TWO FINANCIAL FORECASTS

Operating Funds

General Fund

Revenue forecasts include estimates of inflation increases for program funding which is the largest component of revenue and is funded through the state. Since 2009-2010, the state has experienced budget shortfalls and created a budget balancing tool for the legislature to use in the state budget (called the budget stabilization factor). Each year for planning purposes, special attention is focused on this budget shortfall and the impact it may have on schools. In Fiscal Year 2022-2023, the total statewide budget stabilization factor was \$321 million; in Fiscal Year 2023-2024 this will be reduced further by an additional \$180 million allowing for \$2.6 million additional funding for D2. The total remaining statewide budget stabilization factor will be \$141 million with \$2.07 million representing D2's portion.

Property tax collection rates are analyzed and used to forecast future collections.

Specific ownership taxes are reviewed and based on anticipated changes in the sales of vehicles.

Services provided to Charter Schools and indirect costs are also funding sources for the General Fund.

State categorical fund sources, such as ELPA, transportation, career and technical education, special education, gifted and talented, Universal Preschool and Read Act funds are projected to include an anticipated inflationary increase provided by the State of Colorado through the Public School Finance Act.

Salary increases are not included in future year projections rather an analysis of available resources will be reviewed each year for funding potential.

A percentage increase to the PERA benefit is included, if necessary, in outgoing years based on current legislative requirements. Medical benefit rates are reviewed annually and increases are incorporated into budget planning.

Utility usage and planned rate increases are built into future year budgets and operating budgets are monitored for potential increases / decreases as necessary.

Although future year show a draw down of fund balance, the projections do not include any estimates for savings realized from underspending of the expenditure budget or vacancy savings. Savings are analyzed annually and will be incorporated into future budgets as appropriate.

Fund balance requirements are continuously reviewed to assure compliance with Board of Education policies. When necessary, cost containment measures and expenditure reductions are incorporated into the planning. Planned draw-down of available fund balance may be used to mitigate the need for potential reductions.

Insurance Reserve

The largest expenditures are for workers compensation, property and liability insurances. Planned increases are projected using historical costs and any anticipated future increases based on discussions with the insurers. The transfer from General Fund is monitored closely to maintain an adequate fund balance.

Nutrition Services

Both revenue and expenditures have remained fairly consistent through the years. Any planned changes to the program are evaluated and included in future year forecasts. The increase to fund balance will be appropriately utilized for programmatic one-time expenditures.

Designated Purpose Grants

Funding provided through the federal stimulus funding has significantly expanded the opportunity to provide much needed academic needs for the next several years.

Pupil Activity

Fund raising efforts were significantly slowed due to the impact of COVID-19. As schools returned to in person and the health impact of COVID-19 lessened, fund raising efforts resumed in hopes of providing opportunities for students. A slight draw down of fund balance is planned in future years.

Health Insurance

Revenue projections will include anticipated employee participation in the dental plan as well as any rate adjustments that may be necessary. Expenditure forecasts will include the estimated amount needed to cover the claims payments for the dental plan. Expenditures have been fairly consistent through the past years and are expected to remain at that level.

Debt Service Fund

Bond Redemption

Revenue is based on mills levied on homeowners and collected through property tax to ensure appropriate revenues are available to meet expenditures and provide for adequate fund balance. Expenditures are projected based on the multi year debt payment schedule.

Capital Projects Funds

Building

With the successful passage of a bond issue approved by the voters in November 2018, construction projects have been planned through 2024-2025. This revenue will provide funding for outstanding projects and expand and enhance the facilities within the District. As the projects near completion, fund balance will be used for remaining expenditures. Current estimates project completion of all projects in 2025.

Capital Reserve

District staff review and prioritize the capital projects needed to be completed. With the current use of funds available in the Building Fund for capital projects, emphasis can be placed on providing financial resources through the Capital Reserve Fund to address the most critical project needs. A transfer from General Fund provides the majority of funding available for the Capital Reserve Fund.

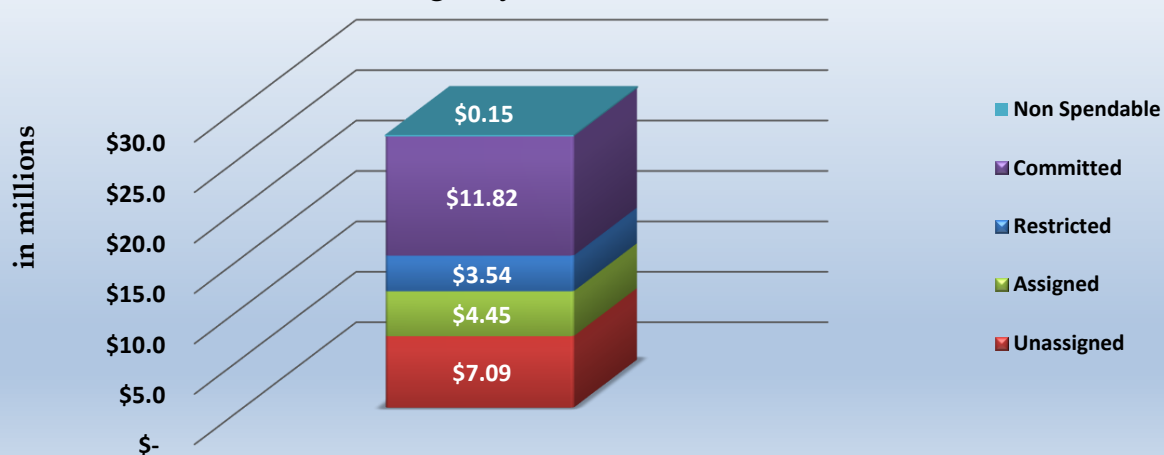
Land Trust

Revenue from permit fees associated with new residential building growth in the District are reviewed and planned for. For 2023-2024, funding in this budgt will be allocated for field work and updates. Yearly expenditures are dependent on current available resources.

HARRISON SCHOOL DISTRICT TWO
GENERAL FUND
SUMMARY OF REVENUE, EXPENDITURES AND FUND BALANCE
FISCAL YEARS 2019-2020 TO 2023-2024

	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023 Estimated	2023-2024
	Actual	Actual	Actual	Budget	Actual	Budget
Beginning Fund Balance	\$ 23,245,816	\$ 26,554,168	\$ 33,331,659	\$ 32,604,912	\$ 32,604,912	\$ 33,073,035
Revenue	123,172,451	118,563,093	139,957,717	144,892,825	145,739,481	161,724,358
Transfers Out	(24,931,991)	(22,745,248)	(42,980,476)	(44,372,252)	(43,363,533)	(49,577,127)
Total Revenue and Transfers Out	98,240,460	95,817,845	96,977,241	100,520,573	102,375,948	112,147,231
Total Available Resources	121,486,276	122,372,013	130,308,900	133,125,485	134,980,860	145,220,266
Expenditures	94,932,108	89,040,354	97,703,988	108,763,197	101,907,825	118,160,681
Total Uses	94,932,108	89,040,354	97,703,988	108,763,197	101,907,825	118,160,681
Total Resources Over (Under) Total Uses	3,308,352	6,777,491	(726,747)	(8,242,624)	468,123	(6,013,450)
Ending Fund Balance	\$ 26,554,168	\$ 33,331,659	\$ 32,604,912	\$ 24,362,288	\$ 33,073,035	\$ 27,059,585
Fund Balance as a Percent of Expenditures	27.97%	37.43%	33.37%	22.40%	32.45%	22.90%

Ending Fund Balance Estimated June 30, 2024
Budgetary GASB 54 Fund Balance



Estimated Ending Fund Balance	Amount
Non Spendable	\$ 152,822
Committed	11,816,089
Restricted	3,544,800
Assigned	4,453,711
Unassigned	7,092,163
Total Ending Fund Balance	\$ 27,059,585

HARRISON SCHOOL DISTRICT TWO GENERAL FUND SUMMARY OF REVENUES FISCAL YEARS 2019-2020 TO 2022-2023					
	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023 Estimated
	Actual	Actual	Actual	Budget	Actual
Beginning Fund Balance	\$ 23,245,816	\$ 26,554,168	\$ 33,331,659	\$ 33,279,843	\$ 32,604,912
Local Revenue					
Property Tax	16,958,133	18,601,999	19,047,981	18,579,920	18,716,909
Specific Ownership Taxes	3,757,267	3,937,072	3,719,222	3,500,000	3,600,000
Spring Creek Youth Services Center	518,782	-	-	-	-
Investment Earnings	347,634	36,607	65,848	18,000	900,000
Indirect Costs and Overhead	505,554	422,640	1,555,038	500,000	1,220,000
Services Provided					
Charter Schools	1,093,977	1,103,474	1,315,835	1,415,540	1,800,000
Other Local	279,097	466,266	305,232	286,695	320,000
Total Local Revenue	23,460,444	24,568,058	26,009,156	24,300,155	26,556,909
State Revenue					
State Equalization	91,730,911	87,756,743	105,995,366	111,178,810	108,385,153
PERA On-Behalf Payment	1,505,929	-	1,451,912	1,500,000	1,500,000
ELPA	838,207	760,126	350,877	378,100	391,627
Transportation	713,935	761,054	685,436	697,500	655,045
Career and Technical Education	22,516	90,021	47,221	50,600	89,162
Special Education	3,132,103	2,946,776	3,316,358	4,707,589	4,833,800
Gifted Education	110,688	110,190	113,519	117,500	127,685
Read Act	583,067	494,244	494,226	566,800	613,157
Charter Capital					
Construction	673,562	763,969	1,219,648	1,250,400	1,536,000
Other State Revenue	-	66,922	57,752	-	909,215
Total State Revenue	99,310,918	93,750,045	113,732,315	120,447,299	119,040,844
Federal Revenue	401,089	244,990	216,246	145,371	141,728
Total Revenue	123,172,451	118,563,093	139,957,717	144,892,825	145,739,481
Transfers Out	(24,931,991)	(22,745,248)	(42,980,476)	(44,372,252)	(43,363,533)
Total Revenue and Transfers Out	\$ 98,240,460	\$ 95,817,845	\$ 96,977,241	\$ 100,520,573	\$ 102,375,948

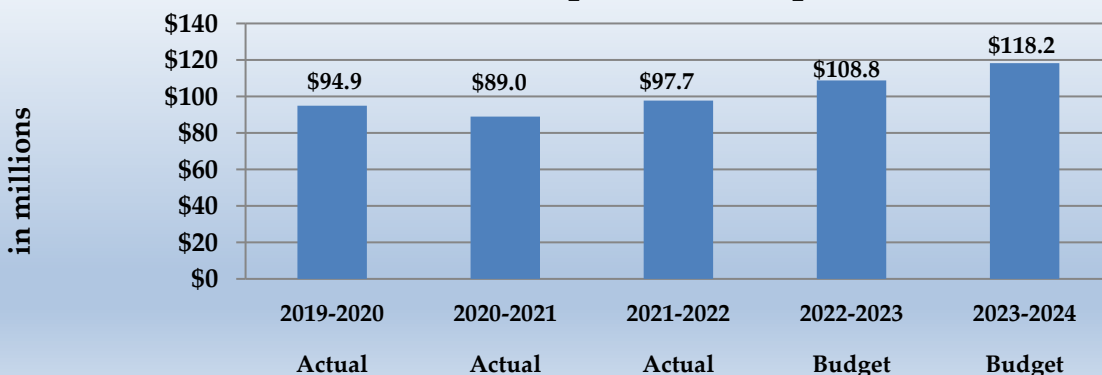
HARRISON SCHOOL DISTRICT TWO
GENERAL FUND
SUMMARY OF REVENUES
FISCAL YEARS 2023-2024 TO 2026-2027

	2023-2024	2024-2025	2025-2026	2026-2027
	Budget	Projections	Projections	Projections
Beginning Fund Balance	\$ 33,073,035	\$ 27,059,585	\$ 17,944,065	\$ 10,567,800
Local Revenue				
Property Tax	18,814,945	18,814,945	18,945,319	18,945,319
Specific Ownership Taxes	3,600,000	3,600,000	3,600,000	3,600,000
Spring Creek Youth Services Center	-	-	-	-
Investment Earnings	500,000	250,000	100,000	100,000
Indirect Costs and Overhead	1,220,000	520,000	520,000	520,000
Services Provided				
Charter Schools	1,565,540	1,565,540	1,565,540	1,565,540
Other Local	322,695	311,695	311,695	311,695
Total Local Revenue	26,023,180	25,062,180	25,042,554	25,042,554
State Revenue				
State Equalization	123,547,535	122,975,297	125,957,078	128,909,924
PERA On-Behalf Payment	1,500,000	1,500,000	1,500,000	1,500,000
ELPA	385,700	395,300	405,200	415,300
Transportation	710,900	728,700	746,900	765,600
Career and Technical Education	93,200	95,500	97,900	100,300
Special Education	4,994,694	5,119,600	5,247,600	5,378,800
Gifted Education	137,100	140,500	144,000	147,600
Read Act	616,800	616,800	616,800	616,800
Charter Capital				
Construction	1,250,400	1,250,400	1,250,400	1,250,400
Other State Revenue	2,323,121	791,168	810,947	831,221
Total State Revenue	135,559,450	133,613,265	136,776,825	139,915,945
Federal Revenue	141,728	141,728	141,728	141,728
Total Revenue	161,724,358	158,817,173	161,961,107	165,100,227
Transfers Out	(49,577,127)	(50,006,310)	(51,391,210)	(52,753,432)
Total Revenue and Transfers Out	\$ 112,147,231	\$ 108,810,863	\$ 110,569,897	\$ 112,346,795

HARRISON SCHOOL DISTRICT TWO
GENERAL FUND
COMPARATIVE SUMMARY OF EXPENDITURES BY OBJECT
FISCAL YEARS 2019-2020 TO 2022-2023

	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023 Estimated
	Actual	Actual	Actual	Budget	Actual
Salaries					
Administrator	\$ 6,825,443	\$ 6,813,739	\$ 6,805,418	\$ 6,724,748	\$ 7,300,000
Professional - Instructional	36,584,507	32,370,442	35,189,787	39,240,821	35,850,000
Professional - Other	3,322,702	3,298,863	4,079,448	4,618,705	4,300,000
Paraprofessionals	4,453,786	4,014,936	4,387,444	4,826,115	4,700,000
Administrative and Office Support	3,390,282	3,238,072	3,375,500	4,023,314	3,550,000
Crafts, Trades and Services	5,136,589	4,909,430	5,294,432	5,972,035	5,300,000
Total Salaries	59,713,309	54,645,482	59,132,029	65,405,738	61,000,000
Benefits					
PERA and Medicare	12,360,797	11,593,925	13,013,620	14,946,267	13,475,000
PERA On-Behalf Payment	1,505,929	-	1,451,912	1,500,000	1,500,000
Other Benefits	5,931,008	6,204,567	4,205,727	6,734,057	5,721,575
Total Benefits	19,797,734	17,798,492	18,671,259	23,180,324	20,696,575
Total Salaries and Benefits	79,511,043	72,443,974	77,803,288	88,586,062	81,696,575
Other Objects					
Purchased Services	9,814,161	11,007,297	13,237,499	12,447,845	13,602,152
Supplies	4,545,529	4,788,527	4,733,280	5,695,163	4,673,041
Equipment	642,265	498,552	1,209,346	1,103,583	1,213,191
Other Objects	419,110	302,004	720,575	930,544	722,866
Total Other Objects	15,421,065	16,596,380	19,900,700	20,177,135	20,211,250
Total Expenditures	94,932,108	89,040,354	97,703,988	108,763,197	101,907,825
Ending Fund Balance	\$ 26,554,168	\$ 33,331,659	\$ 32,604,912	\$ 24,362,288	\$ 33,073,035

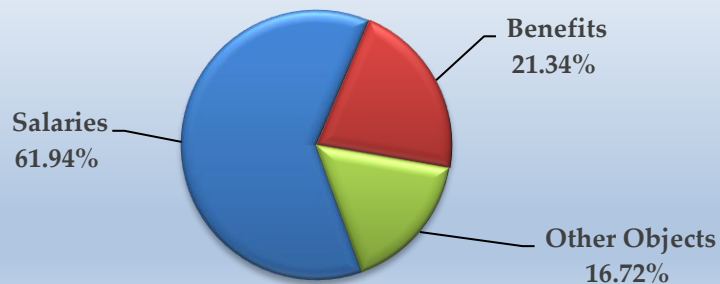
Five Year Comparison of Expenditures



HARRISON SCHOOL DISTRICT TWO
GENERAL FUND
COMPARATIVE SUMMARY OF EXPENDITURES BY OBJECT
FISCAL YEARS 2023-2024 TO 2026-2027

	2023-2024	2024-2025	2025-2026	2026-2027
	Budget	Projection	Projection	Projection
Salaries				
Administrator	\$ 7,269,134	\$ 7,269,134	\$ 7,269,134	\$ 7,269,134
Professional - Instructional	42,964,685	42,964,685	42,964,685	42,964,685
Professional - Other	5,089,264	5,089,264	5,089,264	5,089,264
Paraprofessionals	6,618,591	6,618,591	6,618,591	6,618,591
Administrative and Office Support	4,131,481	4,131,481	4,131,481	4,131,481
Crafts, Trades and Services	7,117,465	7,117,465	7,117,465	7,117,465
Total Salaries	73,190,620	73,190,620	73,190,620	73,190,620
Benefits				
PERA and Medicare	16,724,141	16,724,141	16,724,141	16,724,141
PERA On-Behalf Payment	1,500,000	1,500,000	1,500,000	1,500,000
Other Benefits	6,994,522	6,994,522	6,994,522	6,994,522
Total Benefits	25,218,663	25,218,663	25,218,663	25,218,663
Total Salaries and Benefits	98,409,283	98,409,283	98,409,283	98,409,283
Other Objects				
Purchased Services	11,470,270	11,319,918	11,331,390	11,343,149
Supplies	6,270,434	6,245,472	6,251,801	6,258,289
Equipment	1,311,936	1,366,197	1,367,582	1,369,001
Other Objects	698,758	585,513	586,106	586,714
Total Other Objects	19,751,398	19,517,100	19,536,879	19,557,153
Total Expenditures	118,160,681	117,926,383	117,946,162	117,966,436
Ending Fund Balance	\$ 27,059,585	\$ 17,944,065	\$ 10,567,800	\$ 4,948,159

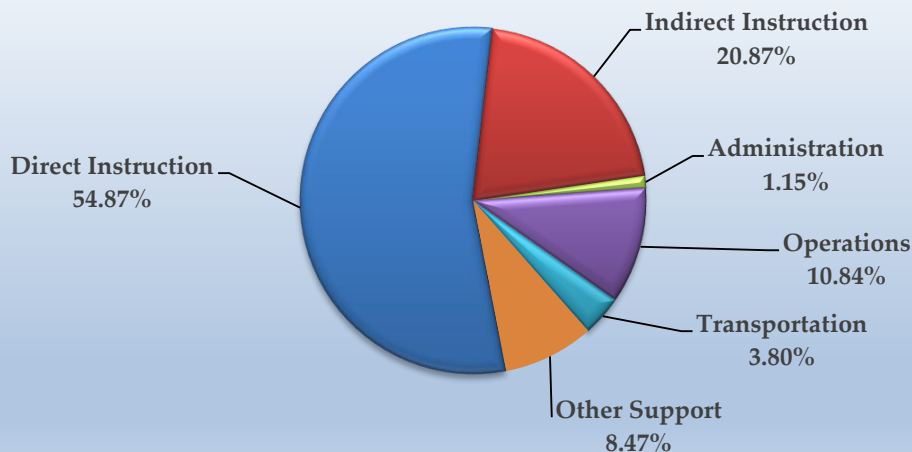
2023-2024 Expenditures by Object



HARRISON SCHOOL DISTRICT TWO
GENERAL FUND
EXPENDITURES BY PROGRAM
FISCAL YEARS 2019-2020 TO 2023-2024

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	
	Actual	Actual	Actual	Budget	Budget	%
Direct Instruction						
Elementary/K-8	\$ 20,945,108	\$ 19,359,765	\$ 18,654,890	\$ 19,811,711	\$ 24,535,805	20.76%
Middle School	6,465,662	6,448,951	6,195,427	8,338,250	4,656,364	3.94%
High School	1,703,423	1,731,144	2,298,134	2,094,067	2,552,849	2.16%
Other Regular	13,766,269	12,279,757	15,597,802	16,259,028	16,001,858	13.54%
Special Education	10,568,153	10,466,286	11,049,472	13,762,942	17,082,015	14.46%
Total - Direct Instruction	53,448,615	50,285,903	53,795,725	60,265,998	64,828,891	54.87%
Indirect Instruction						
Student Support	6,640,960	6,374,857	6,323,247	6,709,907	7,869,792	6.66%
Instructional Staff	5,650,357	3,782,435	4,227,562	5,539,881	5,680,596	4.81%
School Administration	9,756,956	9,462,422	9,762,438	10,324,106	11,115,180	9.41%
Total - Indirect Instruction	22,048,273	19,619,714	20,313,247	22,573,894	24,665,568	20.87%
Total Instruction	75,496,888	69,905,617	74,108,972	82,839,892	89,494,459	75.74%
Other Programs						
Administration	1,365,449	1,191,493	1,106,479	1,602,935	1,360,317	1.15%
Operations and Maintenance	6,531,114	6,457,640	6,953,617	8,547,504	9,948,812	8.42%
Energy/Utilities	1,994,363	2,082,604	2,555,852	2,811,250	2,856,250	2.42%
Pupil Transportation	2,952,638	2,867,432	2,974,025	3,855,728	4,495,050	3.80%
All Other Support	6,591,656	6,535,568	10,005,043	9,105,888	10,005,793	8.47%
Total Other Programs	19,435,220	19,134,737	23,595,016	25,923,305	28,666,222	24.26%
Total Expenditures	\$ 94,932,108	\$ 89,040,354	\$ 97,703,988	\$ 108,763,197	\$ 118,160,681	100.00%

Expenditures by Program



OTHER DISTRICT FUNDS



Insurance Reserve - Sub Fund of the General Fund

Statement of Program

The purpose of the Insurance Reserve Fund is to record expenditures for risk-related activities including costs related to loss of or damage to property of the school district, payments for loss control, workers' compensation and insurance premiums.

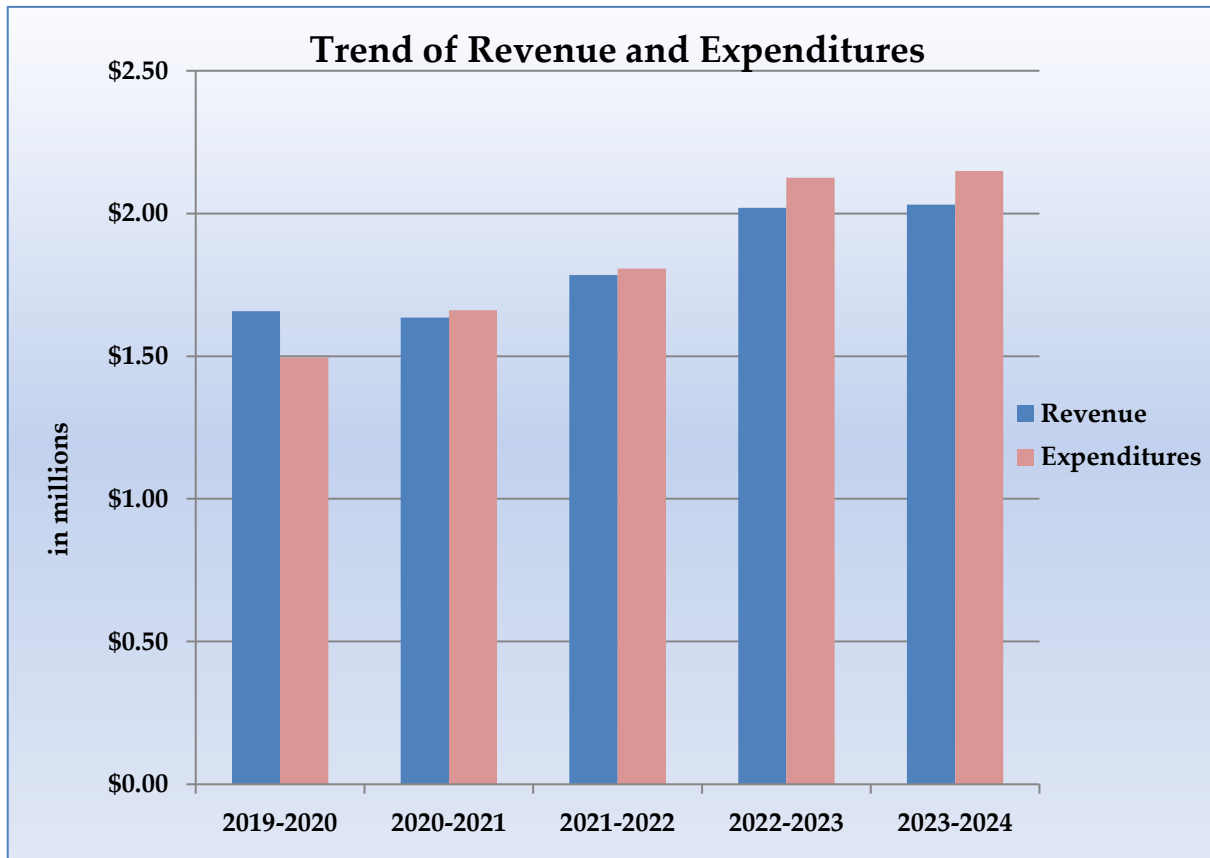
The Insurance Reserve Fund allows Harrison School District Two to separate the risk management accounting and maintain a self-balancing set of records. This fund is considered a sub-fund of the General Fund for reporting purposes.

The major financing source for the Insurance Reserve Fund is an annual transfer from the General Fund to fund the operations. This transfer is planned to be \$2.02 million for Fiscal Year 2023-2024, which is the same amount as in the prior year. The remaining revenue source is earnings on investments.



The majority of the expenditures are insurance premiums for fleet, property, liability and workers compensation. Insurance premiums make up nearly 92 percent of the total expenditures for the Insurance Reserve Fund. The Fiscal Year 2022-2023 insurance premiums are projected to come in slightly under budget, which allows for the Fiscal Year 2023-2024 premium budget to remain the same as the prior year. Fiscal Year 2023-2024 is year five of a six year implementation plan for updated property values due to bond projects. The worker's compensation insurance is projected to the same as 2022-2023. Administration costs include the salaries and benefits of staff associated with operating and maintaining the fund. The projected administration costs for 2022-2023 reflect vacancy savings for the year. Future year increases are planned for fleet of 5 percent, property and liability of nearly 10 percent and workers compensation costs to remain stable.

Ending fund balance is projected to decrease. Adequate measure will be taken to ensure that ending fund balance is maintained to promote the stability of the fund.



HARRISON SCHOOL DISTRICT TWO
INSURANCE RESERVE - SUB FUND OF GENERAL FUND
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2019-2020 TO 2022-2023

	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023 Estimated
	Actual	Actual	Actual	Budget	Actual
Beginning Fund Balance	\$ 51,267	\$ 214,569	\$ 187,996	\$ 165,040	\$ 165,040
Revenue					
Earnings on Investments	7,670	496	685	40	10,000
Other Revenue	59,260	92,623	6,589	-	865
Total Revenue	66,930	93,119	7,274	40	10,865
Transfer from General Fund	1,590,910	1,541,731	1,776,811	2,020,000	2,020,000
Total Resources Available	1,709,107	1,849,419	1,972,081	2,185,080	2,195,905
Expenditures					
Salaries	169,776	186,645	92,867	97,818	41,000
Benefits	50,554	55,827	28,590	31,261	21,000
Insurance Premiums					
Fleet	76,372	77,083	78,949	85,982	76,369
Property and Liability	723,255	917,254	1,073,976	1,306,095	1,229,319
Workers Compensation	421,838	420,881	489,462	581,481	603,352
Other Purchased Services	49,998	2,583	40,679	20,235	26,000
Supplies	2,745	50	1,793	2,000	2,931
Other	-	1,100	725	-	-
Total Expenditures	1,494,538	1,661,423	1,807,041	2,124,872	1,999,971
Ending Fund Balance	\$ 214,569	\$ 187,996	\$ 165,040	\$ 60,208	\$ 195,934

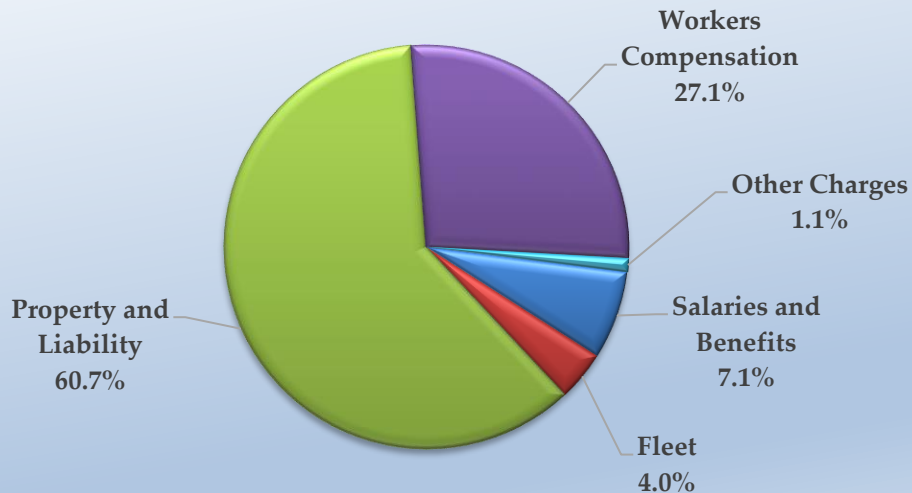
Historical Insurance Premiums



HARRISON SCHOOL DISTRICT TWO
INSURANCE RESERVE - SUB FUND OF GENERAL FUND
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2023-2024 TO 2026-2027

	2023-2024	2024-2025	2025-2026	2026-2027
	Budget	Projections	Projections	Projections
Beginning Fund Balance	\$ 195,934	\$ 77,889	\$ 5,651	\$ 4,729
Revenue				
Earnings on Investments	9,500	9,000	8,500	8,000
Other Revenue	1,000	1,500	1,500	1,500
Total Revenue	10,500	10,500	10,000	9,500
Transfer from General Fund	2,020,000	2,220,000	2,440,000	2,601,000
Total Resources Available	2,226,434	2,308,389	2,455,651	2,615,229
Expenditures				
Salaries	115,000	115,000	115,000	115,000
Benefits	36,752	36,752	36,752	36,752
Insurance Premiums				
Fleet	85,982	90,281	94,795	99,535
Property and Liability	1,306,095	1,436,705	1,580,375	1,738,412
Workers Compensation	581,481	600,000	600,000	600,000
Other Purchased Services	20,235	22,000	22,000	22,000
Supplies	3,000	2,000	2,000	2,000
Other	-	-	-	-
Total Expenditures	2,148,545	2,302,738	2,450,922	2,613,699
Ending Fund Balance	\$ 77,889	\$ 5,651	\$ 4,729	\$ 1,530

2023-2024 Budgeted Expenditures

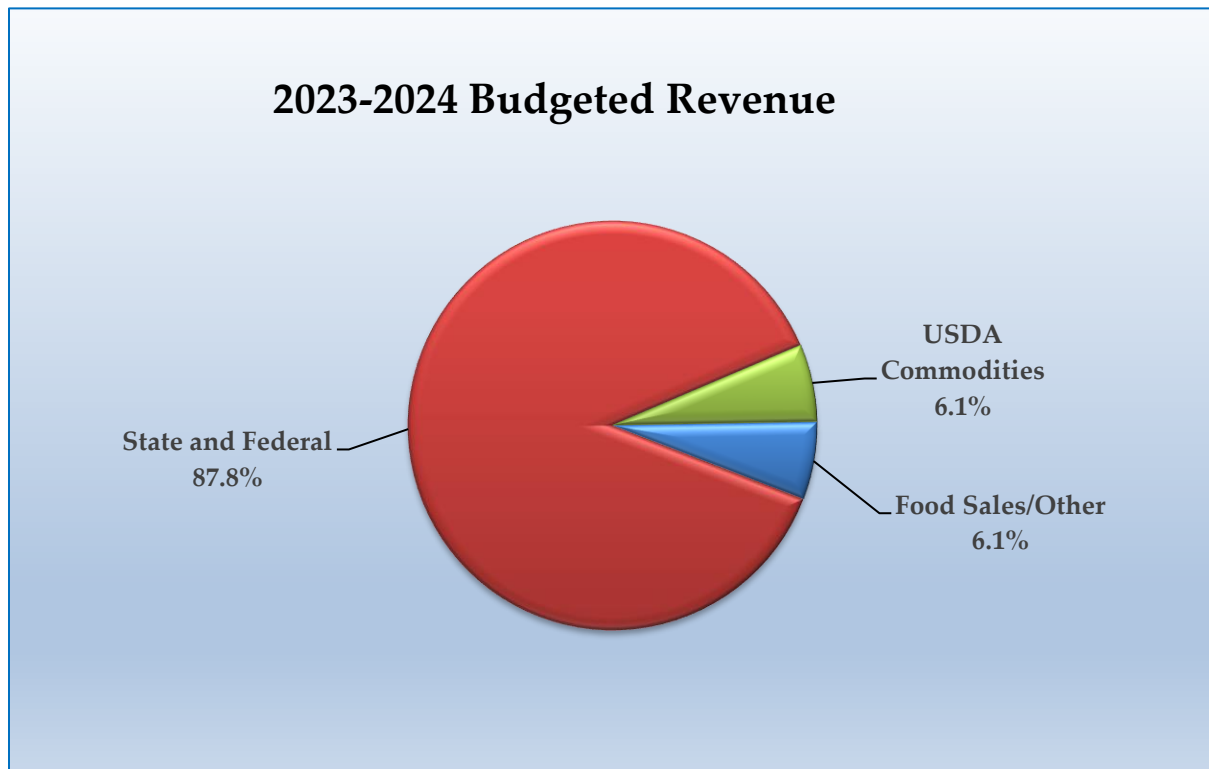


Nutrition Services Fund - Special Revenue Fund

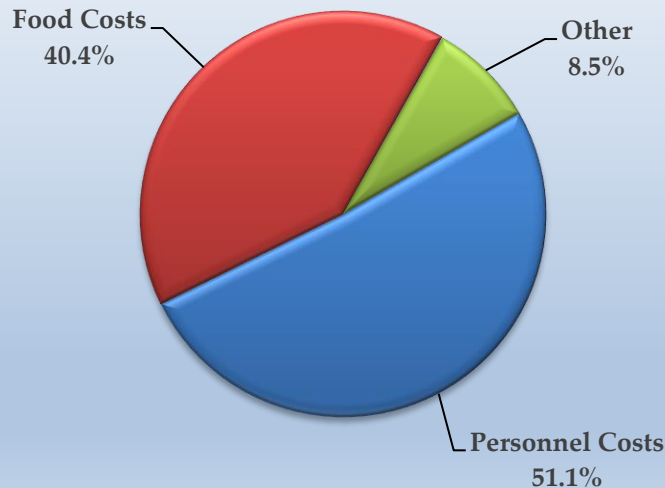
Statement of Program

The Nutrition Services Fund is a special revenue fund used to record financial transactions related to nutrition service operations. This fund accounts for all activities associated with providing healthy and nutritious breakfast and lunch programs for the students in the District. The Nutrition Services program will support student excellence and well-being by providing quality meals to all students. The meals will continue to meet or exceed the standards required by legislation.

The District participates in the USDA's Child Nutrition Programs. Through these programs, the District receives state and federal funding which may only be used toward the cost of meals provided for the students. The District receives nearly 94 percent of the annual funding from these sources. The reimbursement rate will decrease slightly as a result of the USDA waiver allowing claims to be reimbursed at 100% was not renewed for next school year.



2023-2024 Budgeted Expenditures



The breakfast program offers all children a critical jump start at the beginning of their school day. Children who aren't hungry feel better, learn better and behave better. Students who eat breakfast have a general increase in math grades and reading scores, increased attention, reduced nurse visits and improved behaviors. Students who are well-nourished are shown to have increased problem-solving abilities, memory, verbal fluency and creativity. The challenge remains to serve nutritious foods that students will eat. The District plans on serving over 500 thousand breakfasts and 1 million lunches annually.

The largest component of expenditures in the Nutrition Services Fund are salaries and benefits, projected to be \$2.5 million, or approximately 51% of expenditures. The second largest category is food and USDA commodities. This represents \$2 million or 40 percent of total expenditures for the Nutrition Services Fund. Inflationary increases are impacting the expenditures and the District continues to face challenges associated with the supply chain constraints.

An intentional draw down of accumulated fund balance is planned for operational expenditures in Fiscal Years 2023-2024 through 2026-2027.

HARRISON SCHOOL DISTRICT TWO
NUTRITION SERVICES - SPECIAL REVENUE FUND
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2019-2020 TO 2022-2023

	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023 Estimated
	Actual	Actual	Actual	Budget	Actual
Beginning Fund Balance	\$ 2,040,123	\$ 1,850,311	\$ 1,817,369	\$ 3,500,507	\$ 3,500,507
Revenue					
Food Sales	125,184	15,957	131,033	120,000	140,000
Federal Reimbursements	4,109,194	3,070,812	5,363,689	3,720,000	3,720,000
U.S.D.A. Commodities Received	422,074	321,482	450,979	260,000	260,000
Other Revenue	67,023	16,725	12,019	100,000	100,000
Total Revenue	4,723,475	3,424,976	5,957,720	4,200,000	4,220,000
Total Resources Available	6,763,598	5,275,287	7,775,089	7,700,507	7,720,507
Expenditures					
Salaries	1,754,904	1,396,640	1,532,169	1,830,215	1,550,000
Benefits	533,335	455,637	477,119	585,669	487,600
Purchased Services	32,050	33,993	13,316	25,000	25,000
Repair and Maintenance	1,031	574	1,467	2,500	2,500
Copy, Postage, Travel	10,817	44,011	53,453	40,000	40,000
Supplies and Materials	23,133	23,043	90,536	24,000	24,000
Cost of Non-Food Items	182,849	76,827	230,196	293,750	293,750
Cost of Food and Milk	1,585,598	941,259	1,249,298	1,760,000	1,757,750
U.S.D.A. Commodities Consumed	422,074	321,482	450,979	275,000	275,000
Equipment	218,317	43,005	13,387	-	2,012
Other	149,179	121,447	162,662	-	2,250
Operating Reserve	-	-	-	-	-
Total Expenditures	4,913,287	3,457,918	4,274,582	4,836,134	4,459,862
Ending Fund Balance	\$ 1,850,311	\$ 1,817,369	\$ 3,500,507	\$ 2,864,373	\$ 3,260,645

School lunches provide one-third of the recommended dietary intake for calories, protein, iron, calcium and vitamins A and C. On average a meal contains less than 30 percent of calories from fat and less than 10 percent from saturated fat. In recent years D2 has increased the use of whole grains, fresh fruits and vegetables. In the elementary schools, all cooked products are either baked or steamed.

All meals are served to students at no charge. A-la-carte items are available daily at a reasonable price in the secondary schools. District employees may purchase meals for a slight fee. Meal prices are evaluated each year and are adjusted as necessary.

HARRISON SCHOOL DISTRICT TWO
NUTRITION SERVICES - SPECIAL REVENUE FUND
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2023-2024 TO 2026-2027

	2023-2024	2024-2025	2025-2026	2026-2027
	Budget	Projections	Projections	Projections
Beginning Fund Balance	\$ 3,260,645	\$ 2,465,408	\$ 2,066,562	\$ 1,616,579
Revenue				
Food Sales	160,000	170,000	175,000	190,000
Federal Reimbursements	3,720,000	3,725,000	3,730,000	3,735,000
U.S.D.A. Commodities Received	260,000	265,000	265,000	265,000
Other Revenue	100,000	100,000	100,000	100,000
Total Revenue	4,240,000	4,260,000	4,270,000	4,290,000
Total Resources Available	7,500,645	6,725,408	6,336,562	5,906,579
Expenditures				
Salaries	1,875,011	1,626,300	1,658,826	1,692,992
Benefits	696,226	530,546	541,157	551,980
Purchased Services	42,000	45,000	45,000	45,000
Repair and Maintenance	2,000	2,000	2,000	2,000
Copy, Postage, Travel	45,000	45,000	45,000	45,000
Supplies and Materials	29,000	31,000	32,000	33,000
Cost of Non-Food Items	303,000	306,000	308,000	311,000
Cost of Food and Milk	1,775,000	1,800,000	1,815,000	1,830,000
U.S.D.A.Commodities Consumed	260,000	265,000	265,000	265,000
Equipment	5,000	5,000	5,000	5,000
Other	3,000	3,000	3,000	3,000
Operating Reserve	-	-	-	-
Total Expenditures	5,035,237	4,658,846	4,719,983	4,783,972
Ending Fund Balance	\$ 2,465,408	\$ 2,066,562	\$ 1,616,579	\$ 1,122,607

At this time, projections for future years include a slight increase for revenue. Adequate measures will be taken to ensure that the ending fund balance is maintained with sufficient resources available to meet requirements established by the Board of Education.

Designated Purpose Grants Fund

Statement of Program

The Governmental Designated-Purpose Grants Fund is used to account for certain designated restricted local, state and federal grants. A grant is an award of financial assistance in the form of cash, contribution or gift of other assets from another government or organization to an eligible grantee to be used for a specific or designated purpose, activity or facility. These programs are restricted as to the type of expenditures for which they may be used and normally have a different fiscal period than that of the District. Funding sources are provided through federal, state and local sources, with the majority being funded from federal grants.

The Grant Fund maintains an ending fund balance of zero, as expenditures are only incurred based upon available revenue. The Fiscal Year 2023-2024 Grant Fund budget is projected to be \$31.6 million, a decrease of \$978 thousand from Fiscal Year 2022-2023.

Elementary and Secondary School Emergency Relief Fund (ESSER) is federal funding allocated through the CARES Act.

ESSER dollars are allocated based on the prior year's Title I parameters. These funds must be used:

- * to respond to COVID-19
- * due to COVID-19
- * in preparation of COVID-19

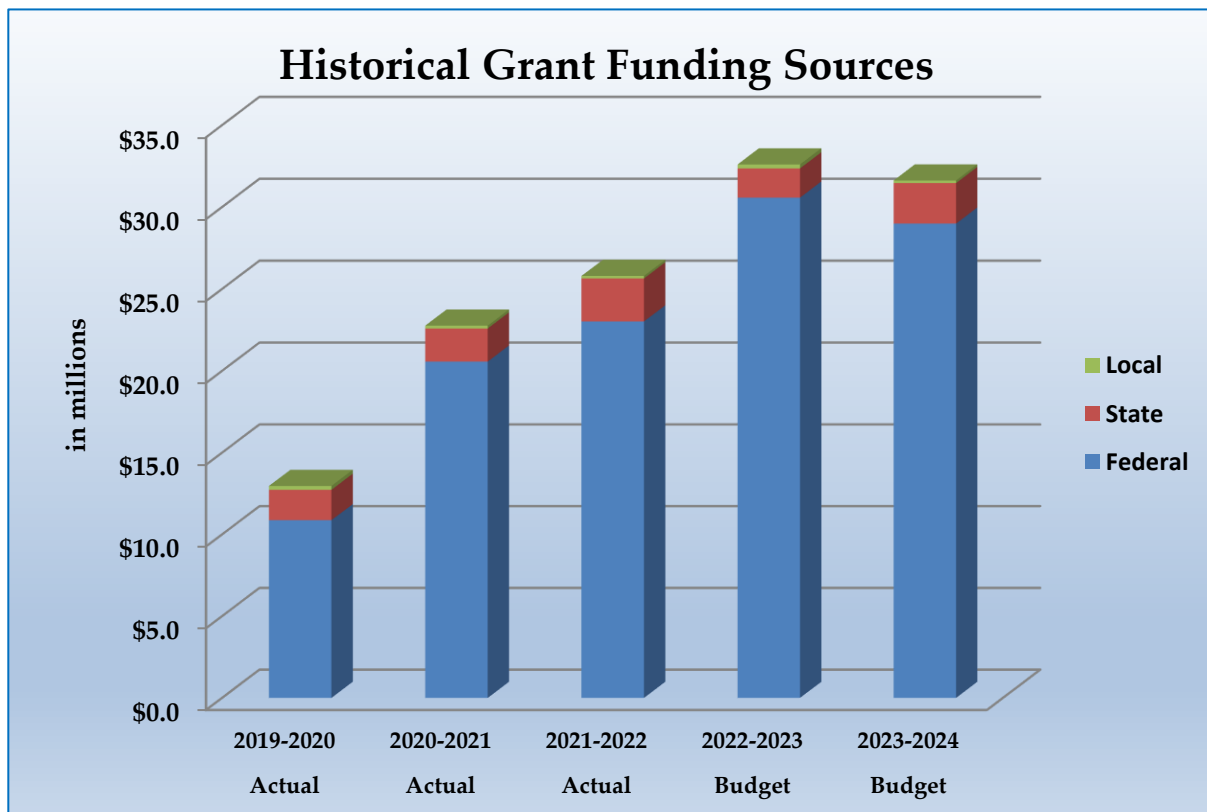
This includes continuing educational services to students during school building closures and developing and implementing plans for a return to normal operations.

These funds can be used to include coordination with public health, purchasing educational technology, planning for long term closures, training and supplies for sanitation, mental health support, summer school and after school programs, funds for principals to address local needs, and other activities to continue school operations. D2 has been awarded a total allocation of \$57.7 million in federal stimulus funding to be spent through September 2024.

A portion of the grants are associated with Title I programs which are funded from the U.S. Department of Education. Title I, Part A - Improving the academic achievement of the disadvantaged provides financial assistance to local schools with high numbers or high percentages of children from low-income families to help ensure that all children meet challenging state academic standards. Title I programs work to identify the specific needs of a school's lowest performing students and those students found to be at most risk for not meeting state academic standards. Harrison School District Two is anticipating to receive over \$4.6 million in funding from Title I for Fiscal Year 2023-2024.

School Health Services/Medicaid program provides funding to enhance or expand health services to all students in the district, including but not limited to mental health and nursing services and screening and assessment for vision and hearing. Sources are projected to be approximately \$2.6 million in Fiscal Year 2023-2024, an increase of \$1.2 million.

Projected revenue and expenditures for future years are based on preliminary data available for grant awards and is subject to available funding for each specific grant.



HARRISON SCHOOL DISTRICT TWO
GOVERNMENTAL DESIGNATED-PURPOSE GRANTS
SPECIAL REVENUE FUND
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2019-2020 TO 2022-2023

	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023 Estimated
	Actual	Actual	Actual	Budget	Actual
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue					
Local	236,723	171,885	153,297	240,000	240,000
State	1,855,721	2,020,937	2,622,782	1,784,000	1,784,000
Federal	10,870,197	20,565,825	23,017,271	30,576,000	30,576,000
Total Revenue	12,962,641	22,758,647	25,793,350	32,600,000	32,600,000
Expenditures					
Salaries	5,235,587	7,947,626	8,697,290	11,384,359	11,384,359
Benefits	1,549,677	2,427,204	2,629,791	3,476,782	3,476,782
Purchased Services	4,203,076	5,175,358	9,226,795	7,413,300	7,413,300
Supplies	1,009,114	4,620,755	1,764,704	6,618,874	6,618,874
Equipment	595,277	2,284,014	2,011,967	3,271,673	3,271,673
Other Objects	369,910	303,690	1,462,803	435,012	435,012
Total Expenditures	12,962,641	22,758,647	25,793,350	32,600,000	32,600,000
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Grants					
Title I-Achievement of the Disadvantaged	\$ 3,336,922	\$ 3,797,731	\$ 3,894,018	\$ 3,922,000	\$ 3,922,000
Title I Set-Aside	383,935	870,023	445,019	341,000	342,288
Title II, Part A	665,234	690,471	527,281	552,000	552,000
Title III Part A ELL	147,888	153,045	111,941	155,000	155,000
Title IV Part A Academic Enrichment	217,289	201,691	112,958	286,000	-
SPED Idea Part B	2,892,435	164,999	2,446,053	2,900,000	2,900,000
Best Capital Construction	470,393	131,738	127,815	-	-
Carl Perkins Vocational	130,820	428,984	127,815	160,000	160,000
Colorado Early Literacy	574,516	7,611,398	612,645	751,000	751,000
Coronavirus Relief Fund	2,256,356	3,365,658	-	-	-
ESSER	-	-	13,621,611	19,336,000	19,336,000
Medicaid	206,745	204,654	-	1,400,000	1,400,000
Preschool	87,589	95,820	101,794	90,000	90,000
School Health Professional	-	2,982,375	2,446,053	-	-
Other Grants	1,592,519	2,060,060	1,218,347	2,707,000	2,991,712
Total Grants	\$ 12,962,641	\$ 22,758,647	\$ 25,793,350	\$ 32,600,000	\$ 32,600,000

HARRISON SCHOOL DISTRICT TWO
GOVERNMENTAL DESIGNATED-PURPOSE GRANTS
SPECIAL REVENUE FUND
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2023-2024 TO 2026-2027

	2023-2024	2024-2025	2025-2026	2026-2027
	Budget	Projections	Projections	Projections
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenue				
Local	160,000	160,000	160,000	160,000
State	2,472,000	2,547,000	2,624,000	2,703,000
Federal	28,990,000	14,858,000	13,287,000	13,388,000
Total Revenue	31,622,000	17,565,000	16,071,000	16,251,000
Expenditures				
Salaries	10,662,659	5,922,763	5,418,999	5,479,694
Benefits	3,224,058	1,790,860	1,638,537	1,656,890
Purchased Services	11,311,819	6,283,350	5,748,917	5,813,306
Supplies	2,163,483	1,201,745	1,099,530	1,111,845
Equipment	2,466,621	1,370,128	1,253,591	1,267,632
Other Objects	1,793,360	996,154	911,426	921,633
Total Expenditures	31,622,000	17,565,000	16,071,000	16,251,000
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -
Grants				
Title I-Achievement of the Disadvantaged	\$ 4,192,000	\$ 4,486,000	\$ 4,576,000	\$ 4,668,000
Title I Set-Aside	448,000	480,000	490,000	500,000
Title II, Part A	550,000	589,000	601,000	614,000
Title III Part A ELL	198,000	212,000	217,000	222,000
Title IV Part A Academic Enrichment	225,000	241,000	246,000	251,000
SPED Idea Part B	2,950,000	3,039,000	3,131,000	3,194,000
Best Capital Construction	-	-	-	-
Carl Perkins Vocational	160,000	165,000	165,000	170,000
Colorado Early Literacy	580,000	650,000	680,000	710,000
Coronavirus Relief Fund	-	-	-	-
ESSER	14,812,000	500,000	-	-
Medicaid	2,555,000	2,700,000	1,250,000	1,300,000
Preschool	92,000	94,000	95,000	96,000
School Health Professional	300,000	305,000	310,000	-
Other Grants	4,560,000	4,104,000	4,310,000	4,526,000
Total Grants	\$ 31,622,000	\$ 17,565,000	\$ 16,071,000	\$ 16,251,000

Pupil Activity Fund - Special Revenue Fund

Statement of Program

The Pupil Activity Fund is used to record financial transactions related to school-sponsored organizations and activities. These activities are supported in whole or in part by revenue derived from fund raising activities, school site clubs and activities. Funds raised and deposited to this fund are earmarked for specific purposes and can be carried over from year to year.

Clubs and activities are provided to enhance the educational opportunities for the students. Activities and clubs offered at each school may vary and can change each semester or each school year. Students must demonstrate good standing in all classes to be able to participate.

The Swim Club provides students more opportunities to both learn how to swim and also to learn many of the fun swimming games that exist.

The Adventure Club is for outdoor enthusiasts. It is aimed at developing leadership, teamwork and personal health by using the resources that Colorado provides. Focus is on having fun in the outdoors while learning about healthy choices and how to care for the community and environment.

The Anime Club is for students who have an appreciation of Japanese art and culture.

Hispanic Rhythm and Flavor Dance Club explores Hispanic culture through traditional dance.

FCCLA (Family, Career and Community Leaders of America Club provides the ultimate leadership experience.

The Dreamers Club provides a safe space for undocumented students and allies and ensures all students get the opportunity to go to college. Focus is placed on community leadership and college awareness. The Dreamers Club hosts the annual World Culture Fair event where students share culture and traditions from their countries.

The eSports Team plays various games such as Rocket League, League of Legends and Smash Bros. against other high school's teams in the district, state and region. The lead teams play in the state finals in Denver for scholarships.

Elementary and K-8 schools offer various clubs and activities. They vary by school and semester:

- | | |
|------------------------|---------------------------------|
| * Art | * Basketball |
| * Battle of the Books | * Bike |
| * Cheer | * Chess |
| * Choir | * Colorado Springs Conservatory |
| * Coding | * Community Service |
| * Crazy 8s | * Cursive |
| * Dance | * Floor Hockey |
| * Forces of Science | * Fun with Books |
| * Gardening | * Girls on the Run |
| * Homework | * Keep it Moving |
| * Kindness | * Landsharks Running |
| * Lego/Robotics | * Math Masters |
| * Math/Technology | * Minecraft |
| * Music | * Photograph |
| * Pride | * Rubik's Cube |
| * Running | * STEAM |
| * STEM | * Storybook |
| * Student Council | * Student Wellness |
| * Tutoring | * Typing |
| * Ukulele | * Volleyball |
| * Yearbook | * YES |
| * Writing | * 5th Grade Boy's Club |
| * 5th Grade Girls Club | * 100 Mile |

**HARRISON SCHOOL DISTRICT TWO
PUPIL ACTIVITY - SPECIAL REVENUE FUND
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2019-2020 TO 2022-2023**

	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023
	Actual	Actual	Actual	Budget	Estimated Actual
Beginning Balance	\$ 695,669	\$ 720,646	\$ 691,535	\$ 515,741	\$ 515,741
Cash Receipts					
Elementary Schools	208,634	86,323	125,965	284,000	125,000
Middle Schools	78,244	22,826	60,141	126,000	50,000
Senior High Schools	252,897	107,478	292,133	322,000	275,000
Other Schools/Programs	30,266	11,857	30,482	23,000	20,075
Total Receipts	570,041	228,484	508,721	755,000	470,075
Total Resources Available	1,265,710	949,130	1,200,256	1,270,741	985,816
Cash Disbursements					
Other Programs	545,064	257,595	684,515	716,500	410,000
Total Disbursements	545,064	257,595	684,515	716,500	410,000
Ending Balance	\$ 720,646	\$ 691,535	\$ 515,741	\$ 554,241	\$ 575,816
Cash Disbursements by Program					
Elementary Schools	\$ 187,047	\$ 91,729	\$ 130,118	\$ 242,000	\$ 80,000
Middle Schools	75,263	26,458	45,255	122,000	45,000
Senior High Schools	247,103	127,089	275,565	305,000	250,000
Other Schools	28,580	12,241	35,709	35,500	25,000
Other Programs	7,071	78	197,868	12,000	10,000
Total Disbursements	\$ 545,064	\$ 257,595	\$ 684,515	\$ 716,500	\$ 410,000

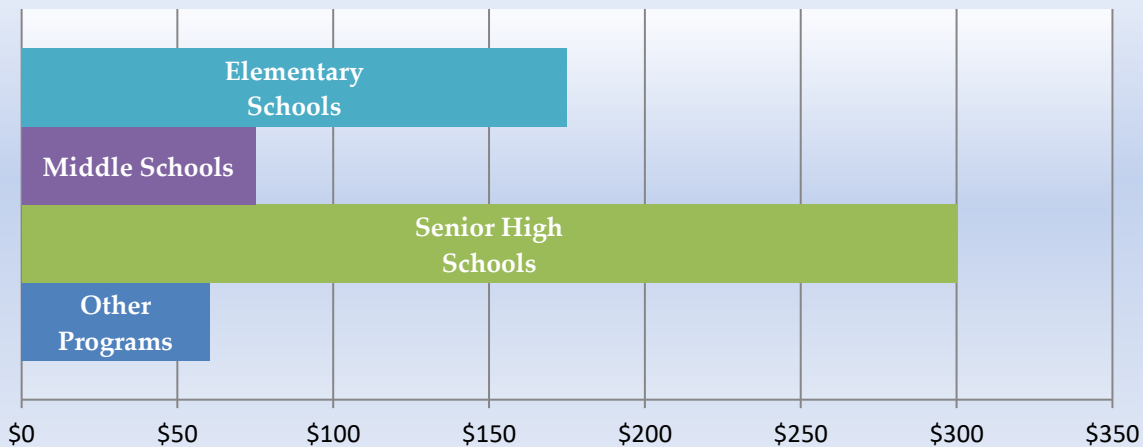
Future year projections include a one to three percent increase for revenue and expenditures to reflect the planned rebound in activity post COVID. As programs rebound, a slight decrease in fund balance is projected with an intentional draw down of accumulated fund balance.

HARRISON SCHOOL DISTRICT TWO
PUPIL ACTIVITY - SPECIAL REVENUE FUND
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2023-2024 TO 2026-2027

	2023-2024	2024-2025	2025-2026	2026-2027
	Budget	Projections	Projections	Projections
Beginning Balance	\$ 575,816	\$ 545,316	\$ 514,316	\$ 482,316
Cash Receipts				
Elementary Schools	175,000	178,000	182,000	187,000
Middle Schools	75,000	76,000	78,000	80,000
Senior High Schools	300,000	305,000	311,000	319,000
Other Schools/Programs	30,000	30,000	31,000	32,000
Total Receipts	580,000	589,000	602,000	618,000
Total Resources Available	1,155,816	1,134,316	1,116,316	1,100,316
Cash Disbursements				
Other Programs	610,500	620,000	634,000	651,000
Total Disbursements	610,500	620,000	634,000	651,000
Ending Balance	\$ 545,316	\$ 514,316	\$ 482,316	\$ 449,316
Cash Disbursements by Program				
Elementary Schools	\$ 175,000	\$ 178,000	\$ 182,000	\$ 187,000
Middle Schools	75,000	76,000	78,000	80,000
Senior High Schools	300,000	305,000	311,000	319,000
Other Schools	35,500	36,000	37,000	38,000
Other Programs	25,000	25,000	26,000	27,000
Total Disbursements	\$ 610,500	\$ 620,000	\$ 634,000	\$ 651,000

Fiscal Year 2023-2024 Budgeted Spending

in thousands



Bond Redemption Fund - Debt Services Fund

Statement of Program

The purpose of the Bond Redemption Fund is to record the revenues from a tax levy for the purpose of satisfying voter-approved bonded indebtedness obligations, including principal, interest and related expenditures.

The voters of the District approved a \$180 million bond issue in November 2018. These funds will be used over the next five years to fund projects at most facilities within the District.

The debt limitation for all school districts in Colorado is the greater of (a) 20 percent of the valuation for the taxable property in the district, or (b) 6 percent of the most recent determination of the actual value of property. The District's legal debt limit, based upon a limitation of 6 percent of the District's 2022 statutory actual valuation of \$7,179,574,412 is \$430,774,465. Based on this calculation, the District has \$334,611,515 of debt capacity remaining.

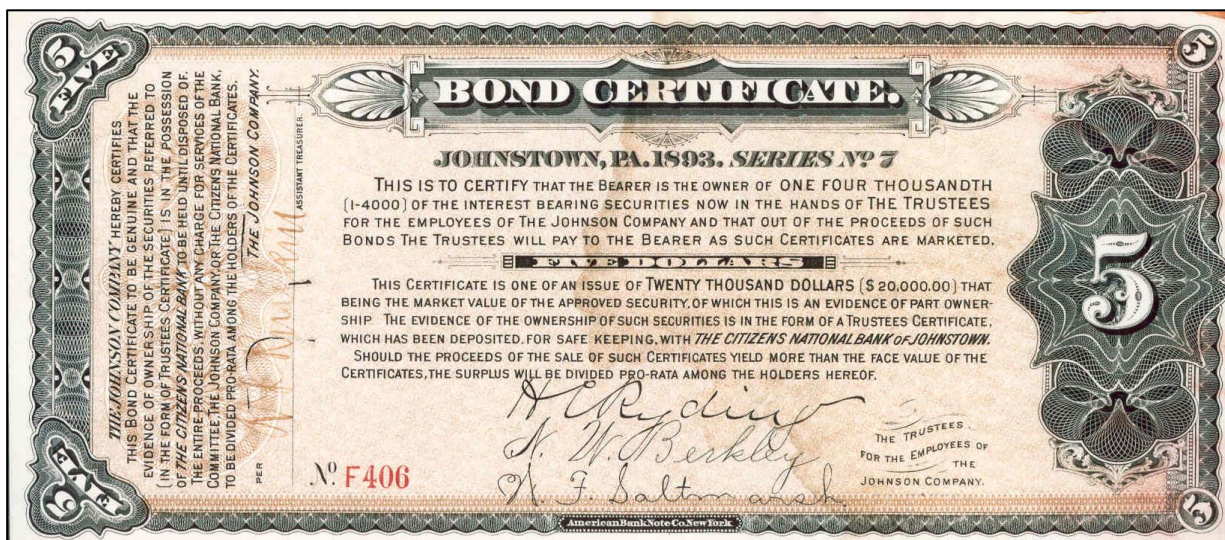
The District's long-term debt totals \$175,950,000 as of June 30, 2023. The budgeted amount for this debt service in Fiscal Year 2023-2024 is \$14,435,225. Property taxes provide the revenue for this fund. The property tax collections are sufficient to cover the debt payment structure. The Board of Education will approve the mill levy in December that will be used for the property tax assessments with the majority of taxes collected during the months of March to June of each year.

Revenue is projected using an estimated assessed valuation and a projection of the potential mills to be levied. Property tax collections are estimated to be 99.4% in future years. Expenditures for retirement of the bonds and interest on the bonds is based on the current debt payment schedule.

Debt payments are made in December and June. Ending fund balance is maintained at a level sufficient to fund the December debt payments, prior to the tax collections being received in the spring. A slight increase of fund balance is planned for 2023-2024.

Bond Redemption Debt Schedule

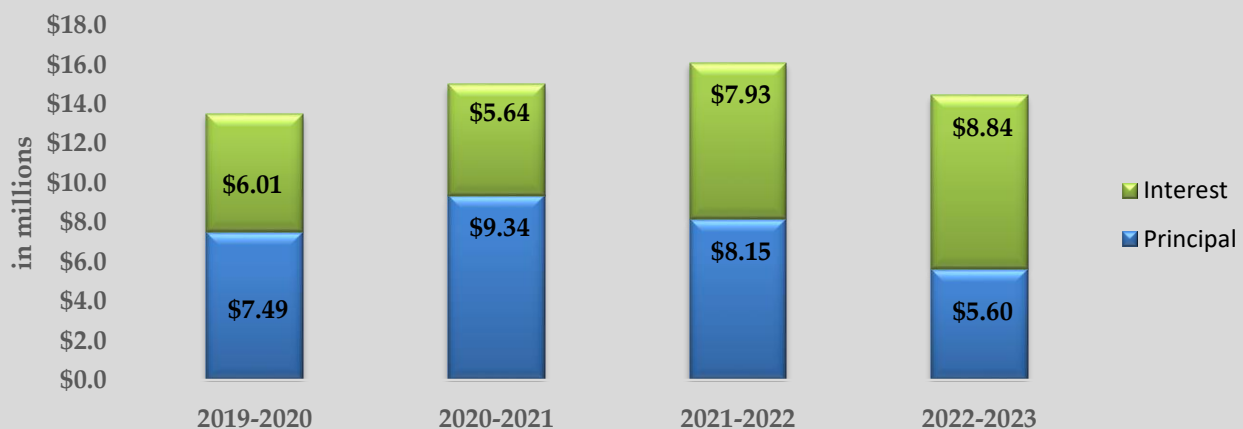
<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023-2024	\$ 5,825,000	\$ 8,610,225	\$ 14,435,225
2024-2025	6,060,000	8,344,050	14,404,050
2025-2026	6,355,000	8,037,075	14,392,075
2026-2027	6,675,000	7,714,975	14,389,975
2027-2028	7,000,000	7,376,750	14,376,750
2028-2029	7,350,000	7,018,000	14,368,000
2029-2030	7,715,000	6,641,375	14,356,375
2030-2031	8,100,000	6,246,000	14,346,000
2031-2032	8,505,000	5,830,875	14,335,875
2032-2033	8,935,000	5,394,875	14,329,875
2033-2034	9,380,000	4,937,000	14,317,000
2034-2035	9,850,000	4,456,250	14,306,250
2035-2036	10,340,000	3,951,500	14,291,500
2036-2037	10,860,000	3,421,500	14,281,500
2037-2038	11,400,000	2,865,000	14,265,000
2038-2039	11,970,000	2,280,750	14,250,750
2039-2040	12,570,000	1,667,250	14,237,250
2040-2041	13,200,000	1,023,000	14,223,000
2041-2042	13,860,000	346,500	14,206,500
Total	\$ 175,950,000	\$ 96,162,950	\$ 272,112,950



HARRISON SCHOOL DISTRICT TWO
BOND REDEMPTION - DEBT SERVICE FUND
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2019-2020 TO 2022-2023

	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023 Estimated
	Actual	Actual	Actual	Budget	Actual
Beginning Fund Balance	\$ 12,085,910	\$ 12,555,017	\$ 13,313,148	\$ 10,854,580	\$ 10,854,580
Revenue					
Local Property Taxes	13,846,056	15,767,022	14,542,710	14,971,648	14,435,257
Earnings on Investments	156,998	15,642	22,076	17,500	300,000
Total Revenue	14,003,054	15,782,664	14,564,786	14,989,148	14,735,257
Transfer From Building Fund	-	-	12,434,762	-	-
Total Resources Available	26,088,964	28,337,681	40,312,696	25,843,728	25,589,837
Expenditures					
Retirement of Bonds	7,490,000	9,340,000	8,150,000	5,595,000	5,595,000
Interest on Bonds	6,007,700	5,644,750	7,929,238	8,841,200	8,841,200
Early Redemption of Bonds	-	-	13,316,856	-	-
Bond Issuance and Other Costs	36,247	39,783	62,022	40,000	40,000
Total Expenditures	13,533,947	15,024,533	29,458,116	14,476,200	14,476,200
Ending Fund Balance	\$ 12,555,017	\$ 13,313,148	\$ 10,854,580	\$ 11,367,528	\$ 11,113,637

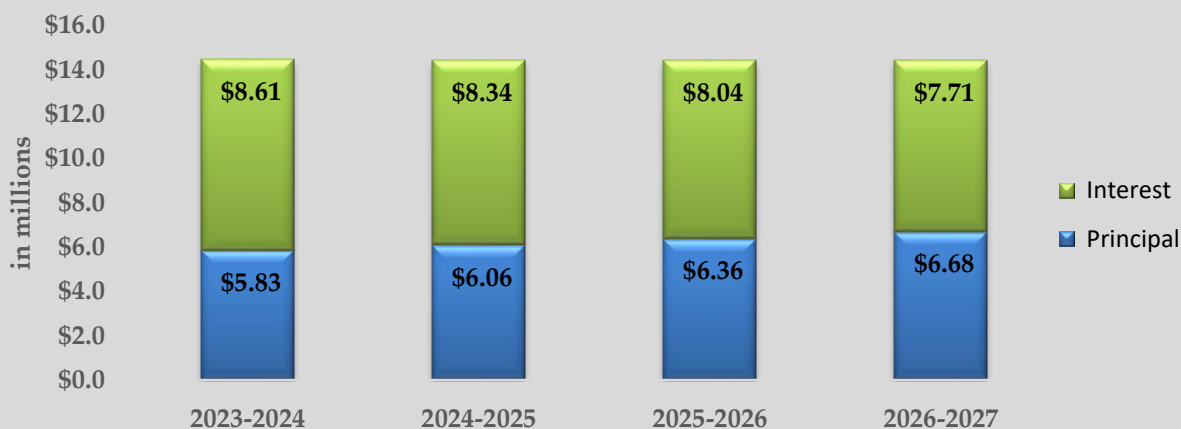
Principal and Interest



HARRISON SCHOOL DISTRICT TWO
BOND REDEMPTION - DEBT SERVICE FUND
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2023-2024 TO 2026-2027

	2023-2024	2024-2025	2025-2026	2026-2027
	Budget	Projections	Projections	Projections
Beginning Fund Balance	\$ 11,113,637	\$ 11,402,924	\$ 11,668,586	\$ 12,033,290
Revenue				
Local Property Taxes	14,506,712	14,506,712	14,651,779	14,651,779
Earnings on Investments	277,800	228,000	175,000	120,300
Total Revenue	14,784,512	14,734,712	14,826,779	14,772,079
Transfer From Building Fund	-	-	-	-
Total Resources Available	25,898,149	26,137,636	26,495,365	26,805,369
Expenditures				
Retirement of Bonds	5,825,000	6,060,000	6,355,000	6,675,000
Interest on Bonds	8,610,225	8,344,050	8,037,075	7,714,975
Early Redemption of Bonds	-	-	-	-
Bond Issuance and Other Costs	60,000	65,000	70,000	75,000
Total Expenditures	14,495,225	14,469,050	14,462,075	14,464,975
Ending Fund Balance	\$ 11,402,924	\$ 11,668,586	\$ 12,033,290	\$ 12,340,394

Principal and Interest



Building Fund - Capital Projects Fund

Statement of Program

The Building Fund is used to account for all resources available for acquiring capital sites, buildings and equipment as specified by the related bond issue. This fund is required to be used when bonds are sold for a building project.

The voters within the District approved \$60 million in bonds in 2001 to fund the construction of schools and buildings and the projects were completed in 2005. In November 2018, the voters approved \$180 million in bonds. These funds will provide the resources for renovations and additions throughout the District. Most projects are renovations, and should not impact future operating costs. Fund balance along with earnings on investments will be used to fund the projects with expected completion in 2025.

SCHEDULE OF BOND SPENDING PLAN					
NOVEMBER 2018 VOTER APPROVED \$180 MILLION BONDS					
2018 Bond Projects	Elementary Schools	Middle Schools	High Schools	Other	Total
Bond Spending Plan					
Interior	\$ 24,955,000	\$ 1,500,000	\$ 11,900,000	\$ 2,795,000	\$ 41,150,000
Mechanical/HVAC	19,800,000	600,000	8,075,000	920,000	29,395,000
Electrical/Lighting	5,150,000	2,120,000	2,800,000	915,000	10,985,000
Exterior	1,445,000	320,000	750,000	2,705,000	5,220,000
Technology	325,000	100,000	150,000	45,000	620,000
Roofing	1,950,000	150,000	-	480,000	2,580,000
Restroom/Plumbing	1,014,000	180,000	350,000	5,000	1,549,000
Kitchen	1,025,000	160,000	400,000	155,000	1,740,000
Health/Safety	220,000	40,000	300,000	40,000	600,000
ADA	1,200,000	-	700,000	100,000	2,000,000
Fire/Security	885,000	280,000	300,000	125,000	1,590,000
Architectural/Engineering	14,593,000	6,590,000	5,155,000	788,000	27,126,000
Program/Space	15,000,000	27,500,000	-	12,945,000	55,445,000
Total Projects	\$ 87,562,000	\$ 39,540,000	\$ 30,880,000	\$ 22,018,000	\$ 180,000,000

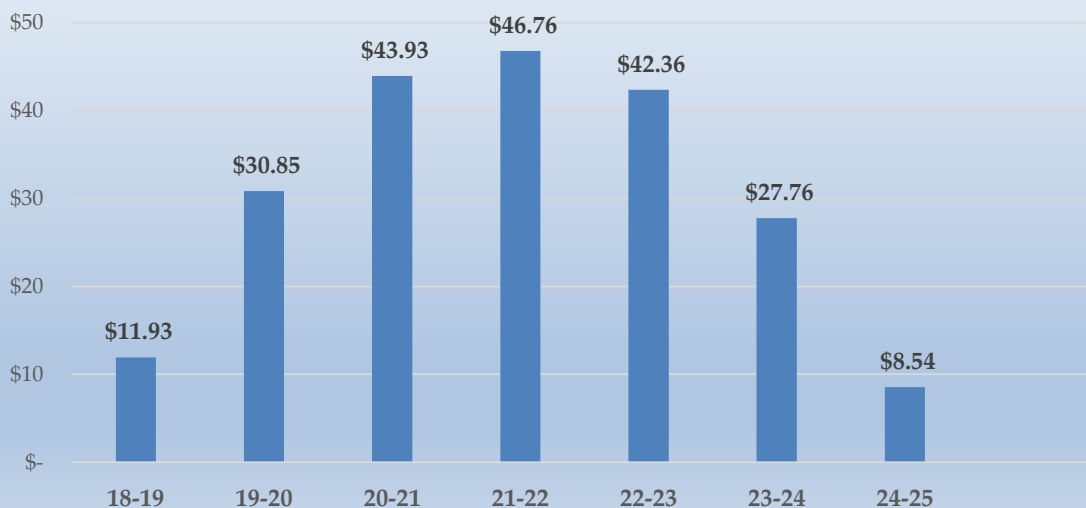
**HARRISON SCHOOL DISTRICT TWO
BUILDING FUND**

PROJECT START AND END DATES

NOVEMBER 2018 VOTER APPROVED \$180 MILLION BOND

Project	Start Date		End Date	
Bricker Elementary	March	2022	December	2023
Centennial Elementary	November	2018	December	2019
Giberson Elementary	March	2023	December	2024
Monterey Elementary	April	2021	December	2022
Oak Creek Elementary	August	2020	December	2021
Otero Elementary	November	2018	December	2019
Soaring Eagles Elementary	December	2020	March	2023
Stratmoor Hills Elementary	July	2019	August	2021
Stratton Meadows Elementary	July	2019	August	2021
Turman Elementary	March	2022	December	2023
Wildflower Elementary	April	2021	December	2022
Carmel Middle School	April	2019	September	2022
Fox Meadow Middle School	March	2023	December	2024
Panorama Middle School	March	2022	December	2023
Harrison High School	April	2019	December	2021
Sierra High School	April	2021	December	2023
Mountain Vista Community K-8	November	2018	December	2024
Thrive Home School Academy	June	2021	December	2022
Sand Creek International	November	2018	April	2020
Finance Center	July	2023	December	2024

Project Costs
in millions



HARRISON SCHOOL DISTRICT TWO
BUILDING FUND- CAPITAL PROJECTS FUND
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2019-2020 TO 2022-2023

	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023 Estimated
	Actual	Actual	Actual	Budget	Actual
Beginning Fund Balance	\$ 93,068,099	\$ 64,823,640	\$ 21,399,735	\$ 77,632,352	\$ 77,632,352
Revenue					
Earnings on Investments	2,605,793	507,366	(1,153,350)	399,000	500,000
Bond Principal	-	-	90,630,000	-	-
Bond Premium	-	-	25,941,084	-	-
Other Revenue	-	3,426	11,151	-	-
Total Revenue	2,605,793	510,792	115,428,885	399,000	500,000
Transfer To Other Funds	-	-	(12,434,763)	-	-
Total Resources Available	95,673,892	65,334,432	124,393,857	78,031,352	78,132,352
Expenditures					
Salaries	-	76,413	159,465	154,665	154,665
Benefits	-	17,617	36,716	45,317	45,317
Purchased Services	2,345,455	1,163,663	7,665,281	3,000,000	702,500
Supplies	12,015	11,912	3,761	25,000	7,900
Equipment/Buildings	28,492,782	42,665,092	38,896,282	39,134,862	41,449,462
Total Expenditures	30,850,252	43,934,697	46,761,505	42,359,844	42,359,844
Ending Fund Balance	\$ 64,823,640	\$ 21,399,735	\$ 77,632,352	\$ 35,671,508	\$ 35,772,508
2018 Bond Projects					
Bricker Elementary	\$ 125,014	\$ 57,979	\$ 89,124	\$ 6,505,494	\$ 6,505,494
Centennial Elementary	2,285,287	35,303	204,745	275,000	275,000
Giberson Elementary	82,982	37,583	-	1,435,058	1,435,058
Monterey Elementary	60,796	41,668	7,304,887	2,648,637	2,648,637
Oak Creek Elementary	59,201	4,416,063	2,455,602	25,000	215,030
Otero Elementary	2,119,786	60,554	1,189	47,108	-
Pikes Peak Elementary	162,674	9,049	-	-	-
Soaring Eagles Elementary	93,123	642,201	5,670,077	6,764,167	6,764,167
Stratmoor Hills Elementary	1,688,576	1,171,143	234,693	35,000	35,000
Stratton Meadows Elementary	4,987,198	2,700,490	85,040	21,829	21,829
Turman Elementary	88,223	58,228	-	80,000	-
Wildflower Elementary	96,019	401,625	5,780,449	1,067,858	1,736,117
Carmel Middle School	4,374,802	21,245,228	11,473,189	50,000	393,780
Fox Meadow Middle School	274,220	13,097	-	100,000	100,000
Panorama Middle School	42,239	65,415	333,307	2,429,921	2,429,921
Harrison High School	5,064,290	11,690,985	2,522,646	592,821	592,821
Sierra High School	1,016,253	39,890	3,050,556	12,649,975	12,649,975
Mountain Vista Community K-8	281,451	11,188	10,325	100,000	100,000
Thrive Home School Academy	-	65,954	9,713	1,398,525	1,398,525
Sand Creek International	7,281,573	939,042	394,738	47,439	-
Finance Center	665,717	-	-	-	-
Other Projects	828	232,012	7,141,225	6,086,012	5,058,490
Total Expenditures	\$ 30,850,252	\$ 43,934,697	\$ 46,761,505	\$ 42,359,844	\$ 42,359,844

**HARRISON SCHOOL DISTRICT TWO
BUILDING FUND- CAPITAL PROJECTS FUND
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2023-2024 TO 2026-2027**

	2023-2024	2024-2025	2025-2026	2026-2027
	Budget	Projections	Projections	Projections
Beginning Fund Balance	\$ 35,772,508	\$ 8,457,372	\$ -	\$ -
Revenue				
Earnings on Investments	447,100	84,500	-	-
Bond Principal	-	-	-	-
Bond Premium	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	447,100	84,500	-	-
Transfer To Other Funds	-	-	-	-
Total Resources Available	36,219,608	8,541,872	-	-
Expenditures				
Salaries	75,000	-	-	-
Benefits	11,250	-	-	-
Purchased Services	650,000	200,000	-	-
Supplies	20,000	5,000	-	-
Equipment/Buildings	27,005,986	8,336,872	-	-
Total Expenditures	27,762,236	8,541,872	-	-
Ending Fund Balance	\$ 8,457,372	\$ -	\$ -	\$ -
2018 Bond Projects				
Bricker Elementary	\$ 2,635,300	\$ -	\$ -	\$ -
Centennial Elementary	100,000	-	-	-
Giberson Elementary	3,361,000	-	-	-
Monterey Elementary	20,000	-	-	-
Oak Creek Elementary	134,172	-	-	-
Otero Elementary	132,108	-	-	-
Pikes Peak Elementary	-	-	-	-
Soaring Eagles Elementary	742,809	-	-	-
Stratmoor Hills Elementary	125,000	-	-	-
Stratton Meadows Elementary	108,625	-	-	-
Turman Elementary	4,450,565	4,364,050	-	-
Wildflower Elementary	18,297	-	-	-
Carmel Middle School	20,000	-	-	-
Fox Meadow Middle School	125,000	-	-	-
Panorama Middle School	8,318,067	446,129	-	-
Harrison High School	654,362	-	-	-
Sierra High School	3,752,228	-	-	-
Mountain Vista Community K-8	25,960	-	-	-
Thrive Home School Academy	1,020,856	1,295,359	-	-
Sand Creek International	119,172	-	-	-
Finance Center	-	-	-	-
Other Projects	1,898,715	2,436,334	-	-
Total Expenditures	\$ 27,762,236	\$ 8,541,872	\$ -	\$ -

Capital Reserve Fund - Capital Projects Fund

Statement of Program

The Capital Reserve Capital Projects Fund is used to account for the purposes of acquisition of land, improvements, construction of structures or addition to existing structures and acquisition of equipment and furnishings.

Funding is received annually as a transfer from the General Fund. Due to the economic impacts from COVID 19, the transfer to Capital Reserve was suspended for one year only in Fiscal Year 2020-2021. The transfer for 2021-2022 and 2022-2023 has been restored to \$1,077,275.. An increase in the transfer is planned beginning 2023-2024 to \$2,327,275, representing an increase of 116 percent.

Expenditures for future years are based on available funds and needs assessment. The District was successful in passing a bond election in November, 2018. This will provide funding to be allocated for capital projects within the Building Fund and will alleviate some capital project needs in the Capital Reserve Fund. Funding is provided in 2023-2024 for such items as: bus, carpentry truck with lift, a comprehensive facility plan and energy audit. Expenditures are planned in conjunction with the funds available in the Building Fund, to provide resources for capital expenditures.

The capital projects are replacing existing items and therefore the financial impact on operating budgets are not considered to be material.

D2 is developing an in-depth analysis and review of a long-range capital improvement plan to identify the funding needs of projects in the Capital Reserve Fund. A reconstituted Capital Reserve/Long-Range Planning Committee will begin in 2023-2024.. This committee will review safety, health, environment and security issues as top priorities in conjunction with ADA compliance needs.

An intentional draw down of accumulated fund balance has been planned for operational expenses.

Capital Improvement Plan

Capital renewal is defined as a systemic approach to making major repairs or replacement of facility systems, such as roofs, HVAC, electrical, etc., to maintain and extend the life of the facility. Each component of a facility has an associated expected life, with the structure having the longest expected life. A school might generally have a structural life of 100 years, but the HVAC system generally has a designed life of 30 years. Thus, the HVAC system will need renewal at approximately 30 year intervals to allow the school structure to reach its designed life.

There are numerous factors that lead to successfully operating and maintaining facilities that are common to all facilities. These factors maximize the probability that the equipment and the facilities will operate as designed for the designed life cycle of the facility. The factors include operating equipment within manufacturer's specifications, preventive and operational maintenance and repairs, and capital renewal. Capital renewal can be time based or condition based, or some combination of the two. The School Assessment Report (SAR) conducted by CDE was a time based assessment and did not address the physical or operating condition of any equipment or facility in the state. In this case, the capital renewal of any equipment is based on a chosen design life cycle that is assigned to the equipment and replacement is recommended when the designed life is reached, regardless of the condition of the equipment. The District Operation and Maintenance Plan, updated in 2016, is a condition based assessment that factors in life cycle. Equipment is visually inspected and categorized by condition. The age of the equipment is then factored in to determine the need or priority for replacement.

There are also numerous methods to determine the funding requirements for a successful capital renewal program. The easiest method is the generally accepted industry standard that allocates 2% of current replacement value (CRV) per year for capital renewal and another 2% per year for maintenance and repairs. Historically, this method has proven to be reliable and as accurate as much more detailed and time consuming methods. The more time consuming and detailed methods involve physical inspection of each piece of equipment, comparisons to expected life cycle, computing replacement cost by individual piece and then calculating an annual budget. The least accurate method, and least systemic, is to allocate funding on a yearly basis based on the previous year's funding and expenditures adjusting for inflationary growth.

Using the generally accepted industry standard of 2% of CRV, the District's annual capital renewal budget should be \$5.9 million, based on the total insured value of \$294 million. These figures are for facilities only and do not include transportation fleets or technology.

The District has created a modified capital renewal plan that addresses major components and high value items. It is by no means all encompassing. Data regarding the installation date on much of the equipment is not available or would consume an inordinate amount of time to research, so a best guess was used. The CDE SAR life cycle values and replacement costs were used. Analysis of the plan indicates that the District has a backlog of \$83 million in capital renewal projects. Analysis also shows that in the next 5 years, the District needs to allocate approximately \$31 million for capital renewal.

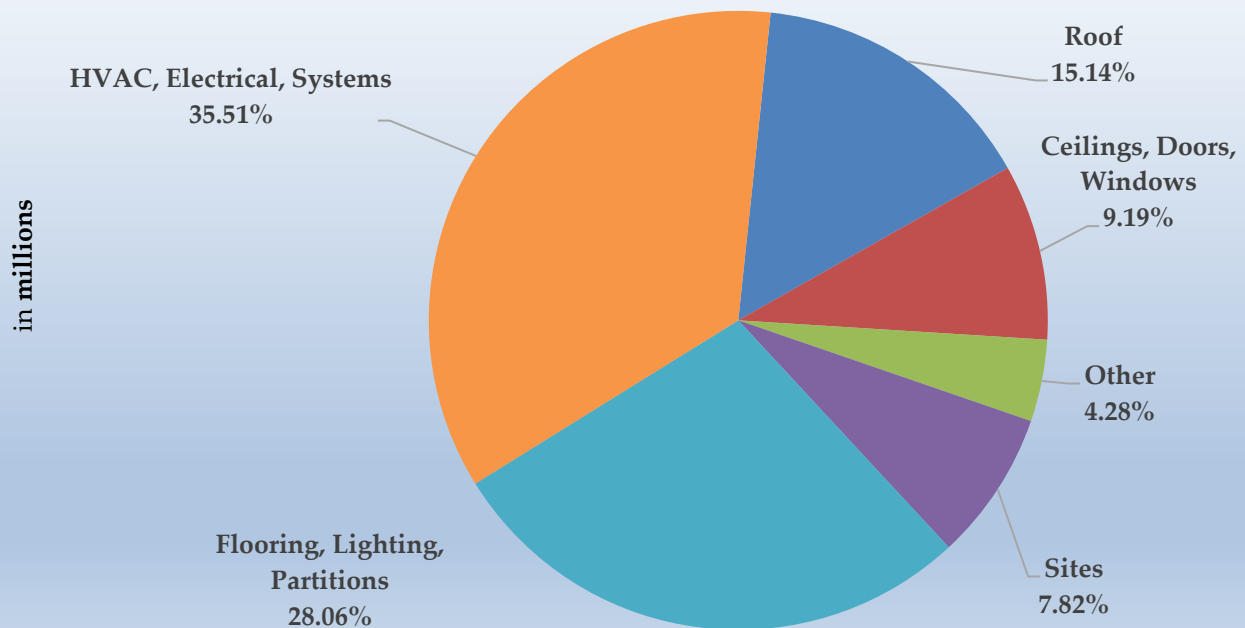
Projecting capital renewal needs based solely on equipment age versus expected life is inefficient and wasteful. Proper operation and maintenance of equipment can significantly extend the expected life of equipment. Conversely, poor operations and maintenance can severely reduce the expected life of equipment. Replacing an operational piece of equipment at the designed end of life increases the overall system reliability but greatly increases operational costs. Waiting for equipment to fail prior to replacement causes loss of operability and can be significantly more costly than a planned replacement. The optimum replacement strategy is to monitor equipment condition and performance and replace equipment when performance degrades significantly or conditions indicate an imminent failure. Using this strategy allows operational interruptions to be minimized while minimizing replacement cost and overall life cycle costs. This is very similar to the current strategy for preventive maintenance that basically espouses if equipment is not broken, don't fix it.

Using this strategy, the District develops and maintains a priority list of major capital renewal needs that is based on expected life, equipment condition, operational performance and cost of unexpected failure. The cost of unexpected failure takes into account non-financial costs, such as potential lost instructional days due to failure. Funds are allocated to replace equipment that has the greatest potential impact on instruction first, with equipment that has no potential impact on instruction allowed to fail before replacement. Priority is given to items that potentially have a safety concern if not repaired or replaced. The potential safety issues are funded when they are identified and conditions deteriorate to an unsafe situation. Using this strategy, the District has significantly extended the operational life of equipment well past the designed life and has maximized the efficient use of district funds and assets.

HARRISON SCHOOL DISTRICT TWO
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECT NEEDS

Project	2021-2025	2026-2030	2031-2035	2036-2040	2041-2045
Ceilings	\$ 3,332,162	\$ -	\$ -	\$ -	\$ -
Doors	228,528	80,889	266,712	-	-
Electrical	2,112,131	1,611,963	3,816,517	-	804,565
Flooring	10,708,070	495,073	-	-	-
Furnishings	681,129	-	20,000	-	-
HVAC	2,900,758	1,098,962	9,638,103	2,157,623	1,595,291
Lighting	2,939,676	2,012,157	5,261,388	-	-
Partitions/Walls	5,448,603	1,132,045	2,146,586	-	57,420
Playground/Sports	2,249,225	280,012	-	87,512	220,000
Plumbing	2,458,788	962,788	2,033,728	-	-
Roof	10,328,247	4,162,416	699,470	1,110,643	-
Sidewalks	224,306	145,130	823,385	103,884	53,145
Sites	1,423,644	264,399	1,873,556	622,841	49,139
Systems	5,971,535	805,606	-	245,474	-
Water/Sewer	2,169,943	139,485	876,938	411,648	307,689
Windows	1,391,170	1,408,091	3,189,439	-	-
Total	\$ 54,567,915	\$ 14,599,016	\$ 30,645,822	\$ 4,739,625	\$ 3,087,249

Capital Project Needs



**HARRISON SCHOOL DISTRICT TWO
CAPITAL RESERVE - CAPITAL PROJECTS FUND
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2019-2020 TO 2022-2023**

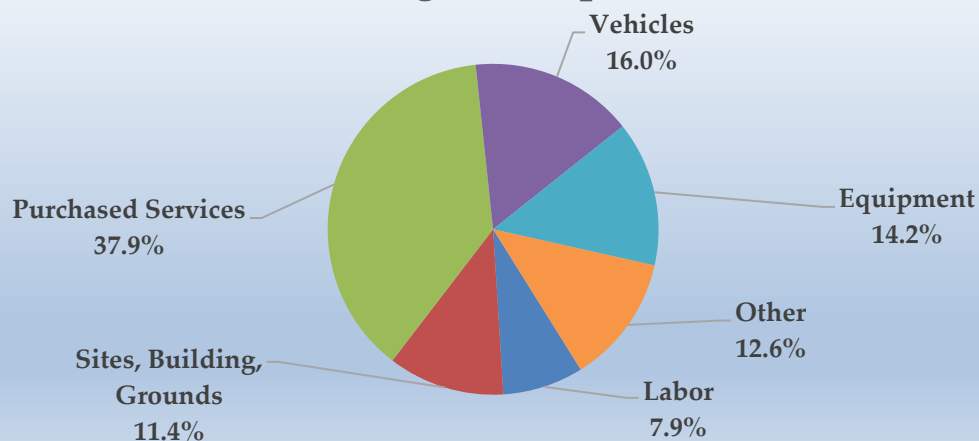
	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023 Estimated
	Actual	Actual	Actual	Budget	Actual
Beginning Fund Balance	\$ 1,282,049	\$ 1,420,027	\$ 846,649	\$ 1,484,455	\$ 1,484,455
Revenue					
Earnings on Investments	32,111	1,915	3,889	200	40,000
Other Local	-	11,070	-	-	-
Total Revenue	32,111	12,985	3,889	200	40,000
Transfer From General Fund	1,077,275	-	1,077,275	1,077,275	1,077,275
Total Resources Available	2,391,435	1,433,012	1,927,813	2,561,930	2,601,730
Expenditures					
Salaries	212,679	150,909	33,722	130,784	80,000
Benefits	56,991	45,261	12,078	41,851	21,800
Sites, Building, Grounds	-	-	-	400,000	-
Purchased Services	313,777	379,901	322,547	335,000	850,000
Vehicles	314,947	-	75,011	160,000	160,000
Equipment	68,852	10,292	-	115,000	-
Leases	4,162	-	-	-	-
Contingencies	-	-	-	300,000	-
Total Expenditures	971,408	586,363	443,358	1,482,635	1,111,800
Ending Fund Balance	\$ 1,420,027	\$ 846,649	\$ 1,484,455	\$ 1,079,295	\$ 1,489,930



**HARRISON SCHOOL DISTRICT TWO
CAPITAL RESERVE - CAPITAL PROJECTS FUND
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2023-2024 TO 2026-2027**

	2023-2024	2024-2025	2025-2026	2026-2027
	Budget	Projections	Projections	Projections
Beginning Fund Balance	\$ 1,489,930	\$ 1,442,007	\$ 1,382,011	\$ 1,313,567
Revenue				
Earnings on Investments	9,000	5,000	5,000	3,500
Other Local	-	-	-	-
Total Revenue	9,000	5,000	5,000	3,500
Transfer From General Fund	2,327,275	2,327,275	2,327,275	2,327,275
Total Resources Available	3,826,205	3,774,282	3,714,286	3,644,342
Expenditures				
Salaries	143,630	150,812	158,352	166,270
Benefits	44,525	45,416	46,324	47,250
Sites, Building, Grounds	272,543	272,543	272,543	272,543
Purchased Services	904,500	954,500	904,500	904,500
Vehicles	381,000	381,000	431,000	431,000
Equipment	338,000	338,000	338,000	338,000
Leases	300,000	250,000	250,000	250,000
Contingencies	-	-	-	-
Total Expenditures	2,384,198	2,392,271	2,400,719	2,409,563
Ending Fund Balance	\$ 1,442,007	\$ 1,382,011	\$ 1,313,567	\$ 1,234,779

2023-2024 Budgeted Expenditures



Land Trust Fund - Capital Projects Fund

Statement of Program

The Land Trust Fund is classified as a capital projects fund which is used to record permit fees and the authorization for capital expenditures. This fund is used to account for any revenues and expenditures in accordance with new residential building growth within District boundaries. The budget includes funding for renovation of baseball fields at the high schools and sod at the practice field behind Harrison High School.

The 2022-2023 ending fund balance will be used to fund site projects during 2023-2024. A draw down of ending fund balance is planned in future years to provide resources for additional projects in the District.

HARRISON SCHOOL DISTRICT TWO LAND TRUST FUND STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE FISCAL YEARS 2019-2020 TO 2022-2023					
	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023 Estimated
	Actual	Actual	Actual	Budget	Actual
Beginning Fund Balance	\$ 448,935	\$ 545,457	\$ 752,678	\$ 192,587	\$ 192,587
Revenue					
Interest	7,978	832	1,380	113	14,000
Public School Lands	88,572	206,448	81,696	45,000	235,000
Total Revenues	96,550	207,280	83,076	45,113	249,000
Total Resources Available	545,485	752,737	835,754	237,700	441,587
Expenditures					
Sites	-	-	643,081	15,000	15,000
Other Services	28	59	86	30,000	30,000
Contingency	-	-	-	-	-
Total Expenditures	28	59	643,167	45,000	45,000
Ending Fund Balance	\$ 545,457	\$ 752,678	\$ 192,587	\$ 192,700	\$ 396,587



**HARRISON SCHOOL DISTRICT TWO
LAND TRUST FUND
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2023-2024 TO 2026-2027**

	2023-2024	2024-2025	2025-2026	2026-2027
	Budget	Projections	Projections	Projections
Beginning Fund Balance	\$ 396,587	\$ 28,587	\$ 21,587	\$ 5,587
Revenue				
Interest	12,000	8,000	6,000	5,000
Public School Lands	85,000	60,000	60,000	60,000
Total Revenues	97,000	68,000	66,000	65,000
Total Resources Available	493,587	96,587	87,587	70,587
Expenditures				
Sites	400,000	50,000	55,000	40,000
Other Services	15,000	10,000	12,000	13,000
Contingency	50,000	15,000	15,000	15,000
Total Expenditures	465,000	75,000	82,000	68,000
Ending Fund Balance	\$ 28,587	\$ 21,587	\$ 5,587	\$ 2,587

Health Insurance Fund - Internal Services Fund

Statement of Program

The Health Insurance Fund is an internal services fund used to account for the financing of services provided by one department to other departments on a cost-reimbursement basis.

This fund accounts for the partially self-funded dental insurance program of the District. The District has approximately 1300 employees that are eligible for dental insurance and 63 percent participate in the plan. Prior to Fiscal Year 2021-2022, the District also provided a partially self-funded health insurance program.

Beginning in Fiscal Year 2021-2022, the District moved to a fully funded health insurance program. The premiums collected from employees and then paid to the insurance company, will be accounted for in the General Fund. Historically, the Health Insurance Fund accounted for the expenditures of all health insurance plans. The Health Insurance Fund continued to pay out claims from the previous partially self-funded health insurance plans through the end of Fiscal Year 2021-2022. A planned transfer from the General Fund of \$55 thousand was provided in 2022-2023 to cover claims run out.

The premiums collected for dental insurance in Fiscal Year 2023-2024 are projected to increase slightly to \$437 thousand as a result of a planned increased in participation.

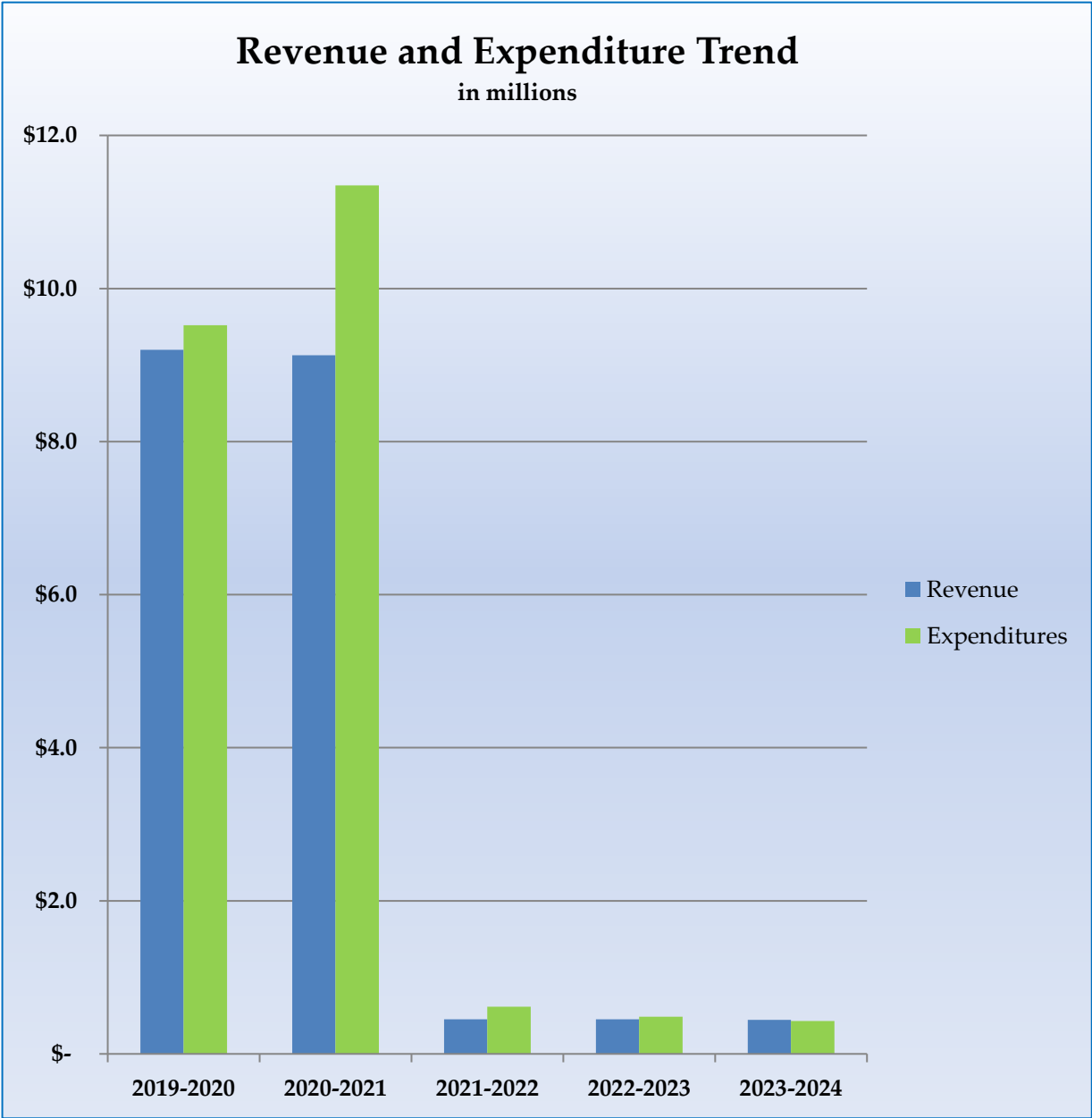
Expenditures for dental costs are planned to slightly increase each year. The Affordable Care Act (ACA) re-insurance fee was only needed for 2022-2023, due to the elimination of the self-funded health insurance plan.

The negative ending fund balance at the end of Fiscal Year 2020-2021 was due to a large amount of medical claims paid out of the partially self-funded insurance plan, prior to moving to the fully insured medical insurance plan. A transfer from the General Fund was completed in 2021-2022 to cover claims. Ending fund balance is projected to increase slightly in future years.

Future year needs will be addressed to determine the appropriate amount of premiums to be collected for dental insurance to ensure that the fund maintains an adequate fund balance.

Future fiscal years projected revenue includes an increase of four to five percent for dental insurance rates and participation.

Future year dental claims are expected to increase slightly less than five percent each year. Administrative Service Fees are negotiated at renewal or by going to market to explore new offerings from other carriers.



HARRISON SCHOOL DISTRICT TWO
HEALTH INSURANCE - INTERNAL SERVICE FUND
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2019-2020 TO 2022-2023

	2019-2020	2020-2021	2021-2022	2022-2023	2022-2023 Estimated
	Actual	Actual	Actual	Budget	Actual
Beginning Net Assets	\$ 1,636,036	\$ 1,316,784	\$ (905,790)	\$ 229,168	\$ 229,168
Revenue					
Premium Collections:					
Dental	402,590	472,747	450,528	452,500	430,000
Health and Medical	8,764,192	8,646,257	-	-	-
Earnings on Investments	21,402	1,164	-	-	-
Other Revenue	12,216	6,099	-	-	348
Total Revenue	9,200,400	9,126,267	450,528	452,500	430,348
Transfer in From General Fund	-	-	1,300,000	55,000	55,000
Total Resources Available	10,836,436	10,443,051	844,738	736,668	714,516
Expenditures					
Salaries	5,229	3,400	-	-	-
Benefits	1,078	722	-	-	-
Purchased Services	9,502,313	11,348,945	611,569	487,556	417,556
Supplies	3,372	(8,477)	-	-	-
Other	7,660	4,251	4,001	-	-
Total Expenditures	9,519,652	11,348,841	615,570	487,556	417,556
Ending Net Assets	\$ 1,316,784	\$ (905,790)	\$ 229,168	\$ 249,112	\$ 296,960
Expenditures by Program					
Dental	\$ 249,196	\$ 365,082	\$ 334,457	\$ 395,000	\$ 375,000
Medical	6,640,224	8,575,455	330,134	50,000	-
Pharmacy	1,614,842	1,328,836	(95,844)	-	-
Administrative Fee	972,198	1,060,745	36,965	38,162	38,162
ACA Re-insurance Fee	7,660	4,251	4,001	4,194	4,194
Other	35,532	14,472	5,857	200	200
Total Expenditures	\$ 9,519,652	\$ 11,348,841	\$ 615,570	\$ 487,556	\$ 417,556

HARRISON SCHOOL DISTRICT TWO
HEALTH INSURANCE - INTERNAL SERVICE FUND
STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCE
FISCAL YEARS 2023-2024 TO 2026-2027

	2023-2024	2024-2025	2025-2026	2026-2027
	Budget	Projections	Projections	Projections
Beginning Net Assets	\$ 296,960	\$ 309,960	\$ 326,800	\$ 342,460
Revenue				
Premium Collections:				
Dental	437,000	460,000	480,000	500,000
Health and Medical	-	-	-	-
Earnings on Investments	1,500	1,560	1,600	1,630
Other Revenue	5,000	7,000	8,000	10,000
Total Revenue	443,500	468,560	489,600	511,630
Transfer in From General Fund	-	-	-	-
Total Resources Available	740,460	778,520	816,400	854,090
Expenditures				
Salaries	-	-	-	-
Benefits	-	-	-	-
Purchased Services	430,500	451,720	473,940	497,220
Supplies	-	-	-	-
Other	-	-	-	-
Total Expenditures	430,500	451,720	473,940	497,220
Ending Net Assets	\$ 309,960	\$ 326,800	\$ 342,460	\$ 356,870
Expenditures by Program				
Dental	\$ 390,000	\$ 408,720	\$ 428,340	\$ 448,910
Medical	-	-	-	-
Pharmacy	-	-	-	-
Administrative Fee	40,000	42,000	44,100	46,310
ACA Re-insurance Fee	-	-	-	-
Other	500	1,000	1,500	2,000
Total Expenditures	\$ 430,500	\$ 451,720	\$ 473,940	\$ 497,220

Charter Schools

The Charter schools are a component unit of the Harrison School District Two and provide unique learning opportunities for the students of the District.

Atlas prepares and empowers all students for success on their post-graduate paths through educational excellence, character development and community engagement..

The mission of James Irwin Charter Schools is to help guide students in the development of their character and academic potential through academically rigorous, content-rich educational programs.

Vanguard became a charter of D2 beginning Fiscal Year 2021-2022. Vanguard has high expectations of excellence in character and academic achievement and balance a rigorous academic program with a warm and caring community and faculty dedicated to unlocking the potential of every student.

Below are the proposed budgets for each Charter School.

	James Irwin			2023-2024
	Atlas Prep Schools	Charter Schools	Vanguard	Budget
Beginning Fund Balance	\$ 21,910,664	\$ 15,498,662	\$ 8,238,600	\$ 45,647,926
Revenue				
Local	1,255,284	555,342	813,800	2,624,426
State	885,454	1,571,984	865,280	3,322,718
Federal	2,562,222	1,704,723	-	4,266,945
Total Revenue	4,702,960	3,832,049	1,679,080	10,214,089
Transfer In	13,267,456	14,477,482	17,484,914	45,229,852
Total Resources Available	39,881,080	33,808,193	27,402,594	101,091,867
Expenditures				
Salaries	7,828,400	7,194,872	9,989,042	25,012,314
Benefits	2,266,667	2,687,525	3,370,407	8,324,599
Purchased Services	3,220,148	3,883,881	3,323,459	10,427,488
Supplies and Materials	1,175,150	2,790,706	1,063,469	5,029,325
Capital Outlay	3,108,525	-	375,000	3,483,525
Other/Debt Service	84,500	436,205	583,900	1,104,605
Total Expenditures	17,683,390	16,993,189	18,705,277	53,381,856
Ending Fund Balance	\$ 22,197,690	\$ 16,815,004	\$ 8,697,317	\$ 47,710,011

UNIFORM BUDGET SUMMARY



FISCAL YEAR 2023-24
SUMMARY BUDGET

Harrison School District District Code 0020 Adopted budget Adopted June 15, 2023	Object Source	10 General Fund	11 Charter School Fund	18 Insurance Reserve / Risk Management	19 Preschool and Kindergarten	21 Food Service
Budgeted Pupil Count: 13,060						
Available Beginning Fund Balance & Revenues (Plus Or Minus (If Revenue) Allocations And Transfers)		33,073,035	45,647,926	195,934	-	3,260,645
REVENUES						
Local Sources	1000 - 1999	26,023,180	2,624,426	10,500	-	260,000
State Sources	3000 - 3999	134,787,579	3,322,718	-	771,871	-
Federal Sources	4000 - 4999	141,728	4,266,945	-	-	3,980,000
TOTAL REVENUES		160,952,487	10,214,089	10,500	771,871	4,240,000
TOTAL BEGINNING FUND BALANCE & REVENUES		194,025,522	55,862,015	206,434	771,871	7,500,645
TOTAL ALLOCATIONS TO/FROM OTHER FUNDS		5600,5700,5800 (45,229,852)	45,229,852	-	-	-
TRANSFERS TO/FROM OTHER FUNDS		5200 - 5300 (4,347,275)	-	2,020,000	-	-
AVAILABLE BEGINNING FUND BALANCE & REVENUES (Plus or Minus (if Revenue) Allocations and Transfers)		144,448,395	101,091,867	2,226,434	771,871	7,500,645
EXPENDITURES						
Instruction - Program 0010 to 2099						
Salaries	0100	41,754,395	16,178,271	-	-	-
Employee Benefits	0200	15,020,768	5,440,056	-	-	-
Purchased Services	0300-0500	5,524,182	1,127,500	-	771,871	-
Supplies and Materials	0600	1,205,053	1,291,902	-	-	-
Property	0700	236,178	125,000	-	-	-
Other	0800, 0900	316,444	775,105	-	-	-
Total Instruction		64,057,020	24,937,834	-	771,871	-
Supporting Services						
Students - Program 2100						
Salaries	0100	5,822,003	1,678,466	-	-	-
Employee Benefits	0200	1,774,535	645,788	-	-	-
Purchased Services	0300-0500	227,160	356,340	-	-	-
Supplies and Materials	0600	43,269	415,414	-	-	-
Property	0700	-	1,000	-	-	-
Other	0800, 0900	2,825	-	-	-	-
Total Students		7,869,792	3,097,008	-	-	-
Instructional Staff - Program 2200						
Salaries	0100	3,726,960	648,152	-	-	-
Employee Benefits	0200	1,172,524	230,692	-	-	-
Purchased Services	0300-0500	396,942	220,185	-	-	-
Supplies and Materials	0600	104,962	112,889	-	-	-
Property	0700	151,492	-	-	-	-
Other	0800, 0900	127,716	-	-	-	-
Total Instructional Staff		5,680,596	1,211,918	-	-	-
General Administration - Program 2300, including Program 2303 and 2304						
Salaries	0100	697,370	1,119,957	-	-	-
Employee Benefits	0200	186,061	343,763	-	-	-
Purchased Services	0300-0500	356,536	842,712	-	-	-
Supplies and Materials	0600	54,350	1,588,440	-	-	-
Property	0700	3,000	-	-	-	-
Other	0800, 0900	63,000	-	-	-	-
Total General Administration		1,360,317	3,894,872	-	-	-

FISCAL YEAR 2023-24
SUMMARY BUDGET

Harrison School District District Code 0020 Adopted budget Adopted June 15, 2023	22 Governmental Designated Grants Fund	23 Pupil Activity Agency	31 Bond Redemption	41 Building Fund	43 Capital Reserve Capital Projects	60 Internal Service	TOTAL
Budgeted Pupil Count: 13,060							
Available Beginning Fund Balance & Revenues (Plus Or Minus (If Revenue) Allocations And Transfers)	-	575,816	11,113,637	35,772,508	1,886,517	296,960	131,822,978
REVENUES							
Local Sources	160,000	580,000	14,784,512	447,100	106,000	443,500	45,439,218
State Sources	2,472,000	-	-	-	-	-	141,354,168
Federal Sources	28,990,000	-	-	-	-	-	37,378,673
TOTAL REVENUES	31,622,000	580,000	14,784,512	447,100	106,000	443,500	224,172,059
TOTAL BEGINNING FUND BALANCE & REVENUES	31,622,000	1,155,816	25,898,149	36,219,608	1,992,517	740,460	355,995,037
TOTAL ALLOCATIONS TO/FROM OTHER FUNDS	-	-	-	-	-	-	-
TRANSFERS TO/FROM OTHER FUNDS	-	-	-	-	2,327,275	-	-
AVAILABLE BEGINNING FUND BALANCE & REVENUES (Plus or Minus (if Revenue) Allocations and Transfers)	31,622,000	1,155,816	25,898,149	36,219,608	4,319,792	740,460	355,995,037
EXPENDITURES							
Instruction - Program 0010 to 2099							
Salaries	-	-	-	-	-	-	57,932,666
Employee Benefits	-	-	-	-	-	-	20,460,824
Purchased Services	-	-	-	-	-	-	7,423,553
Supplies and Materials	-	-	-	-	-	-	2,496,955
Property	-	-	-	-	-	-	361,178
Other	31,622,000	610,500	-	-	-	-	33,324,049
Total Instruction	31,622,000	610,500	-	-	-	-	121,999,225
Supporting Services							
Students - Program 2100							
Salaries	-	-	-	-	-	-	7,500,469
Employee Benefits	-	-	-	-	-	-	2,420,323
Purchased Services	-	-	-	-	-	-	583,500
Supplies and Materials	-	-	-	-	-	-	458,683
Property	-	-	-	-	-	-	1,000
Other	-	-	-	-	-	-	2,825
Total Students	-	-	-	-	-	-	10,966,800
Instructional Staff - Program 2200							
Salaries	-	-	-	-	-	-	4,375,112
Employee Benefits	-	-	-	-	-	-	1,403,216
Purchased Services	-	-	-	-	-	-	617,127
Supplies and Materials	-	-	-	-	-	-	217,851
Property	-	-	-	-	-	-	151,492
Other	-	-	-	-	-	-	127,716
Total Instructional Staff	-	-	-	-	-	-	6,892,514
General Administration - Program 2300, including Program 2303 and 2304							
Salaries	-	-	-	-	-	-	1,817,327
Employee Benefits	-	-	-	-	-	-	529,824
Purchased Services	-	-	-	-	-	-	1,199,248
Supplies and Materials	-	-	-	-	-	-	1,642,790
Property	-	-	-	-	-	-	3,000
Other	-	-	-	-	-	-	63,000
Total General Administration	-	-	-	-	-	-	5,255,189

FISCAL YEAR 2023-24
SUMMARY BUDGET

Harrison School District District Code 0020 Adopted budget Adopted June 15, 2023	Object Source	10 General Fund	11 Charter School Fund	18 Insurance Reserve / Risk Management	19 Preschool and Kindergarten	21 Food Service
School Administration - Program 2400						
Salaries	0100	7,913,769	2,574,951	-	-	-
Employee Benefits	0200	2,484,993	796,592	-	-	-
Purchased Services	0300-0500	69,134	107,000	-	-	-
Supplies and Materials	0600	586,020	91,626	-	-	-
Property	0700	47,849	1,500	-	-	-
Other	0800, 0900	13,415	-	-	-	-
Total School Administration		11,115,180	3,571,669	-	-	-
Business Services - Program 2500, including Program 2501						
Salaries	0100	841,031	1,237,320	-	-	-
Employee Benefits	0200	296,942	382,450	-	-	-
Purchased Services	0300-0500	37,008	1,013,107	-	-	-
Supplies and Materials	0600	8,500	47,594	-	-	-
Property	0700	7,700	5,000	-	-	-
Other	0800, 0900	9,461	21,500	-	-	-
Total Business Services		1,200,642	2,706,971	-	-	-
Operations and Maintenance - Program 2600						
Salaries	0100	6,324,074	1,010,597	-	-	-
Employee Benefits	0200	2,217,098	328,956	-	-	-
Purchased Services	0300-0500	1,302,590	3,159,600	85,982	-	-
Supplies and Materials	0600	2,849,130	1,151,570	3,000	-	-
Property	0700	103,000	2,941,025	-	-	-
Other	0800, 0900	9,170	250,000	-	-	-
Total Operations and Maintenance		12,805,062	8,841,748	88,982	-	-
Student Transportation - Program 2700						
Salaries	0100	2,946,399	226,265	-	-	-
Employee Benefits	0200	1,067,701	53,052	-	-	-
Purchased Services	0300-0500	197,550	370,000	-	-	-
Supplies and Materials	0600	458,000	63,000	-	-	-
Property	0700	-	120,000	-	-	-
Other	0800, 0900	(174,600)	-	-	-	-
Total Student Transportation		4,495,050	832,317	-	-	-
Central Support - Program 2800, including Program 2801						
Salaries	0100	3,014,919	241,870	-	-	-
Employee Benefits	0200	961,312	68,258	-	-	-
Purchased Services	0300-0500	1,755,519	786,250	-	-	-
Supplies and Materials	0600	88,693	231,890	-	-	-
Property	0700	762,717	40,000	-	-	-
Other	0800, 0900	17,934	-	-	-	-
Total Central Support		6,601,094	1,368,268	-	-	-
Other Support - Program 2900						
Salaries	0100	-	96,465	115,000	-	-
Employee Benefits	0200	-	34,992	36,752	-	-
Purchased Services	0300-0500	-	-	1,907,811	-	-
Supplies and Materials	0600	-	15,000	-	-	-
Total Other Support		-	146,457	2,059,563	-	-
Food Service Operations - Program 3100						
Salaries	0100	13,250	-	-	-	1,875,011
Employee Benefits	0200	5,077	-	-	-	696,226
Purchased Services	0300-0500	-	1,040,000	-	-	89,000
Supplies and Materials	0600	87,088	20,000	-	-	2,367,000
Property	0700	-	-	-	-	5,000
Other	0800, 0900	-	-	-	-	3,000
Total Other Support		105,415	1,060,000	-	-	5,035,237

FISCAL YEAR 2023-24
SUMMARY BUDGET

	22 Governmental Designated Grants Fund	23 Pupil Activity Agency	31 Bond Redemption	41 Building Fund	43 Capital Reserve Capital Projects	60 Internal Service	TOTAL
Harrison School District District Code 0020 Adopted budget Adopted June 15, 2023							
School Administration - Program 2400							
Salaries	-	-	-	-	-	-	10,488,720
Employee Benefits	-	-	-	-	-	-	3,281,585
Purchased Services	-	-	-	-	-	-	176,134
Supplies and Materials	-	-	-	-	-	-	677,646
Property	-	-	-	-	-	-	49,349
Other	-	-	-	-	-	-	13,415
Total School Administration	-	-	-	-	-	-	14,686,849
Business Services - Program 2500, including Program 2501							
Salaries	-	-	-	-	-	-	2,078,351
Employee Benefits	-	-	-	-	-	-	679,392
Purchased Services	-	-	-	-	-	-	1,050,115
Supplies and Materials	-	-	-	-	-	-	56,094
Property	-	-	-	-	-	-	12,700
Other	-	-	-	-	-	-	30,961
Total Business Services	-	-	-	-	-	-	3,907,613
Operations and Maintenance - Program 2600							
Salaries	-	-	-	-	143,630	-	7,478,301
Employee Benefits	-	-	-	-	44,525	-	2,590,579
Purchased Services	-	-	-	-	904,500	-	5,452,672
Supplies and Materials	-	-	-	-	-	-	4,003,700
Property	-	-	-	-	991,543	-	4,035,568
Other	-	-	-	-	-	-	259,170
Total Operations and Maintenance	-	-	-	-	2,084,198	-	23,819,990
Student Transportation - Program 2700							
Salaries	-	-	-	-	-	-	3,172,664
Employee Benefits	-	-	-	-	-	-	1,120,753
Purchased Services	-	-	-	-	-	-	567,550
Supplies and Materials	-	-	-	-	-	-	521,000
Property	-	-	-	-	-	-	120,000
Other	-	-	-	-	-	-	(174,600)
Total Student Transportation	-	-	-	-	-	-	5,327,367
Central Support - Program 2800, including Program 2801							
Salaries	-	-	-	-	-	-	3,256,789
Employee Benefits	-	-	-	-	-	-	1,029,570
Purchased Services	-	-	-	-	-	430,500	2,972,269
Supplies and Materials	-	-	-	-	-	-	320,583
Property	-	-	-	-	-	-	802,717
Other	-	-	-	-	-	-	17,934
Total Central Support	-	-	-	-	-	430,500	8,399,862
Other Support - Program 2900							
Salaries	-	-	-	-	-	-	211,465
Employee Benefits	-	-	-	-	-	-	71,744
Purchased Services	-	-	-	-	15,000	-	1,922,811
Supplies and Materials	-	-	-	-	750,000	-	765,000
Total Other Support	-	-	-	-	765,000	-	2,971,020
Food Service Operations - Program 3100							
Salaries	-	-	-	-	-	-	1,888,261
Employee Benefits	-	-	-	-	-	-	701,303
Purchased Services	-	-	-	-	-	-	1,129,000
Supplies and Materials	-	-	-	-	-	-	2,474,088
Property	-	-	-	-	-	-	5,000
Other	-	-	-	-	-	-	3,000
Total Other Support	-	-	-	-	-	-	6,200,652

FISCAL YEAR 2023-24
SUMMARY BUDGET

Harrison School District District Code 0020 Adopted budget Adopted June 15, 2023	Object Source	10 General Fund	11 Charter School Fund	18 Insurance Reserve / Risk Management	19 Preschool and Kindergarten	21 Food Service
Community Services - Program 3300						
Salaries	0100	2,000	-	-	-	-
Employee Benefits	0200	457	-	-	-	-
Purchased Services	0300-0500	3,149	-	-	-	-
Supplies and Materials	0600	3,498	-	-	-	-
Other	0800, 0900	1,000	-	-	-	-
Total Community Services		10,104	-	-	-	-
Education for Adults - Program 3400						
Salaries	0100	134,450	-	-	-	-
Employee Benefits	0200	31,195	-	-	-	-
Purchased Services	0300-0500	27,500	-	-	-	-
Supplies and Materials	0600	10,000	-	-	-	-
Other	0800, 0900	2,500	-	-	-	-
Total Education for Adults Services		205,645	-	-	-	-
Total Supporting Services		51,448,897	26,731,228	2,148,545	-	5,035,237
Property - Program 4000						
Salaries	0100	-	-	-	-	-
Employee Benefits	0200	-	-	-	-	-
Purchased Services	0300-0500	1,573,000	1,395,794	-	-	-
Supplies and Materials	0600	-	-	-	-	-
Property	0700	-	250,000	-	-	-
Total Property		1,573,000	1,645,794	-	-	-
Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an expenditure						
Purchased Services	0300-0500	-	9,000	-	-	-
Other	0800, 0900	9,893	58,000	-	-	-
Total Other Uses		9,893	67,000	-	-	-
TOTAL EXPENDITURES		117,088,810	53,381,856	2,148,545	771,871	5,035,237
APPROPRIATED RESERVES						
Other Reserved Fund Balance - Program 9900	0840	300,000	-	-	-	-
TOTAL RESERVES		300,000	-	-	-	-
TOTAL EXPENDITURES & RESERVES		117,388,810	53,381,856	2,148,545	771,871	5,035,237
BUDGETED ENDING FUND BALANCE						
Non-spendable fund balance (9900)	6710	3,544,800	1,911,130	-	-	-
Restricted fund balance (9990)	6720	-	-	-	-	-
TABOR 3% emergency reserve (9321)	6721	152,822	1,390,000	-	-	-
Committed fund balance (9900)	6750	4,453,711	7,500,000	-	-	-
Assigned fund balance (9900)	6760	11,816,089	-	-	-	-
Unassigned fund balance (9900)	6770	7,092,163	30,517,694	77,889	-	2,465,408
Unrestricted net position (9900)	6792	-	6,391,187	-	-	-
Total Ending Fund Balance		27,059,585	47,710,011	77,889	-	2,465,408
Total Available Beginning Fund Balance & Revenues Less Total Expenditures & Reserves Less Ending Fund Balance (Shall Equal Zero (0))		-	-	-	-	-
Use of a portion of beginning fund balance resolution required?		Yes	No	Yes	No	Yes

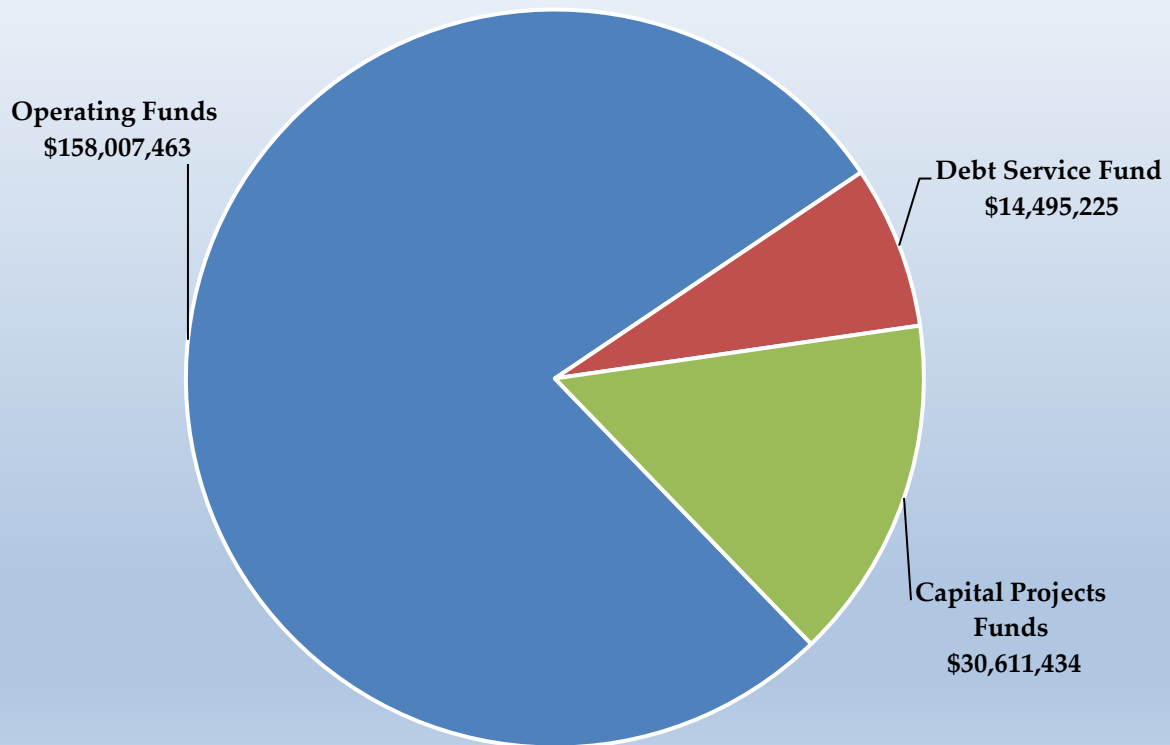
FISCAL YEAR 2023-24
SUMMARY BUDGET

Harrison School District District Code 0020 Adopted budget Adopted June 15, 2023	22 Governmental Designated Grants Fund	23 Pupil Activity Agency	31 Bond Redemption	41 Building Fund	43 Capital Reserve Capital Projects	60 Internal Service	TOTAL
Community Services - Program 3300							
Salaries	-	-	-	-	-	-	2,000
Employee Benefits	-	-	-	-	-	-	457
Purchased Services	-	-	-	-	-	-	3,149
Supplies and Materials	-	-	-	-	-	-	3,498
Other	-	-	-	-	-	-	1,000
Total Community Services	-	-	-	-	-	-	10,104
Education for Adults - Program 3400							
Salaries	-	-	-	-	-	-	134,450
Employee Benefits	-	-	-	-	-	-	31,195
Purchased Services	-	-	-	-	-	-	27,500
Supplies and Materials	-	-	-	-	-	-	10,000
Other	-	-	-	-	-	-	2,500
Total Education for Adults Services	-	-	-	-	-	-	205,645
Total Supporting Services	-	-	-	-	2,849,198	430,500	88,643,605
Property - Program 4000							
Salaries	-	-	-	75,000	-	-	75,000
Employee Benefits	-	-	-	11,250	-	-	11,250
Purchased Services	-	-	-	650,000	-	-	3,618,794
Supplies and Materials	-	-	-	20,000	-	-	20,000
Property	-	-	-	27,005,986	-	-	27,255,986
Total Property	-	-	-	27,762,236	-	-	30,981,030
Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an expenditure							
Purchased Services	-	-	60,000	-	-	-	69,000
Other	-	-	14,435,225	-	-	-	14,503,118
Total Other Uses	-	-	14,495,225	-	-	-	14,572,118
TOTAL EXPENDITURES	31,622,000	610,500	14,495,225	27,762,236	2,849,198	430,500	256,195,978
APPROPRIATED RESERVES							
Other Reserved Fund Balance - Program 9900	-	-	-	-	-	-	300,000
TOTAL RESERVES	-	-	-	-	-	-	300,000
TOTAL EXPENDITURES & RESERVES	31,622,000	610,500	14,495,225	27,762,236	2,849,198	430,500	256,495,978
BUDGETED ENDING FUND BALANCE							
Non-spendable fund balance (9900)	-	-	-	-	-	-	5,455,930
Restricted fund balance (9990)	-	-	11,402,924	8,457,372	-	-	19,860,296
TABOR 3% emergency reserve (9321)	-	-	-	-	-	-	1,542,822
Committed fund balance (9900)	-	-	-	-	-	-	11,953,711
Assigned fund balance (9900)	-	-	-	-	-	-	11,816,089
Unassigned fund balance (9900)	-	545,316	-	-	1,470,594	309,960	42,479,024
Unrestricted net position (9900)	-	-	-	-	-	-	6,391,187
Total Ending Fund Balance	-	545,316	11,402,924	8,457,372	1,470,594	309,960	99,499,059
Total Available Beginning Fund Balance & Revenues Less Total Expenditures & Reserves Less Ending Fund Balance (Shall Equal Zero (0))	-	-	-	-	-	-	-
Use of a portion of beginning fund balance resolution required?	No	Yes	No	Yes	Yes	No	Yes

HARRISON SCHOOL DISTRICT TWO
SUMMARY BUDGET
FISCAL YEAR 2023-2024

	Beginning Fund Balance	Revenue and Transfers	Expenditures	Ending Fund Balance
Operating Funds				
General Fund	\$ 33,073,035	\$ 112,147,231	118,160,681	\$ 27,059,585
Insurance Reserve Fund	195,934	2,030,500	2,148,545	77,889
Nutrition Services Fund	3,260,645	4,240,000	5,035,237	2,465,408
Designated Purpose Grants Fund	-	31,622,000	31,622,000	-
Pupil Activity Fund	575,816	580,000	610,500	545,316
Health Insurance Fund	296,960	443,500	430,500	309,960
Debt Service Fund				
Bond Redemption Fund	11,113,637	14,784,512	14,495,225	11,402,924
Capital Projects Funds				
Building Fund	35,772,508	447,100	27,762,236	8,457,372
Capital Reserve Fund	1,489,930	2,336,275	2,384,198	1,442,007
Land Trust Fund	396,587	97,000	465,000	28,587
Total	\$ 86,175,052	\$ 168,728,118	\$ 203,114,122	\$ 51,789,048

All Funds Expenditures



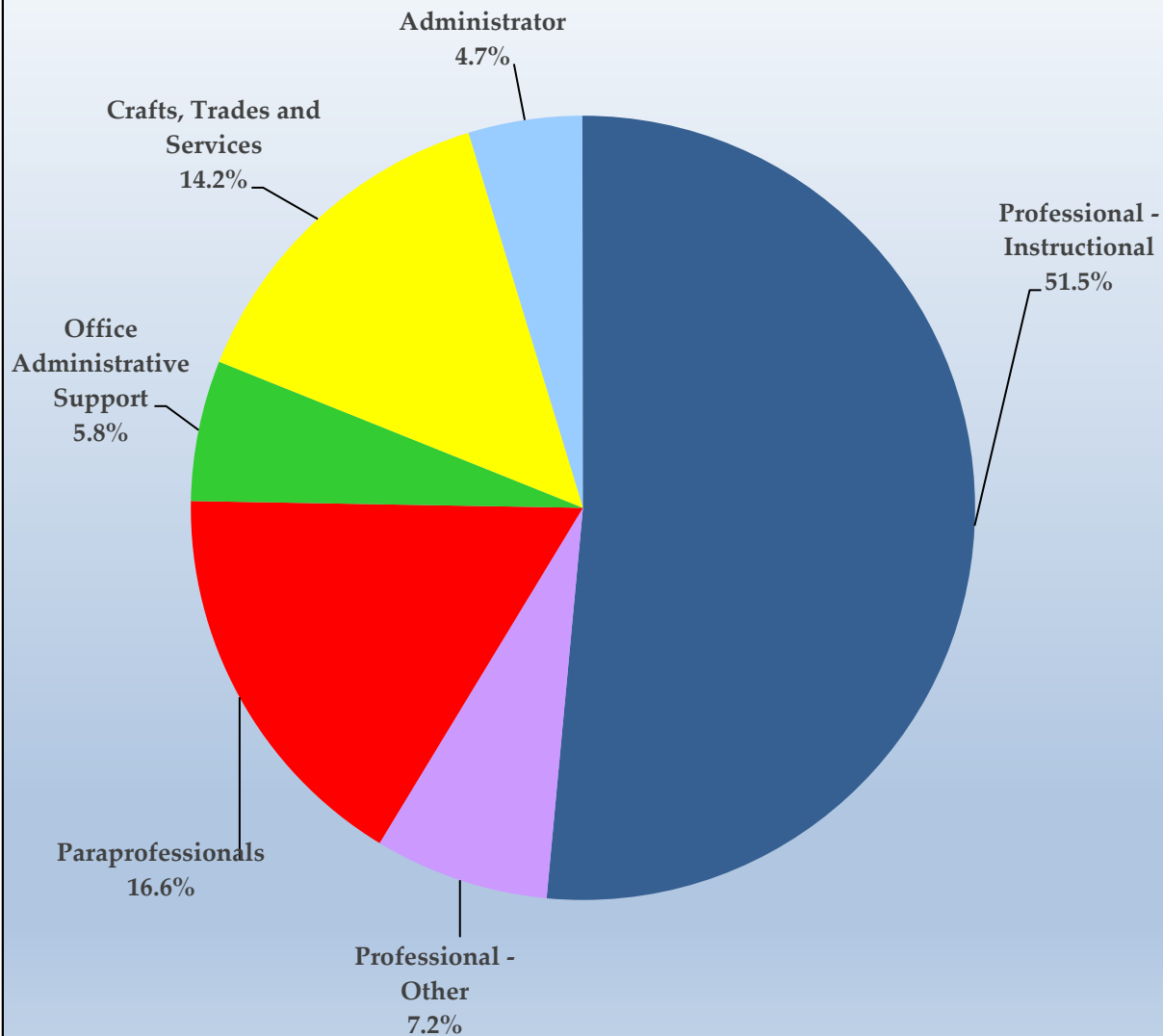
STAFF



**HARRISON SCHOOL DISTRICT TWO
STAFFING FTE SUMMARY - ALL FUNDS
FISCAL YEARS 2019-2020 TO 2023-2024**

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Net Change
Administrator	97.54	70.87	70.25	66.50	69.50	3.00
Professional - Instructional	793.63	765.26	729.54	733.34	761.31	27.97
Professional - Other	50.73	81.40	75.58	93.47	107.11	13.64
Paraprofessionals	248.22	225.74	212.86	206.42	245.97	39.55
Office Administrative Support	91.88	91.44	86.86	82.57	85.19	2.62
Crafts, Trades and Services	197.44	191.51	190.82	197.12	209.91	12.79
Total Staffing	1,479.44	1,426.22	1,365.91	1,379.42	1,478.99	99.57

Staff FTE by Employee Group



Staffing

The District employs approximately 1,500 employees to help provide an excellent learning opportunity for the students. The employee categories are summarized to comply with the chart of account structure developed for Colorado school districts.

- Administrator: performs managerial activities and is responsible for developing or interpreting policies or regulations and executing those policies or regulations through the direction of individuals.
- Professional - Instructional: provides learning experiences and care to students. This includes certified staff including, classroom and special education teachers. Counselors, psychologists, nurses and social workers are also classified as certified professional - instructional.
- Professional - Other: performs assignments requiring a high degree of knowledge and skills usually acquired through at least a baccalaureate degree (or its equivalent obtained through special study and/or experience) but not requiring skills in the field of education. This includes directors, coordinators, managerial and support staff.
- Paraprofessionals: supports professional individuals or functions. This category also includes student monitors. Bus monitors, lunchroom monitors, classroom aides and special education aides are part of the paraprofessional employees.
- Office Administrative Support: performs the activities of preparing, transferring, transcribing, systematizing or preserving communications, records and transactions. Office administrative support includes secretaries, bookkeepers, and registrars.
- Crafts, Trades and Services: performs tasks that require skill levels which can be acquired through on-the-job training and experience or through apprenticeship or other formal training programs. A wide variety of employees are included in this category such as building engineers, custodians, maintenance, mechanics, nutrition services staff, security, hvac, grounds specialists and bus drivers.



All Funds Districtwide Staffing

Major Changes in Staffing for Fiscal Year 2023-2024

Administrator: 3.0 FTE Increase

Assistant Principals were added at Soaring Eagles Community School and a .5 FTE at Harrison and Sierra High Schools.

Professional - Instructional: 28.0 FTE Increase

The District remains committed in providing an excellent educational opportunity for the students and continues to allocate staffing as needed to enhance the programs available. 32 FTE were added for Special Education Programs and a slight decrease in FTE positions funded through the Grants Fund.

Professional - Other: 13.6 FTE Increase

The majority of the changes in this category are related to additional positions being funded through the Government Grant Fund. Financial Support Services is adding an Accountant and the Nutrition Services Fund added a Dietitian and a Program Director.

Paraprofessionals: 39.6 FTE Increase

As a result of Student-Based Budgeting, schools are allowed to allocate funding in order to meet specific needs of each school. Additional 9.0 FTE were provided for the schools through this process and 10.5 FTE have been added to support the Special Education Department. Grant funding will provide an additional 20 FTE for school support.

Office Administrative Support: 2.6 FTE Increase

Human Resources has increased 1 FTE and an additional FTE will be provided through Grants.

Crafts, Trades and Services: 12.8 FTE Increase

Additional staffing is provided through the ESSER grant in the Grants Fund

SCHOOLS



BRICKER ELEMENTARY

4880 Dover Drive
Colorado Springs, CO 80916

Principal: Tracy Jarboe
<http://www.hsd2.org/BES> (719) 579-2150



Mission

To create greatness through a culture of leadership, learning and collaboration.

Vision

Bricker Elementary is a school where every student's unique talents are strengthened, achievement heightened and leadership inspired.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 1,766,788	\$ 1,581,105	\$ 1,421,209	\$ 1,464,429	\$ 2,022,664
Benefits	538,720	545,505	493,899	534,566	693,606
Services	11,484	21,973	23,254	9,282	24,893
Supplies	105,111	98,726	115,571	36,050	35,300
Equipment and Other	19,331	2,943	5,885	16,308	23,781
Total Expenditures	\$ 2,441,434	\$ 2,250,252	\$ 2,059,818	\$ 2,060,635	\$ 2,800,244
<u>BUDGETED STAFFING</u>					
Instructional Staff	30.00	23.50	21.30	16.91	22.25
Paraprofessionals	8.25	5.63	5.01	4.96	9.86
Classified	3.25	4.25	4.25	4.25	4.25
Administrative/Technical	2.00	2.00	2.00	2.00	2.00
Total Budgeted Staffing	43.50	35.38	32.56	28.12	38.36
Student Enrollment	385	323	291	238	275
Cost per Student	\$ 6,341	\$ 6,967	\$ 7,078	\$ 8,658	\$ 10,183

CENTENNIAL ELEMENTARY SCHOOL

1860 South Chelton Road
Colorado Springs, CO 80910

Principal: Kim Noyes
<http://www.hsd2.org/CES> (719) 579-2155



Value Promise Statement

In a safe environment, Centennial Elementary School, a National Distinguished Title 1 School, a National Blue Ribbon School of Excellence, and an Excellence in Urban Education School, closes the opportunity gap by focusing on high-quality instruction, offering extended learning opportunities, and providing individualized support to meet the needs of every student, while partnering successfully with parents and community members.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 2,191,596	\$ 2,047,866	\$ 1,849,078	\$ 2,167,279	\$ 2,213,422
Benefits	732,185	735,925	597,024	726,809	687,150
Services	36,282	22,707	24,069	25,699	38,314
Supplies	121,175	98,161	99,585	53,789	45,171
Equipment and Other	9,716	5,128	10,339	25,309	2,000
Total Expenditures	\$ 3,090,954	\$ 2,909,787	\$ 2,580,095	\$ 2,998,885	\$ 2,986,057
<u>BUDGETED STAFFING</u>					
Instructional Staff	36.00	32.40	26.78	27.40	27.40
Paraprofessionals	9.56	8.13	7.25	9.63	6.63
Classified	5.75	5.62	4.69	4.63	4.62
Administrative/Technical	2.00	2.00	2.00	2.00	2.00
Total Budgeted Staffing	53.31	48.15	40.72	43.66	40.65
Student Enrollment	517	410	357	378	345
Cost per Student	\$ 5,979	\$ 7,097	\$ 7,227	\$ 7,934	\$ 8,655

GIBERSON ELEMENTARY SCHOOL

2880 Ferber Drive
Colorado Springs, CO 80916

Principal: Haana Deickman
<http://www.hsd2.org/GES> (719) 579-2165



Mission and Vision

To educate all learners in a safe and caring environment. To inspire a goal-oriented school community and develop passionate risk-takers and avid learners.

We will:

- Provide all students with individualized learning through the use of What I Need (WIN) time
- Develop trusting relationships with students to increase engagement
- Foster partnerships with families and the community to provide rounded support

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 1,887,315	\$ 1,642,814	\$ 1,682,559	\$ 1,758,149	\$ 1,789,328
Benefits	610,166	552,514	544,298	600,893	541,078
Services	11,663	15,627	14,797	16,963	9,634
Supplies	75,321	63,366	83,841	26,080	26,765
Equipment and Other	3,108	20	20	11,504	2,718
Total Expenditures	\$ 2,587,573	\$ 2,274,341	\$ 2,325,515	\$ 2,413,589	\$ 2,369,523
<u>BUDGETED STAFFING</u>					
Instructional Staff	29.10	26.50	24.00	22.10	21.79
Paraprofessionals	4.63	4.69	4.57	4.63	3.69
Classified	4.00	4.00	4.00	5.00	4.87
Administrative/Technical	2.00	2.00	2.00	2.00	2.00
Total Budgeted Staffing	39.73	37.19	34.57	33.73	32.35
Student Enrollment	423	320	333	324	301
Cost per Student	\$ 6,117	\$ 7,107	\$ 6,984	\$ 7,449	\$ 7,872

MONTEREY ELEMENTARY SCHOOL

2311 Monterey Road
Colorado Springs, CO 80910

Principal: Erika Tunson
<http://www.hsd2.org/MES> (719) 579-2170



Mission

Building a foundation for students to grow and achieve.

Vision

Be the school where all students make a year's growth or more in academic achievement and staff participate as members of a collaborative community.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 1,609,198	\$ 1,354,301	\$ 1,256,208	\$ 1,464,950	\$ 1,531,776
Benefits	490,057	442,344	392,088	469,883	499,187
Services	19,249	29,051	20,479	14,093	14,093
Supplies	96,096	100,647	86,723	24,217	24,350
Equipment and Other	6,286	99	20	19,727	350
Total Expenditures	\$ 2,220,886	\$ 1,926,442	\$ 1,755,518	\$ 1,992,870	\$ 2,069,756
<u>BUDGETED STAFFING</u>					
Instructional Staff	25.00	22.00	18.50	19.19	18.50
Paraprofessionals	2.00	1.75	2.63	2.69	3.63
Classified	4.25	4.00	4.00	4.00	4.00
Administrative/Technical	2.00	2.00	2.00	2.00	2.00
Total Budgeted Staffing	33.25	29.75	27.13	27.88	28.13
Student Enrollment	349	308	263	260	205
Cost per Student	\$ 6,364	\$ 6,255	\$ 6,675	\$ 7,665	\$ 10,096

OAK CREEK ELEMENTARY SCHOOL

3333 West Oak Creek Drive
Colorado Springs, CO 80906

Principal: Linda Donaldson
<http://www.hsd2.org/OCE> (719) 579-2175



Purpose

At Oak Creek Elementary we strive to provide: · A positive environment · A sense of community
· A committed and dedicated staff · Academic and social growth opportunities · A focus on academic growth.

We Empower, Inspire and Nurture Students!

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 1,450,397	\$ 1,434,867	\$ 1,377,945	\$ 1,800,118	\$ 1,989,519
Benefits	453,764	452,995	417,733	580,048	662,162
Services	17,246	15,451	13,639	4,065	6,765
Supplies	69,741	62,117	80,654	19,077	24,683
Equipment and Other	1,636	2,306	1,369	9,260	-
Total Expenditures	\$ 1,992,784	\$ 1,967,736	\$ 1,891,340	\$ 2,412,568	\$ 2,683,129
<u>BUDGETED STAFFING</u>					
Instructional Staff	22.00	22.22	17.75	20.90	20.84
Paraprofessionals	9.06	8.19	4.72	8.70	10.20
Classified	4.00	4.00	4.00	4.00	4.00
Administrative/Technical	2.00	2.00	2.00	2.00	2.00
Total Budgeted Staffing	37.06	36.41	28.47	35.60	37.04
Student Enrollment	246	200	195	253	260
Cost per Student	\$ 8,101	\$ 9,839	\$ 9,699	\$ 9,536	\$ 10,320

OTERO ELEMENTARY SCHOOL

1650 Charmwood Drive
Colorado Springs, CO 80906

Principal: Amy Bonine
<http://www.hsd2.org/OES> (719) 579-2110



Mission

Our enduring mission is to empower students to reach their greatest potential as life-long learners in both academic achievement and character development.

Vision

With consistence and communication, educators, families, and the community will support all scholars in becoming active participants in dynamic learning experiences to become productive citizens.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 1,613,790	\$ 1,450,091	\$ 1,454,008	\$ 2,284,330	\$ 2,426,241
Benefits	475,530	481,489	475,425	761,562	813,555
Services	19,906	35,299	22,864	22,627	11,807
Supplies	67,549	52,402	67,408	57,353	38,434
Equipment and Other	9,714	6,119	4,793	17,658	1,686
Total Expenditures	\$ 2,186,489	\$ 2,025,400	\$ 2,024,498	\$ 3,143,530	\$ 3,291,723
<u>BUDGETED STAFFING</u>					
Instructional Staff	24.00	20.00	18.18	30.50	29.63
Paraprofessionals	14.75	12.34	6.63	9.39	8.50
Classified	4.00	3.00	4.00	4.00	4.00
Administrative/Technical	2.00	2.00	2.00	2.00	2.00
Total Budgeted Staffing	44.75	37.34	30.81	45.89	44.13
Student Enrollment	330	299	273	415	351
Cost per Student	\$ 6,626	\$ 6,774	\$ 7,416	\$ 7,575	\$ 9,378

PIKES PEAK ELEMENTARY SCHOOL

1520 Verde Drive

Colorado Springs, CO 80910

(719) 579-2180



Pikes Peak United Way, in partnership with Harrison School District 2, will be opening a Family Success Center at what is now Pikes Peak Elementary School beginning in August of 2022 and will offer a variety of services and programming to community members in the building.

Students in the Pikes Peak Elementary area will now be attending Carmel K-8, Monterey Elementary and Centennial Elementary schools.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 1,660,856	\$ 1,621,874	\$ 1,573,369	\$ 35,500	\$ 41,315
Benefits	531,859	541,776	510,961	14,938	16,636
Services	21,711	26,795	(63,172)	-	-
Supplies	108,913	77,395	92,377	-	-
Equipment and Other	10,017	1,022	82	-	-
Total Expenditures	\$ 2,333,356	\$ 2,268,862	\$ 2,113,617	\$ 50,438	\$ 57,951
<u>BUDGETED STAFFING</u>					
Instructional Staff	26.00	25.00	24.00	-	-
Paraprofessionals	6.26	8.00	5.88	-	-
Classified	4.00	4.00	4.00	1.00	1.00
Administrative/Technical	2.00	2.00	2.00	-	-
Total Budgeted Staffing	38.26	39.00	35.88	1.00	1.00
Classified staffing in 2022-2023 is for a custodial position					
Student Enrollment	345	341	314	-	-
Cost per Student	\$ 6,763	\$ 6,654	\$ 6,731	-	-

STRATMOOR HILLS ELEMENTARY SCHOOL

200 Loomis Avenue

Colorado Springs, CO 80906

(719) 579-2185



At the end of the 2021-2022 school year, Stratmoor Hills closed after 58 fabulous years as an elementary school in the Harrison School District Two. This marks an end of an era for providing excellent educational services for the students.

Stratmoor Hills Elementary School will transition to serve as the base for Aspire Online Academy and strategic community partners.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 1,672,175	\$ 1,586,414	\$ 1,423,808	\$ 35,500	\$ 57,710
Benefits	510,721	520,134	453,286	14,938	26,889
Services	10,736	10,619	8,540	-	-
Supplies	69,269	66,775	82,916	-	-
Equipment and Other	434	20	94	-	-
Total Expenditures	\$ 2,263,335	\$ 2,183,962	\$ 1,968,644	\$ 50,438	\$ 84,599
<u>BUDGETED STAFFING</u>					
Instructional Staff	22.00	22.50	18.65	-	-
Paraprofessionals	11.50	9.88	7.25	-	-
Classified	4.00	4.00	4.00	1.00	1.00
Administrative/Technical	2.00	2.00	2.00	-	-
Total Budgeted Staffing	39.50	38.38	31.90	1.00	1.00
Classified staffing in 2022-2023 is for a custodial position					
Student Enrollment	205	188	180	-	-
Cost per Student	\$ 11,041	\$ 11,617	\$ 10,937	-	-

STRATTON MEADOWS ELEMENTARY SCHOOL

610 Brookshire Avenue
Colorado Springs, CO 80905

Principal: Carolyn Leyes
<http://www.hsd2.org/SME> (719) 579-2190



Mission and Vision

Stratton Meadows will provide a respectful, safe environment where families and staff are emotionally and academically supported to ensure that everyone reaches their full potential through positive collaboration. Stratton Meadows will create an emotionally safe space, using science-backed methods for discipline and instruction, empowering students to learn and thrive.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 1,861,584	\$ 1,691,715	\$ 1,649,611	\$ 2,105,207	\$ 2,270,919
Benefits	576,191	554,839	531,483	708,915	751,884
Services	15,188	10,836	17,110	10,711	11,369
Supplies	92,166	73,904	103,822	48,135	52,349
Equipment and Other	1,333	20	3,801	14,601	2,438
Total Expenditures	\$ 2,546,462	\$ 2,331,314	\$ 2,305,827	\$ 2,887,569	\$ 3,088,959
<u>BUDGETED STAFFING</u>					
Instructional Staff	30.50	25.40	22.85	26.00	27.60
Paraprofessionals	9.30	8.25	8.57	10.38	9.69
Classified	4.25	4.31	4.19	4.19	4.19
Administrative/Technical	2.00	2.00	2.00	2.00	2.00
Total Budgeted Staffing	46.05	39.96	37.61	42.57	43.48
Student Enrollment	380	336	309	360	345
Cost per Student	\$ 6,701	\$ 6,938	\$ 7,462	\$ 8,021	\$ 8,954

TURMAN ELEMENTARY SCHOOL

3245 Springnite Drive
Colorado Springs, CO 80916

Principal: Jana Thomas
<http://www.hsd2.org/TES> (719) 579-2195



Mission

Turman Elementary provides a safe and nurturing learning environment where we conquer challenges and celebrate successess.

Vision

Building a community of resilient learners who achieve their highest potential.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 1,522,484	\$ 1,417,738	\$ 1,438,412	\$ 1,674,541	\$ 1,731,208
Benefits	486,349	498,961	497,372	588,138	616,594
Services	23,643	21,930	26,070	5,523	4,923
Supplies	67,601	68,829	96,784	11,581	5,619
Equipment and Other	13,161	20	770	9,474	-
Total Expenditures	\$ 2,113,238	\$ 2,007,478	\$ 2,059,408	\$ 2,289,257	\$ 2,358,344
<u>BUDGETED STAFFING</u>					
Instructional Staff	21.00	22.00	18.00	19.06	16.85
Paraprofessionals	4.81	7.50	6.44	6.32	5.45
Classified	4.00	4.00	4.00	4.00	4.00
Administrative/Technical	2.00	2.00	2.00	2.00	2.00
Total Budgeted Staffing	31.81	35.50	30.44	31.38	28.30
Student Enrollment	242	234	214	179	180
Cost per Student	\$ 8,732	\$ 8,579	\$ 9,623	\$ 12,789	\$ 13,102

WILDFLOWER ELEMENTARY SCHOOL

1160 Keith Drive
Colorado Springs, CO 80916

Principal: Cassie Gannett
<http://www.hsd2.org/WES> (719) 579-2115



Value Promise Statement

Wildflower Elementary School is committed to providing the highest quality instruction through best practices. Wildflower Elementary has won numerous awards for our excellence in working with students and was a National Blue Ribbon School of Excellence Awards Recipient both in 2011 and 2017. Wildflower Elementary School is also the only Title I school in Colorado to receive the National Title I Distinguished Award for closing the achievement gap in 2016.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 1,975,572	\$ 1,792,695	\$ 1,784,324	\$ 1,936,899	\$ 2,340,344
Benefits	576,854	581,387	548,947	651,412	792,335
Services	35,888	32,227	24,350	13,181	15,381
Supplies	113,377	80,595	116,101	24,693	26,570
Equipment and Other	(1,049)	2,592	20	29,321	21,186
Total Expenditures	\$ 2,700,642	\$ 2,489,496	\$ 2,473,742	\$ 2,655,506	\$ 3,195,816
<u>BUDGETED STAFFING</u>					
Instructional Staff	34.00	30.00	26.00	25.48	28.75
Paraprofessionals	3.01	3.94	3.69	4.50	6.69
Classified	4.75	4.75	4.25	4.13	4.00
Administrative/Technical	2.00	2.00	2.00	2.00	2.00
Total Budgeted Staffing	43.76	40.69	35.94	36.11	41.44
Student Enrollment	481	450	397	399	410
Cost per Student	\$ 5,615	\$ 5,532	\$ 6,231	\$ 6,655	\$ 7,795

CARMEL COMMUNITY SCHOOL

1740 Pepperwood Drive
Colorado Springs, CO 80910

Principal: Kellie Moore
<http://www.hsd2.org/CCS> (719) 579-3210



Mission

Empowering the Carmel community to prosper, cultivate a sense of self and contribute to the global good!

Purpose

Our main purpose is to improve student academic achievement. Effective instruction makes the most difference in student academic performance.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 1,893,145	\$ 1,662,565	\$ 1,547,213	\$ 2,868,614	\$ 3,181,335
Benefits	576,673	540,769	474,362	972,824	1,008,763
Services	27,495	14,675	19,943	13,918	15,750
Supplies	147,363	21,984	77,484	8,921	10,692
Equipment and Other	6,842	218	5,890	23,904	5,484
Total Expenditures	\$ 2,651,518	\$ 2,240,211	\$ 2,124,892	\$ 3,888,181	\$ 4,222,024
<u>BUDGETED STAFFING</u>					
Instructional Staff	30.40	24.00	22.00	40.71	42.90
Paraprofessionals	5.31	3.69	3.56	5.64	4.57
Classified	9.00	7.00	6.00	8.00	8.00
Administrative/Technical	3.00	3.50	3.00	3.00	3.00
Total Budgeted Staffing	47.71	38.19	34.56	57.35	58.47
Student Enrollment	369	320	293	522	568
Cost per Student	\$ 7,186	\$ 7,001	\$ 7,252	\$ 7,449	\$ 7,433

MOUNTAIN VISTA COMMUNITY K-8 SCHOOL

2550 Dorset Drive
Colorado Springs, CO 80910

Principal: Angela Valdez
<http://www.hsd2.org/MVCS> (719) 527-3400



Mission and Vision

Supporting students in reaching their maximum potential is our number one priority. Every child deserves a champion - an adult who will never give up on them, who understands the power of connection and insists that they become the best they can possibly be. That's what we strive for at Mountain Vista. To be that person championing for your children helping them to be the best they can be.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 3,400,013	\$ 2,953,766	\$ 2,845,548	\$ 3,447,038	\$ 3,797,764
Benefits	1,025,529	951,219	884,489	1,160,135	1,158,379
Services	41,862	55,336	63,283	14,909	12,881
Supplies	122,781	132,620	159,318	51,988	63,414
Equipment and Other	6,656	5,028	12,797	18,059	300
Total Expenditures	\$ 4,596,841	\$ 4,097,969	\$ 3,965,435	\$ 4,692,129	\$ 5,032,738
<u>BUDGETED STAFFING</u>					
Instructional Staff	51.00	43.50	44.50	46.87	48.35
Paraprofessionals	18.13	18.06	14.55	15.01	14.22
Classified	7.50	7.50	6.25	7.00	7.50
Administrative/Technical	4.00	4.00	3.00	3.00	3.00
Total Budgeted Staffing	80.63	73.06	68.30	71.88	73.07
Student Enrollment	585	515	545	556	590
Cost per Student	\$ 7,858	\$ 7,957	\$ 7,276	\$ 8,439	\$ 8,530

SAND CREEK INTERNATIONAL SCHOOL

550 Sand Creek Drive
Colorado Springs, CO 80916

Principal: Ami Nunn
<http://www.hsd2.org/SCIS> (719) 579-3760



Purpose

As the only K-8 school in Harrison School District Two with an International Baccalaureate Primary Year Programme and Middle Year Programme, we strive to provide both an academic and character education program that prepares students to be globally minded citizens who make meaningful contributions to the world through reflective inquiry, creativity and problem solving.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 2,789,642	\$ 3,023,524	\$ 3,225,668	\$ 3,543,929	\$ 4,025,732
Benefits	837,018	958,039	1,003,727	1,199,189	1,370,168
Services	50,560	45,131	49,576	45,015	49,515
Supplies	209,179	187,042	263,184	87,134	103,498
Equipment and Other	90,777	24,663	22,519	40,057	21,500
Total Expenditures	\$ 3,977,176	\$ 4,238,399	\$ 4,564,674	\$ 4,915,324	\$ 5,570,413
<u>BUDGETED STAFFING</u>					
Instructional Staff	43.00	43.00	43.50	43.50	44.50
Paraprofessionals	10.62	12.50	12.56	13.20	16.14
Classified	5.25	5.25	5.25	6.00	7.00
Administrative/Technical	3.00	5.00	5.00	5.00	5.04
Total Budgeted Staffing	61.87	65.75	66.31	67.70	72.68
Student Enrollment	540	531	612	583	565
Cost per Student	\$ 7,365	\$ 7,982	\$ 7,459	\$ 8,431	\$ 9,859

SOARING EAGLES COMMUNITY SCHOOL

4710 Harrier Ridge Drive
Colorado Springs, CO 80916

Principal: Kim Easdon
<http://www.hsd2.org/SEE> (719) 540-4000



Mission and Vision

Our mission is to educate all students through high expectations and rigorous instruction by fostering relationships in a safe and caring environment, allowing students to SOAR to success.

Soaring Eagles will lay the foundation and provide tools for students to be inspired to create their own future in our rapidly changing world.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 2,170,015	\$ 2,067,900	\$ 2,180,108	\$ 2,633,209	\$ 3,253,810
Benefits	661,771	670,450	673,423	854,258	1,091,410
Services	42,082	62,246	47,422	24,281	39,381
Supplies	119,279	101,109	102,630	36,849	55,203
Equipment and Other	10,895	12,623	16,840	23,080	2,000
Total Expenditures	\$ 3,004,042	\$ 2,914,328	\$ 3,020,423	\$ 3,571,677	\$ 4,441,804
<u>BUDGETED STAFFING</u>					
Instructional Staff	31.00	31.00	30.00	36.25	40.25
Paraprofessionals	5.82	7.06	5.31	5.75	7.51
Classified	5.25	5.25	5.25	5.25	7.25
Administrative/Technical	2.00	2.00	2.00	2.00	3.00
Total Budgeted Staffing	44.07	45.31	42.56	49.25	58.01
Student Enrollment	560	578	542	622	691
Cost per Student	\$ 5,364	\$ 5,042	\$ 5,573	\$ 5,742	\$ 6,428

FOX MEADOW MIDDLE SCHOOL

1450 Cheyenne Meadows Road
Colorado Springs, CO 80906

Principal: TBD

<http://www.hsd2.org/FMMS>

(719) 527-7100



Purpose

Success at Fox Meadow Middle School can only be fulfilled with everyone taking responsibility to do their part. Education should be a participatory experience. It must be actively pursued by our students with all our support. We expect our students to come to school, do the work and share in the rewards. Our Fox Meadow community embraces diversity and creativity to empower lifelong learners and leaders.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 2,839,930	\$ 2,474,644	\$ 2,456,549	\$ 2,697,909	\$ 2,738,072
Benefits	874,646	811,069	754,451	875,271	866,984
Services	37,266	42,024	57,556	14,520	12,970
Supplies	153,497	234,950	204,505	35,470	32,006
Equipment and Other	8,232	7,732	12,718	18,842	400
Total Expenditures	\$ 3,913,571	\$ 3,570,419	\$ 3,485,779	\$ 3,642,012	\$ 3,650,432
<u>BUDGETED STAFFING</u>					
Instructional Staff	44.10	38.00	31.15	32.80	30.00
Paraprofessionals	5.31	7.06	7.01	7.07	6.45
Classified	10.00	9.94	8.94	8.94	8.94
Administrative/Technical	3.00	3.00	3.00	3.00	3.00
Total Budgeted Staffing	62.41	58.00	50.10	51.81	48.39
Student Enrollment	637	560	529	490	415
Cost per Student	\$ 6,144	\$ 6,376	\$ 6,589	\$ 7,433	\$ 8,796

PANORAMA MIDDLE SCHOOL

2145 S. Chelton Road
Colorado Springs, CO 80916

Principal: Anitra Gallegos
<http://www.hsd2.org/PMS> (719) 579-3220



Mission

Panorama Middle School is a STEAM Innovation School. Our mission is: Individual Focus. Infinite Possibility.

Our focus is student achievement for ALL students. With the support of staff, parents and community, we can achieve this and more.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 2,543,302	\$ 2,584,780	\$ 2,430,686	\$ 2,718,315	\$ 2,957,372
Benefits	795,616	859,572	765,682	891,364	898,650
Services	101,292	37,603	55,000	20,519	56,366
Supplies	177,693	177,583	242,048	50,070	76,659
Equipment and Other	26,327	10,714	20,250	21,063	7,708
Total Expenditures	\$ 3,644,230	\$ 3,670,252	\$ 3,513,666	\$ 3,701,331	\$ 3,996,755
<u>BUDGETED STAFFING</u>					
Instructional Staff	37.50	39.50	33.50	33.00	31.30
Paraprofessionals	9.68	10.43	8.49	8.61	10.69
Classified	9.00	10.00	10.00	10.00	9.00
Administrative/Technical	3.00	3.00	3.00	3.00	3.00
Total Budgeted Staffing	59.18	62.93	54.99	54.61	53.99
Student Enrollment	610	628	543	456	403
Cost per Student	\$ 5,974	\$ 5,844	\$ 6,471	\$ 8,117	\$ 9,918

HARRISON HIGH SCHOOL

2755 Janitell Road
Colorado Springs, CO 80906

Principal: Peter Vargas
<http://www.hsd2.org/HHS> (719) 579-2080



Mission

Harrison High School will develop caring and principled young adults who contribute to the greater good, think with a global mindset and take on cognitively demanding work knowing they have the ability to solve problems that do not yet exist.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 4,763,887	\$ 4,702,198	\$ 5,267,502	\$ 5,764,206	\$ 6,633,303
Benefits	1,489,802	1,546,810	1,674,147	1,949,602	2,150,558
Services	126,700	111,139	160,226	41,571	44,671
Supplies	317,139	365,658	518,331	254,597	295,742
Equipment and Other	82,295	115,454	131,035	36,322	4,500
Total Expenditures	\$ 6,779,823	\$ 6,841,259	\$ 7,751,241	\$ 8,046,298	\$ 9,128,774
<u>BUDGETED STAFFING</u>					
Instructional Staff	66.00	65.50	69.00	66.00	74.00
Paraprofessionals	11.64	10.93	10.52	11.45	12.93
Classified	21.88	21.88	20.88	21.88	21.87
Administrative/Technical	6.60	6.60	7.60	8.60	8.60
Total Budgeted Staffing	106.12	104.91	108.00	107.93	117.40
Student Enrollment	1,037	1,121	1,098	1,104	1,200
Cost per Student	\$ 6,538	\$ 6,103	\$ 7,059	\$ 7,288	\$ 7,607

SIERRA HIGH SCHOOL

2250 Jet Wing Drive
Colorado Springs, CO 80916

Principal: Connor Beaudoin
<http://www.hsd2.org/SHS> (719) 579-2090



Purpose

Sierra High School is a community school steeped in tradition, where unique talents and gifts are exposed, examined and explored in academics, athletics, and the arts. While earning college credits on campus and becoming a community leader, innovator and socially conscious thinker, opportunities are limitless as students are immersed in Advanced Placement and Concurrent Enrollment courses, AVID, AVP and the CSU Alliance - all in collaboration with our highly qualified, dedicated and skilled faculty and staff.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 4,266,880	\$ 4,170,865	\$ 4,375,604	\$ 4,982,084	\$ 5,481,563
Benefits	1,289,537	1,326,718	1,370,906	1,712,013	1,852,880
Services	175,619	155,571	213,974	47,813	52,084
Supplies	319,414	357,132	395,228	106,180	107,467
Equipment and Other	66,863	76,701	83,068	31,978	5,100
Total Expenditures	\$ 6,118,313	\$ 6,086,987	\$ 6,438,780	\$ 6,880,068	\$ 7,499,094
<u>BUDGETED STAFFING</u>					
Instructional Staff	60.00	58.00	58.20	60.00	63.50
Paraprofessionals	9.25	12.13	9.31	13.08	12.19
Classified	19.00	18.00	18.00	20.00	20.00
Administrative/Technical	5.00	5.60	5.60	5.00	5.00
Total Budgeted Staffing	93.25	93.73	91.11	98.08	100.69
Student Enrollment	774	878	830	897	912
Cost per Student	\$ 7,905	\$ 6,933	\$ 7,758	\$ 7,670	\$ 8,223

ASPIRE ONLINE ACADEMY

200 Loomis Avenue
Colorado Springs, CO 80906

Principal: Talya Young
<http://www.hsd2.org/AOA> (719) 226-7285

Aspire Online Academy (AOA) opened in the fall of 2021, serving students and families both within and outside of the HSD2 community. This allows the District the opportunity to provide a unique learning experience to a diverse group of students in a personalized environment. Due to the unique structure of the Aspire Online Academy, students are able to participate in asynchronous (independent pacing) and synchronous (teacher-led) learning experiences. Staff offers both virtual and in-person studies and interaction.

Mission

Aspire Online Academy uses a student-centered focus to provide diverse educational experiences that develop student's personal and academic growth. We believe equity and access to opportunity remove barriers to the student's potential.

Vision

Create online learning environments that develop the culture and competence within educational experiences ensuring each student is prepared for a diverse and rapidly changing world.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-
Services	-	-	652	50,300	33,300
Supplies	-	-	12,228	36,000	29,591
Equipment and Other	-	-	3,420	23,000	11,500
Total Expenditures	\$ -	\$ -	\$ 16,300	\$ 109,300	\$ 74,391
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	-
Administrative/Technical	-	-	-	-	-
Total Budgeted Staffing	-	-	-	-	-
Student Enrollment	-	-	400	175	123
Cost per Student			\$ 41	\$ 625	\$ 605

CAREER READINESS ACADEMY

2250 Jet Wing Drive
Colorado Springs, CO 80916

Dean of Students: Terry Dunn
<http://www.hsd2.org/CRA> (719) 579-2580



Mission

Our mission is to provide students with a restorative culture and a plan of study that focuses on academic and personal development so when students graduate they are college or career ready. This program is designed to support all students in learning through both online classes and hands on instruction.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 310,759	\$ 328,981	\$ 354,174	\$ 429,544	\$ 419,384
Benefits	101,313	109,064	115,324	144,793	147,337
Services	4,739	6,601	3,809	3,681	19,081
Supplies	4,890	8,552	11,266	5,902	54,168
Equipment and Other	483	1,775	133	3,703	1,000
Total Expenditures	\$ 422,184	\$ 454,973	\$ 484,706	\$ 587,623	\$ 640,970
<u>BUDGETED STAFFING</u>					
Instructional Staff	5.00	6.00	5.00	6.00	5.73
Paraprofessionals	-	-	-	-	-
Classified	1.00	1.00	1.00	1.00	1.00
Administrative/Technical	1.00	-	-	-	-
Total Budgeted Staffing	7.00	7.00	6.00	7.00	6.73
Student Enrollment	78	78	50	50	55
Cost per Student	\$ 5,413	\$ 5,833	\$ 9,694	\$ 11,752	\$ 11,654

THRIVE HOME SCHOOL ACADEMY

2400 Slater Avenue
Colorado Springs, CO 80905

Principal: Yvonne Okker-Padilla
<http://www.hsd2.org/THSA> (719) 579-2160



Mission

As a school community comprised of a very diverse population of students and families it is important to define respectful, all-inclusive community standards for our future, continued successful operation.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 567,082	\$ 596,870	\$ 678,551	\$ 766,034	\$ 855,265
Benefits	223,393	247,504	251,586	296,607	310,207
Services	190,586	176,062	213,011	183,650	100,200
Supplies	204,975	200,997	205,924	157,743	90,017
Equipment and Other	7,059	69,814	60,352	29,754	17,500
Total Expenditures	\$ 1,193,095	\$ 1,291,247	\$ 1,409,424	\$ 1,433,788	\$ 1,373,189
<u>BUDGETED STAFFING</u>					
Instructional Staff	9.00	9.00	9.00	10.00	9.00
Paraprofessionals	1.38	0.88	0.53	0.88	0.88
Classified	4.00	3.62	4.05	3.25	5.50
Administrative/Technical	1.00	1.00	1.00	1.00	1.00
Total Budgeted Staffing	15.38	14.50	14.58	15.13	16.38
Student Enrollment	326	320	323	265	330
Cost per Student	\$ 3,660	\$ 4,035	\$ 4,364	\$ 5,411	\$ 4,161

SUMMARY OF SCHOOLS

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>Elementary Schools</u>					
Bricker	\$ 2,441,434	\$ 2,250,252	\$ 2,059,818	\$ 2,060,635	\$ 2,800,244
Centennial	3,090,954	2,909,787	2,580,095	2,998,885	2,986,057
Giberson	2,587,573	2,274,341	2,325,515	2,413,589	2,369,523
Monterey	2,220,886	1,926,442	1,755,518	1,992,870	2,069,756
Oak Creek	1,992,784	1,967,736	1,891,340	2,412,568	2,683,129
Otero	2,186,489	2,025,400	2,024,498	3,143,530	3,291,723
Pikes Peak	2,333,356	2,268,862	2,113,617	50,438	57,951
Stratmoor Hills	2,263,335	2,183,962	1,968,644	50,438	84,599
Stratton Meadows	2,546,462	2,331,314	2,305,827	2,887,569	3,088,959
Turman	2,113,238	2,007,478	2,059,408	2,289,257	2,358,344
Wildflower	2,700,642	2,489,496	2,473,742	2,655,506	3,195,816
<u>K-8 Schools</u>					
Carmel community	2,651,518	2,240,211	2,124,892	3,888,181	4,222,024
Mountain Vista					
Community K-8	4,596,841	4,097,969	3,965,435	4,692,129	5,032,738
Sand Creek International	3,977,176	4,238,399	4,564,674	4,915,324	5,570,413
Soaring Eagles					
Community	3,004,042	2,914,328	3,020,423	3,571,677	4,441,804
<u>Middle Schools</u>					
Fox Meadow	3,913,571	3,570,419	3,485,779	3,642,012	3,650,432
Panorama	3,644,230	3,670,252	3,513,666	3,701,331	3,996,755
<u>High Schools</u>					
Harrison	6,779,823	6,841,259	7,751,241	8,046,298	9,128,774
Sierra	6,118,313	6,086,987	6,438,780	6,880,068	7,499,094
<u>Other Schools</u>					
Aspire Online Academy	-	-	16,300	109,300	74,391
Career Readiness					
Academy	422,184	454,973	484,706	587,623	640,970
Thrive Home					
School Academy	1,193,095	1,291,247	1,409,424	1,433,788	1,373,189
Total Schools	\$ 62,777,946	\$ 60,041,114	\$ 60,333,342	\$ 64,423,016	\$ 70,616,685

DEPARTMENTS



TEACHING AND LEARNING

Purpose

The Department of Teaching and Learning provides support and supervision to schools and campus leaders across the District. Teaching and Learning encompasses all of the District Departments that are focused on instruction and students: Curriculum, Instruction and Assessment, Research, Data and Accountability, Special Programs, Culturally & Linguistically Diverse Education (CLDE), Gifted Education, Concurrent Enrollment and Career and Technical Education. Recently added departments focus on Instructional Technology and STEAM, Adult and Community Education and Wrap Around Services. All of these departments work together and strive to ensure that each child reaches their fullest potential.

Objectives

Provide support and guidance to all schools to provide high quality instruction in all core and elective contents. Provide training and support to building leaders focused on Distributive Leadership and systems-thinking approaches to create high-performing schools. Help schools differentiate instruction for the entire spectrum of learners, addressing the needs of special populations - Special Education, English Language Learners and Gifted Learners. Provide a variety of options for families including online learning as well as Concurrent Enrollment and Career Technical Education at the high school levels.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 218,342	\$ 153,106	\$ 251,008	\$ 366,646	\$ 379,712
Benefits	66,631	49,339	77,717	120,999	117,930
Services	7,548	12,167	13,191	32,000	20,000
Supplies	4,024	9,002	12,591	20,200	17,000
Equipment and Other	311	1,058	7,857	21,190	15,790
Total Expenditures	\$ 296,856	\$ 224,672	\$ 362,364	\$ 561,035	\$ 550,432
<u>BUDGETED STAFFING</u>					
Instructional Staff	1.00	0.20	0.15	-	-
Paraprofessionals	-	-	-	-	-
Classified	1.00	1.00	1.00	1.50	1.50
Administrative/Technical	2.00	1.50	1.00	2.00	2.00
Total Budgeted Staffing	4.00	2.70	2.15	3.50	3.50

DISTRICT INSTRUCTION

Purpose

The District Instructional budget is part of the Department of Teaching and Learning and is intended to support schools with a variety of instructional resources and needs. These funds work in conjunction with the Curriculum, Instructional and Assessment department to provide experiences to students outside of the core content areas and also support schools in providing experiential opportunities for students K-12.

Objectives

Through a partnership with the Conservatory, provide elementary and secondary students hands on experiences through regular weekly instructional experiences to enhance student skills in the arts. Provide curriculum resources for teachers in the elective areas, such as supplementary music and art curriculum resources. Support schools with instructional needs and opportunities that develop throughout each school year to provide experiential opportunities for students.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 831,347	\$ 735,237	\$ 1,250,657	\$ 895,149	\$ 895,149
Benefits	194,119	169,343	284,029	204,542	204,542
Services	825	51,948	99,108	130,524	86,524
Supplies	6,767	84,588	6,305	107,846	64,004
Equipment and Other	2,802	5,165	2,297	14,000	5,000
Total Expenditures	\$ 1,035,860	\$ 1,046,281	\$ 1,642,396	\$ 1,352,061	\$ 1,255,219
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	-
Administrative/Technical	-	-	-	-	-
Total Budgeted Staffing	-	-	-	-	-

ADULT AND COMMUNITY EDUCATION

Purpose

For adult learners who are 17 years or older and not currently enrolled in high school, the Adult & Community Education Department provides educational programs (literacy or numeracy skills and workforce support) that enable individuals to acquire the basic or more advanced personal and workplace skills needed to function effectively as parents, caregivers, employees, and citizens to increase their contributions to the Harrison community.

Objectives

- * Provides English language classes for non-native speakers of English.
- * Provides Adult Basic Education/High School Equivalency classes to prepare adult learners for passing High School Equivalency exams.
- * Supports adult learners who seek to obtain or improve their employment or to enroll in local colleges and/or certification programs to continue their education.
- * Supports adult learners with wrap-around services to help them overcome or alleviate obstacles to learning.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ -	\$ -	\$ -	\$ -	\$ 134,450
Benefits	-	-	-	-	31,195
Services	-	-	-	-	27,500
Supplies	-	-	-	-	10,000
Equipment and Other	-	-	-	-	2,500
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 205,645
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	1.00
Administrative/Technical	-	-	-	-	1.00
Total Budgeted Staffing	-	-	-	-	2.00

AVID PROGRAM

Purpose

AVID's purpose is to ensure that the students in the program are college prepared as entering freshman. All AVID students upon HS graduation will have achieved the necessary academic preparation required for acceptance to a four year university upon high school graduation. The students will be academically and emotionally prepared to insure their success in reaching their goal of a college degree. Due to the support of their AVID teachers and peers which these students experienced via their time in AVID, they will have experienced success and mastered academically rigorous courses. They will have learned that through work and grit, that they are capable students. Through these past successes, they will have developed the self-assuredness, determination and the motivation to continue when challenges arise. Data is being compiled which shows that AVID students complete college at a higher rate than national averages.

Objectives

AVID WICOR strategies will be embedded school-wide to assure that all HSD2 students develop good organizational skills, use inquiry to further learning, become strong writers and readers and develop good collaborative skills that can be utilized throughout their lives. When WICOR is thoroughly embedded throughout each site, all students, not just the AVID identified students, will have developed strong academic, emotional, and life long skills to assure that they will be able to make wise decisions in their life paths. It is important to know that being prepared for college is not enough; but once there, to continue and to graduate college.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 38,961	\$ -	\$ 1,150	\$ 77,913	\$ 55,205
Benefits	8,513	-	256	17,802	12,614
Services	57,654	10,163	80,353	69,325	33,767
Supplies	5,117	435	3,651	16,519	15,060
Equipment and Other	44,520	-	38,520	44,150	118,571
Total Expenditures	\$ 154,765	\$ 10,598	\$ 123,930	\$ 225,709	\$ 235,217
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	-
Administrative/Technical	0.63	0.50	-	-	-
Total Budgeted Staffing	0.63	0.50	-	-	-

CAREER AND TECHNICAL EDUCATION

Purpose

To support the District and secondary schools (primarily the two high schools and the Career Readiness Academy) to provide opportunities for students to take Career and Technical Education (CTE) courses.

Objectives

Help students to develop skills that are germane to specific skills as well as being transferable to the academic arena, military, or to the workforce.

Additional Information

The CTE department also leverages grant funding to enhance existing programs of study or to start new programs of study. The department also works to articulate secondary CTE courses to postsecondary courses that will give students high school credits and college credits.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 211,051	\$ 205,656	\$ 228,999	\$ 250,520	\$ 250,500
Benefits	82,221	79,918	79,715	96,727	96,845
Services	57,940	31,950	13,994	34,000	29,000
Supplies	16,581	13,252	23,227	35,500	25,500
Equipment and Other	52,869	85,876	34,417	79,094	64,094
Total Expenditures	\$ 420,662	\$ 416,652	\$ 380,352	\$ 495,841	\$ 465,939
<u>BUDGETED STAFFING</u>					
Instructional Staff	6.00	6.00	3.00	3.00	3.00
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	-
Administrative/Technical	0.50	0.50	1.00	1.00	1.00
Total Budgeted Staffing	6.50	6.50	4.00	4.00	4.00

CHARTER SCHOOLS

Purpose

Charters schools in Harrison School District Two include Atlas, James Irwin and Vanguard. They each provide unique learning opportunities for students.

Objectives

Atlas empowers all students to experience a life-long pursuit of self-fulfillment through education, character and community. Atlas strives for students to go beyond what they did yesterday to achieve more today. Through education, character and community, thousands of our city's bright young minds can grow up to pursue their best self success.

James Irwin Charter Schools strives to help guide students in the development of their character and academic potential through academically rigorous, content-rich educational programs.

The mission of Vanguard is to help guide students in development of their character and academic potential through academically rigorous, content-rich educational programs.

Other Information

Expenditures represent pass through revenue for such programs as ELPA, Read Act, At-Risk, Impact Aid, Capital Construction and funds from mill levy overrides.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-
Services	1,078,555	2,439,713	3,886,288	2,466,006	3,997,030
Supplies	-	-	-	-	-
Equipment and Other	-	-	-	-	-
Total Expenditures	\$ 1,078,555	\$ 2,439,713	\$ 3,886,288	\$ 2,466,006	\$ 3,997,030
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	-
Administrative/Technical	-	-	-	-	-
Total Budgeted Staffing	-	-	-	-	-

CO-CURRICULAR

Purpose

To provide support for District students to participate in co-curricular athletics and co-curricular non-athletic events.

Objectives

To continually provide students the opportunity to participate in co-curricular athletics and activities.

Other Information

Costs associated with pupil activities are budgeted at the District level and transferred to the schools as needed for expenditures.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ -	\$ -	\$ -	\$ 631,443	\$ 769,765
Benefits	-	-	-	144,285	199,094
Services	-	-	1,525	148,922	243,422
Supplies	-	-	-	148,158	200,108
Equipment and Other	-	-	-	138,540	293,190
Total Expenditures	\$ -	\$ -	\$ 1,525	\$ 1,211,348	\$ 1,705,579
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	-
Administrative/Technical	-	-	-	-	-
Total Budgeted Staffing	-	-	-	-	-

COLLEGE CAREER-READINESS

Purpose

The College Career-Readiness department supports the Colorado Department of Education and the District to achieve the goal of increasing the number of students who obtain high school and college credit while in high school, by providing opportunities for students to simultaneously enroll in one or more postsecondary courses, including academic or career and technical education courses, which may include course work related to apprenticeship programs or internship programs, at an institution of higher education.

Objectives

Continue to increase the number of students who simultaneously enroll in one or more postsecondary courses, including academic or career and technical education courses, with the expressed purpose of graduating with a college and career high school diploma and an Associate of General Studies degree from our partnering higher education institution, Pikes Peak Community College, at the completion of their high school experience.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$398,055	\$467,767	\$453,578	\$ 665,043	\$ 573,343
Benefits	119,523	156,695	170,954	242,382	213,944
Services	424,520	494,302	336,660	169,470	169,470
Supplies	183,331	103,855	92,356	79,200	57,000
Equipment and Other	184,748	75,505	451,232	65,500	45,500
Total Expenditures	\$1,310,177	\$1,298,124	\$1,504,780	\$1,221,595	\$1,059,257
<u>BUDGETED STAFFING</u>					
Instructional Staff	6.00	6.00	6.00	5.50	5.50
Paraprofessionals	-	-	-	-	-
Classified	1.00	1.00	1.00	0.50	-
Administrative/Technical	1.00	1.00	2.00	2.00	2.00
Total Budgeted Staffing	8.00	8.00	9.00	8.00	7.50

CULTURALLY AND LINGUISTICALLY DIVERSE EDUCATION

Purpose

The mission of the Culturally and Linguistically Diverse Education (CLDE) Program is to promote a safe, equitable and social emotional learning environment for all multilingual learners. Through the implementation of direct, targeted English Language Development instruction, research based curriculum and appropriate teaching methods with intergrated technology, our highly qualified instructors and para-professionals will contribute to measurable student growth in listening, speaking, reading and writing in tandem with the state standards.

Objectives

- Ensure Federal and State Compliance and Regulations: Title III, ESSA, OCR
- Ensure that Multilingual students are provided accommodations, scaffolds, differentiation as afforded by law
- Ensure CLDE Program of Services are Quality Tier I ELD Instruction and Tier II if needed by auditing student schedules and course numbers
- Provide technical support and coaching for CLDE programs at schools

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 267,966	\$ 151,885	\$ 211,723	\$ 262,359	\$ 279,090
Benefits	64,649	43,472	56,728	68,097	78,331
Services	13,129	4,219	5,007	12,760	15,200
Supplies	15,666	4,952	7,718	14,547	12,000
Equipment and Other	1,019	908	16,315	11,235	2,060
Total Expenditures	\$ 362,429	\$ 205,436	\$ 297,491	\$ 368,998	\$ 386,681

BUDGETED STAFFING

Instructional Staff	0.60	0.60	-	-	-
Paraprofessionals	0.88	0.88	0.88	1.00	1.00
Classified	1.50	1.50	1.50	1.00	1.00
Administrative/Technical	1.00	1.00	1.00	2.10	2.00
Total Budgeted Staffing	3.98	3.98	3.38	4.10	4.00

CURRICULUM, INSTRUCTION, ASSESSMENT

Purpose

Harrison's innovative Curriculum, Instruction and Assessment Department is becoming the best in the nation for students, staff and community. The program provides dynamic curricula, valid and reliable assessments and quality professional development that all lead to effective instruction to prepare every student for any college or career.

Mission

Our mission is to increase student achievement by working alongside educators to develop professional capacity, provide and support standards based curriculum, implement best practices with assessments and utilize meaningful data to inform instruction.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 664,969	\$ 487,404	\$ 507,356	\$ 737,977	\$ 636,561
Benefits	183,051	150,399	147,376	214,166	174,270
Services	319,115	352,064	222,512	420,460	469,582
Supplies	279,405	220,109	182,166	176,956	237,780
Equipment and Other	13,352	4,339	31,392	8,200	12,000
Total Expenditures	\$ 1,459,892	\$ 1,214,315	\$ 1,090,802	\$ 1,557,759	\$ 1,530,193
<u>BUDGETED STAFFING</u>					
Instructional Staff	5.00	3.00	2.00	1.15	1.00
Paraprofessionals	-	-	-	-	-
Classified	1.50	1.50	1.50	2.50	1.00
Administrative/Technical	5.00	5.00	5.00	6.00	5.00
Total Budgeted Staffing	11.50	9.50	8.50	9.65	7.00

GIFTED EDUCATION

Purpose

The Gifted Education Department supports schools by working collaboratively with staff to ensure programming meets the needs of our students by aligning opportunities to students' areas of giftedness and ALP goals. The department provides expertise in the area of differentiated instruction, analysis of student data, parent and student support and programming options.

Objectives

The Gifted Education Department supports the District and schools by providing professional development around gifted identification procedures, establishing appropriate goals for the Advanced Learning Plans, and differentiated instruction. The department oversees all ALP's, student records and a professional resource library available to all staff and provides support to parents through yearly SENG groups and parent meetings. The Gifted Education Department supports extended learning opportunities for students outside of the school day and provides the ability for teachers to attend gifted education professional development and conferences.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 76,014	\$ 89,945	\$ 53,531	\$ 75,522	\$ 50,992
Benefits	25,279	30,099	15,300	20,702	17,802
Services	23,128	15,657	23,809	14,315	14,135
Supplies	24,653	4,189	22,365	20,646	16,146
Equipment and Other	510	2,365	-	1,000	3,000
Total Expenditures	\$ 149,584	\$ 142,255	\$ 115,005	\$ 132,185	\$ 102,075
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	0.50	0.50	0.50	0.50	0.30
Administrative/Technical	0.90	0.87	0.25	0.50	0.50
Total Budgeted Staffing	1.40	1.37	0.75	1.00	0.80

GUIDANCE SERVICES

Purpose

To support the educational, and social/emotional needs of HSD2 students through counseling utilizing best practice strategies, current research, and technology to ensure students are college and career ready.

Objectives

- The guidance budget will provide assistance for counselors to attend professional development based on the needs of students and strategies for support as well as the College in Colorado ICAP services.
- Build relationships with students to ensure students feel connected and have trusted adults in their schools.
- Work with students and families to remove barriers to learning such as attendance, behavior and social emotional learning.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-
Services	101,781	2,493	67,491	30,800	30,500
Supplies	773	645	614	2,500	2,000
Equipment and Other	-	1,916	22,555	1,200	2,000
Total Expenditures	\$ 102,554	\$ 5,054	\$ 90,660	\$ 34,500	\$ 34,500
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	-
Administrative/Technical	-	-	-	-	-
Total Budgeted Staffing	-	-	-	-	-

HEALTH SERVICES

Purpose

To support the physical health needs of our students by providing appropriate staff training, health care planning, and accurate information to parents, students and all staff on health conditions and impacts on student learning.

Objectives

Train and delegate medical tasks to the staff serving students with disabilities and other health needs as appropriate. Create health care plans that meet the needs of those individuals with chronic health conditions. Offer cost effective CPR/First Aid training as needed.

Additional Information

Nurses support the Special Education team to create appropriate accommodations for students with their physical health needs from the relatively simple to complex. Nurses train the administrative, security and health staff on the use of Narcan to be prepared to respond to a potential opioid emergency as well as coordinating the training for CPR/AED and first aid. Nurses receive annual training from the CDE and the Colorado Association of School Nursing to continue to improve practices and outcomes for students.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 111,124	\$ 191,721	\$ 153,493	\$ 135,397	\$ 267,031
Benefits	43,833	67,668	51,013	35,783	97,866
Services	10,171	5,171	52,986	21,200	21,200
Supplies	1,107	844	3,200	3,500	3,200
Equipment and Other	1,344	3,684	165	825	825
Total Expenditures	\$ 167,579	\$ 269,088	\$ 260,857	\$ 196,705	\$ 390,122
<u>BUDGETED STAFFING</u>					
Instructional Staff	2.40	2.40	4.40	2.40	5.00
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	-
Administrative/Technical	-	-	-	-	-
Total Budgeted Staffing	2.40	2.40	4.40	2.40	5.00

MEDIA SERVICES

Purpose

To promote a culture of motivated readers and learners for life by improving the ability of our school libraries to provide quality information services to all students and staff with a wide variety and inclusive range of resources to support teaching and learning throughout our schools.

Objectives

To provide training, leadership, and expertise in developing library-related policies, activities, and assistance to school library media techs. To provide quality software that enhances the library experience.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ -	\$ -	\$ -	\$ 2,970	\$ -
Benefits	-	-	-	679	-
Services	25,088	25,088	49,344	40,500	44,149
Supplies	51	199	535	900	900
Equipment and Other	-	-	-	-	-
Total Expenditures	\$ 25,139	\$ 25,287	\$ 49,879	\$ 45,049	\$ 45,049
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	-
Administrative/Technical	-	-	-	-	-
Total Budgeted Staffing	-	-	-	-	-

PROFESSIONAL DEVELOPMENT

Purpose

Provide ongoing professional development for all administrators, teachers, and educational support personnel (ESP). Develop and support induction program for new staff.

Objectives

Recruit, retain, and support growth of the most qualified staff for every school building and classroom; Provide trainings that positively influence instruction and student achievement as measured by local and state assessments.

Fiscal Year 2022-23 Highlights

Trainings offered included: Dealing with Challenging People, Easily Master Microsoft Pivot Tables, Implicit Bias, Beacon Health Trainings, Mindfulness Retreats, Executive Functioning Skills, Seeing & Serving Underserved Gifted Students, Trauma Informed School Culture, Diversity University, Educating Children of Color Summit, and Spanish in the Classroom.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 221,460	\$ 174,737	\$ 12,615	\$ 211,293	\$ 205,000
Benefits	49,139	38,111	15,231	48,280	46,843
Services	32,581	118,120	32,159	91,178	55,171
Supplies	12,767	3,007	2,869	11,544	5,244
Equipment and Other	184	1,288	-	-	-
Total Expenditures	\$ 316,131	\$ 335,263	\$ 62,874	\$ 362,295	\$ 312,258
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	-
Administrative/Technical	-	-	-	-	-
Total Budgeted Staffing	-	-	-	-	-

RESEARCH, DATA AND ACCOUNTABILITY

Purpose

The Research, Data and Accountability (RDA) Department supports schools by providing expertise, information, and analysis of student achievement for the purpose of teacher evaluation; develops, publishes and distributes descriptive and statistical information analyzing student achievement data from both the state and district assessments; interprets and disseminates school accountability reports and summarizes for the district. RDA also provides formative and summative program evaluations to schools and district policy makers to facilitate the decision-making process. Members of RDA respond to school special requests for achievement data and interpretation of achievement results.

Objectives

- Establish the criteria used to conduct annual evaluations of student achievement for staff and administrators
- Oversee and coordinate the administration of national and state assessments across the District. This includes training all school assessment coordinators and ensuring that all national and state assessments are administered in a standardized and ethical manner
- Support the District and schools in using data to facilitate informed, data-driven decision making
- Support District wide processes and protocols for internal and external data requests

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 283,087	\$ 266,487	\$ 300,455	\$ 321,825	\$ 281,271
Benefits	71,807	73,485	78,024	90,744	81,595
Services	141,811	114,283	85,015	116,055	112,055
Supplies	6,360	65	6,514	20,953	9,650
Equipment and Other	3,009	842	9,538	4,985	64,985
Total Expenditures	\$ 506,074	\$ 455,162	\$ 479,546	\$ 554,562	\$ 549,556
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	0.50	0.50	0.50	0.50	1.00
Administrative/Technical	4.00	4.00	4.00	4.00	3.00
Total Budgeted Staffing	4.50	4.50	4.50	4.50	4.00

SPECIAL EDUCATION

Purpose

The purpose of the Special Education Department is to collaborate with and support students, District and school staff, community partners, and families to graduate college and career ready students with IEPs who have the knowledge, skills, attitudes and behaviors to personally succeed and contribute to the common good.

Objectives

The Special Education budget will be used to support a variety of programming options in order to support the individual needs of all students with disabilities through an extensive continuum of services. The Department continually promotes growth of the whole child in partnership with peers, staff, families and community and supports state and District standards for excellence in education in order for students with special needs to achieve lifelong success.

Fiscal Year 2022-2023 Highlights

- Expanded programming for students with autism as well as expanding specialized services to support students
- Met or exceeded state targets in 12 out of 14 indicators of special education improvement

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 3,371,816	\$ 3,266,269	\$ 3,895,832	\$ 4,712,435	\$ 5,969,648
Benefits	950,478	986,795	1,133,307	1,476,744	1,753,246
Services	2,579,205	2,474,544	2,696,994	2,242,846	1,923,524
Supplies	41,085	39,573	69,961	62,203	62,012
Equipment and Other	105,632	109,375	108,640	147,902	144,502
Total Expenditures	\$ 7,048,216	\$ 6,876,556	\$ 7,904,734	\$ 8,642,130	\$ 9,852,932
<u>BUDGETED STAFFING</u>					
Instructional Staff	47.90	48.10	50.02	53.52	64.25
Paraprofessionals	9.75	7.88	9.63	12.88	23.39
Classified	2.00	2.00	2.00	2.00	2.64
Administrative/Technical	6.00	5.00	5.00	6.00	5.00
Total Budgeted Staffing	65.65	62.98	66.65	74.40	95.28

SPRING CREEK YOUTH CENTER

Purpose

Spring Creek Youth Services Center provides educational support for students in grade levels 5 to 12. The education program fosters an environment in which at-risk youth can experience success by focusing on achievement in basic academic and pre-vocational skills.

Objectives

Educational opportunities include core subjects, elective subjects and vocational instruction. While in school youth have the ability to work on grade-level appropriate work for credit transferable to high school graduation or a GED. In the education program, students discover and explore ideas in ways which encourage internalization and ownership of the learning process.

Additional Information

Spring Creek Youth Services Center (SCYSC) is one of five Division of Youth Corrections (DYC), state owned and operated detention facilities. SCYSC is a 51-bed facility that provides secure detention within the southern region of Colorado. Beginning FY2020-2021, the program will no longer be housed within HSD2.

	2019-2020 ACTUALS	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 BUDGET	2023-2024 BUDGET
<u>EXPENDITURES</u>					
Salaries	\$ 417,854	\$ 18,308	\$ -	\$ -	\$ -
Benefits	136,553	11,087	-	-	-
Services	1,017	-	-	-	-
Supplies	3,684	-	-	-	-
Equipment and Other	20	-	-	-	-
Total Expenditures	\$ 559,128	\$ 29,395	\$ -	\$ -	\$ -
<u>BUDGETED STAFFING</u>					
Instructional Staff	7.00	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	1.00	-	-	-	-
Administrative/Technical	1.00	-	-	-	-
Total Budgeted Staffing	9.00	-	-	-	-

SUMMER SCHOOL - Extended Learning Program

Purpose

The summer school program provides educational opportunities for those students that seek additional classes and support. Summer School is offered each year for Kindergarten - 12th grade students.

Objectives

The summer school program strives to assist any and all students to advance in the specific subject matter. Learning tools are available to help all students fulfill and enhance their education through additional support. One focus is to provide academic intervention, providing more instructional time for Kindergarten-8th grade students to be prepared academically for the following school year. At the high school level, summer school is focused on a credit recovery model to support students in on time high school graduation. In addition to the academic focus of summer school, we also provide a variety of experiential opportunities, allowing summer as a time for enrichment where students are able to engage with a variety of activities throughout the community. Beginning in 2022-2023, this program is being funded through the Designated Purpose Grants Fund.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 791	\$ -	\$ -	\$ 23,902	\$ -
Benefits	232	-	-	5,462	-
Services	-	13,302	(20)	-	-
Supplies	-	19,045	(154)	15,896	-
Equipment and Other	11,945	30,809	4,119	20,000	-
Total Expenditures	\$ 12,968	\$ 63,156	\$ 3,945	\$ 65,260	\$ -
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	-
Administrative/Technical	-	-	-	-	-
Total Budgeted Staffing	-	-	-	-	-

UNIVERSAL PRESCHOOL (UPK)

Purpose

The Universal Preschool Program was established in April 2022 as a result of HB22-1295. The Colorado Department of Early Childhood (CDEC) will launch Universal Preschool (UPK) in the 2023-24 school year. This program offers a minimum of part-time (10 hours/week) or half-day (15 hours/week) of high-quality, voluntary preschool to every Colorado child in the year before they are eligible to enter kindergarten. Children three years of age who meet the eligibility requirements will also be served.

The program for four year olds will be provided through Local Coordinating Organizations (LCOs) which will support the programs at a local level.

These services were previously provided through the Colorado Preschool Program (CPP).

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-
Services	2,001,360	1,724,644	2,131,312	2,401,585	771,871
Supplies	3,135	-	10,000	-	-
Equipment and Other	-	-	-	-	-
Total Expenditures	\$ 2,004,495	\$ 1,724,644	\$ 2,141,312	\$ 2,401,585	\$ 771,871
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	-
Administrative/Technical	-	-	-	-	-
Total Budgeted Staffing	-	-	-	-	-

WRAP-AROUND SERVICES

Purpose

The purpose of the Wrap Around Services Department is to collaborate with community partners and District staff to create and improve preschool through 12th grade systems related to mental health, interventions, career-connected learning, preschool and childcare.

Objectives

- Design and create an alternative middle school program to meet the needs of students that the current systems are not designed for
- Partner with CPCD to ensure effective preschool instruction is given to all students in the program
- Partner with local providers to have quality before and after school care provided for families
- Continue to improve crisis events throughout the year to support the mental health of students and staff
- Build and grow student success centers in secondary schools to provide an alternative to suspension while building students' knowledge and skills with social emotional learning
- Create a K-12 career connected learning system to increase the relevance of secondary education and increase the graduation rate

	2019-2020 ACTUALS	2020-2021 ACTUAL	2021-2022 ACTUAL	2022-2023 BUDGET	2023-2024 BUDGET
<u>EXPENDITURES</u>					
Salaries	\$ -	\$ -	\$ -	\$ -	\$ 23,772
Benefits	-	-	-	-	9,205
Services	-	-	-	-	17,300
Supplies	-	-	-	-	9,500
Equipment and Other	-	-	-	-	3,000
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 62,777
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	0.50
Administrative/Technical	-	-	-	-	-
Total Budgeted Staffing	-	-	-	-	0.50

BOARD OF EDUCATION

Purpose

The Board of Education is made up of five members that are elected to govern the policy making decisions of Harrison School District Two. The Board of Education has the responsibility for the educational planning and policy making for this District. The Board of Education must act within the requirements of the State of Colorado and federal laws.

Objectives

The Board of Education is committed to providing a safe learning environment for all students to achieve educational excellence. Designing a world-class curriculum is an important vision for the District. The Board of Education strives to improve the student achievement of students, while giving them the tools necessary to exhibit good citizenship, civility and character.

Additional Information

This budget has previously included costs for legal services. Effective for 2023-2024, a new department has been created for legal.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 3,785	\$ 1,621	\$ 2,136	\$ 7,968	\$ 7,968
Benefits	817	359	475	1,821	1,821
Services	350,933	257,815	297,559	379,550	239,850
Supplies	17,456	15,771	18,837	24,350	25,850
Equipment and Other	70,396	28,135	26,197	35,800	38,000
Total Expenditures	\$ 443,387	\$ 303,701	\$ 345,204	\$ 449,489	\$ 313,489
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	-
Administrative/Technical	-	-	-	-	-
Total Budgeted Staffing	-	-	-	-	-

SUPERINTENDENT

Purpose

The Superintendent of Schools is responsible for the operation and management of Harrison School District Two. The Superintendent is responsible for maintaining and advancing the District's values.

Objectives

The Superintendent works collaboratively with the Board of Education to ensure that all students are provided with the opportunities to achieve educational excellence. Designing a world-class curriculum is an important vision for the District. The Superintendent works with the Board of Education to improve the achievement of students, while giving them the tools necessary to exhibit good citizenship, civility and character.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 510,798	\$ 569,231	\$ 372,924	\$ 373,888	\$ 369,752
Benefits	133,304	124,597	120,491	125,443	111,026
Services	25,900	18,340	42,877	18,550	22,926
Supplies	36,754	19,065	80,789	28,000	28,500
Equipment and Other	2,055	18,818	10,271	11,144	11,144
Total Expenditures	\$ 708,811	\$ 750,051	\$ 627,352	\$ 557,025	\$ 543,348
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	1.00	1.00	1.00	1.00	1.00
Administrative/Technical	3.00	3.00	2.00	2.00	1.00
Total Budgeted Staffing	4.00	4.00	3.00	3.00	2.00

BENEFITS

Purpose

To support the existing District staff and efforts to recruit new hires through securing high quality insurance and wellness plan options. To provide functional support and excellent customer service to staff in answering questions or referring to the appropriate entities that can respond to their needs.

Objectives

Commitment to excellent customer service by providing timely responses to employee inquiries. Fiscal stewardship by securing high quality insurance and wellness plan options at the best cost possible for both staff and the District. Commitment to consistent administration and adherence to all laws and regulations governing insurance plans offered. Provide wellness program options to support the "whole" person approach for staff.

Additional Information

Beginning Fiscal Year 2021-2022, the Benefits Department is accounted for in the General Fund. Previously, expenditures had been included in the Health Insurance Fund.

	2019-2020 <u>ACTUALS</u>	2020-2021 <u>ACTUAL</u>	2021-2022 <u>ACTUAL</u>	2022-2023 <u>BUDGET</u>	2023-2024 <u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ -	\$ -	\$ 80,295	\$ 83,963	\$ 52,601
Benefits	-	-	26,309	30,374	19,225
Services	-	-	34,131	42,700	38,400
Supplies	-	-	1,739	1,500	1,000
Equipment and Other	-	-	295	600	400
Total Expenditures	\$ -	\$ -	\$ 142,769	\$ 159,137	\$ 111,626
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	-
Administrative/Technical	-	-	-	1.25	1.00
Total Budgeted Staffing	-	-	-	1.25	1.00

COMMUNICATIONS

Purpose

To support the District and schools with frequent and transparent communication to stakeholders (staff, students, parents and community) that support student and staff recruitment and strong District and school partnerships.

Objectives

- Adequately fund marketing for the District on both English and Spanish channels
- Adequately fund outreach and stakeholder engagement for the District which should include translation to reach our large Spanish speaking population

Additional Information

We will consider using more electronic medium and expand the presence in print/tv/radio/billboards for the District, as we are under represented in paid advertisement and print materials in comparison to our local competitor districts and charter schools.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 299,558	\$ 299,085	\$ 317,726	\$ 328,104	\$ 372,181
Benefits	80,163	84,830	88,115	96,093	106,714
Services	138,574	54,080	143,047	265,173	247,719
Supplies	5,217	546	5,449	27,024	22,651
Equipment and Other	1,935	4,177	855	1,820	1,715
Total Expenditures	\$ 525,447	\$ 442,718	\$ 555,192	\$ 718,214	\$ 750,980
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	1.00	1.00	1.00	1.00	1.00
Administrative/Technical	3.00	3.00	3.00	3.00	3.00
Total Budgeted Staffing	4.00	4.00	4.00	4.00	4.00

FINANCIAL SUPPORT SERVICES

Purpose

To support the District's commitments and strategies by facilitating the planning, coordination, supervision and evaluation of the financial operations through timely, transparent and accurate customer-driven services. This is done by providing accounting, payroll, budget, debt administration and financial services in compliance with board policies as well as federal, state and local regulations.

Objectives

- Continuation of financial reporting through clear, accurate and timely information
- Fiscal stewardship and accountability to students, taxpayers and community
- Adherence to ethical decision making and integrity in all work product
- Transparency and commitment to safeguarding District assets at the highest level

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 775,834	\$ 764,648	\$ 878,617	\$ 911,043	\$ 929,334
Benefits	254,863	251,905	267,047	289,722	323,194
Services	132,247	152,600	164,487	193,565	182,152
Supplies	19,616	18,395	22,976	6,650	6,150
Equipment and Other	9,516	8,777	12,175	7,700	68,617
Total Expenditures	\$ 1,192,076	\$ 1,196,325	\$ 1,345,302	\$ 1,408,680	\$ 1,509,447
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	5.00	5.00	4.00	4.00	4.00
Administrative/Technical	5.50	5.50	6.30	6.80	7.30
Total Budgeted Staffing	10.50	10.50	10.30	10.80	11.30

HUMAN RESOURCES

Purpose

Human Resources (HR) role is to discover and develop exceptional talent to support every student in HSD2. We are focused on increasing the scope of the teacher induction program, strengthening partnerships with local universities and jump start the staff member to teacher program through PPBOCES. We will continue to recruit in areas that will bring in diverse teachers and attract teachers in our high needs and hard to fill positions. HR will continue to work with schools to reduce teacher turnover.

Objectives

Continue to work with teachers and aspiring leaders in order to build leadership density at the schools and District level. Expand current partnerships with local universities so that HSD2 becomes their first choice when offering student teacher placements. Continue to review salaries for all staff to remain competitive in Colorado Springs.

Additional Information

Teacher and administrative retention begins with strong induction programs that lead to leadership positions within schools and the District. Upgrading the teacher and administrative induction programs to support staff with multiple opportunities to expand their leadership. Partnerships with local universities to build a pipeline of opportunities that promote our commitment to students and staff.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 760,736	\$ 701,975	\$ 775,400	\$ 899,751	\$ 1,014,192
Benefits	200,347	199,498	206,307	248,512	300,816
Services	244,233	150,658	187,868	321,075	307,666
Supplies	10,963	6,901	9,622	35,892	38,392
Equipment and Other	6,772	7,689	19,057	13,830	15,819
Total Expenditures	\$ 1,223,051	\$ 1,066,721	\$ 1,198,254	\$ 1,519,060	\$ 1,676,885
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	0.50
Paraprofessionals	-	-	-	-	-
Classified	7.00	7.00	7.00	7.00	8.00
Administrative/Technical	3.00	3.00	3.00	3.00	3.00
Total Budgeted Staffing	10.00	10.00	10.00	10.00	11.50

LEGAL

Purpose

General Counsel will support the students and staff ensuring legalities are met for all stakeholders within HSD2.

Objectives

General Counsel will plan, organize, direct and provide professional legal services and counsel to the District in a wide variety of legal matters such as labor and employment, student rights, real estate, litigation, liability and school bonds.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ -	\$ -	\$ -	\$ -	\$ 169,650
Benefits	-	-	-	-	38,935
Services	-	-	-	-	3,000
Supplies	-	-	-	-	-
Equipment and Other	-	-	-	-	18,000
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 229,585
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	-
Administrative/Technical	-	-	-	-	1.00
Total Budgeted Staffing	-	-	-	-	1.00

NUTRITION SUPPORT SERVICES

Purpose

To provide nutritionally balanced meals at a low cost to the District, that continues to meet the Healthy, Hunger- Free Kids Act of 2010 (HHFKA) requirements.

Objectives

- Continue support to Harrison schools and families, to up hold a 93% completion rate of the annually collected Family Economics Data Survey (FEDS)
- Availability of on-line forms
- Continue to offer the Community Eligibility Provision (CEP) program to all students
- Bi-weekly up load from CDE website for Direct Certification students
- Continuous search for quality products to process through manufacturers, to keep costs down, with USDA funding

Additional Information

In addition to the lunch program, we also provide breakfast after the bell, breakfast in the classroom, snacks and summer food service program. Additional information may be found in the Financial Section - Nutrition Services Fund.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 10,314	\$ 10,314	\$ 11,151	\$ 13,400	\$ 13,250
Benefits	3,597	3,823	4,003	4,771	5,077
Services	-	-	-	-	-
Supplies	1,979	616	-	85,000	87,088
Equipment and Other	-	-	-	-	-
Total Expenditures	\$ 15,890	\$ 14,753	\$ 15,154	\$ 103,171	\$ 105,415
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	-
Administrative/Technical	0.25	0.25	0.25	0.25	0.25
Total Budgeted Staffing	0.25	0.25	0.25	0.25	0.25

OPERATIONS AND MAINTENANCE

Purpose

To assure that all schools and facilities, including the classroom environment, are safe, clean and well maintained. We will continue to look for tools and devices that will help in making the Operations Department more efficient in providing quality services as we continue to strive and improve. We will support the educational goals of the District as it prepares all students for the 21st century in learning and technology.

Objectives

Ensure all unsafe conditions are immediately identified and addressed. Ensure all required inspections are passed with all identified deficiencies corrected in a timely manner. Ensure no campus loses instructional days as a result of any system failure that could have been reasonably avoided through proper preventive maintenance.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 1,246,530	\$ 1,297,483	\$ 1,351,360	\$ 2,025,023	\$ 2,378,881
Benefits	422,208	477,276	450,728	706,240	853,626
Services	297,205	363,215	408,802	918,623	976,623
Supplies	283,971	241,833	372,489	2,823,550	2,837,760
Equipment and Other	24,385	83,616	39,685	107,700	108,200
Total Expenditures	\$ 2,274,299	\$ 2,463,423	\$ 2,623,064	\$ 6,581,136	\$ 7,155,090
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	29.00	30.00	30.00	32.00	32.00
Administrative/Technical	1.00	1.00	3.00	8.50	8.50
Total Budgeted Staffing	30.00	31.00	33.00	40.50	40.50

PUPIL TRANSPORTATION

Purpose

To provide timely, safe, customer oriented transportation services for our students and a positive environment for the employees while meeting the District's strategic plan. To be role models for the District and community.

Objectives

Continual improvements to bus routes to minimize late arrivals and departures from all schools and activities. Streamline choice school busing to improve timeliness. Constant awareness and safety focus on rules, regulations, and policies that affect student transportation. Meet the transportation needs of students with disabilities and McKinney-Vento students with specialized transportation services to and from their schools. Meet or exceed all CDE, Department of Transportation, and commercial driver license requirements for standardization, training, inspections and testing.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 2,037,201	\$ 1,863,712	\$ 1,885,740	\$ 2,443,769	\$ 2,946,399
Benefits	685,564	674,651	629,396	931,009	1,067,701
Services	40,737	59,794	53,100	98,050	98,050
Supplies	276,074	301,232	395,888	459,000	459,000
Equipment and Other	(174,495)	(78,258)	(141,570)	(174,600)	(174,600)
Total Expenditures	\$ 2,865,081	\$ 2,821,131	\$ 2,822,554	\$ 3,757,228	\$ 4,396,550
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	14.38	14.38	22.51	22.52	22.52
Classified	48.50	45.50	39.00	36.49	34.49
Administrative/Technical	2.20	5.20	3.00	3.00	5.00
Total Budgeted Staffing	65.08	65.08	64.51	62.01	62.01

SAFETY AND SECURITY

Purpose

A safe school is a place where learning can occur in a welcoming environment free of intimidation, violence, and fear. It is the mission of the Safety and Security Department to support each of our buildings. The Safety and Security Department is committed to enhancing our security measures in order to maintain a safe and secure learning environment.

Objectives

- Serves as a liaison with the school resource officers assigned to District schools
- Coordinates with law enforcement to provide security at athletic events
- Provides on-going emergency response staff training
- Coordinate and assist with emergency drills at District schools and facilities
- Coordination of emergency planning with local law enforcement, emergency management and public safety communications
- Maintain the security camera systems, Raptor Visitor Management Systems and radio communications at all schools and facilities
- Assist District departments and schools with safety and security issues/concerns
- Develop and implement procedures to ensure a safe school environment
- Evaluate existing procedures, and safety and security systems to determine their effectiveness and to implement improvements when necessary

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 282,700	\$ 269,041	\$ 235,604	\$ 266,311	\$ 278,529
Benefits	86,645	84,438	75,103	95,080	101,733
Services	177,304	153,475	219,912	310,230	325,967
Supplies	4,210	7,212	4,702	7,800	5,500
Equipment and Other	4,226	3,135	850	18,324	720
Total Expenditures	\$ 555,085	\$ 517,301	\$ 536,171	\$ 697,745	\$ 712,449
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	3.50	3.50	2.00	2.00	2.00
Administrative/Technical	2.00	2.00	2.00	2.00	2.00
Total Budgeted Staffing	5.50	5.50	4.00	4.00	4.00

STUDENT SUPPORT

Purpose

To provide excellent customer service and support to students, parents, patrons and schools in the areas of registration and enrollment, district policy, code of conduct, health services, Infinite Campus and data reporting.

Objectives

Implementation and continued improvement in our online registration process. Research current legislation for timely and accurate changes to the Code of Conduct, District policy, educational stability and data reporting.

Student Support Services includes: new student registration, choice and open enrollment, student count, student attendance and discipline services, Section 504, homeless and foster care education and support, student information system, online monitored instruction, counselor support and health services.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 667,671	\$ 573,431	\$ 476,340	\$ 491,660	\$ 524,358
Benefits	189,763	160,192	126,439	133,418	175,087
Services	151,336	194,201	173,887	197,475	190,460
Supplies	8,046	8,227	10,423	34,500	13,870
Equipment and Other	1,038	4,753	1,893	9,500	5,250
Total Expenditures	\$ 1,017,854	\$ 940,804	\$ 788,982	\$ 866,553	\$ 909,025
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	1.00	1.00	1.00	1.00	1.00
Classified	3.00	3.00	3.00	2.00	2.00
Administrative/Technical	6.00	6.00	4.00	4.00	5.60
Total Budgeted Staffing	10.00	10.00	8.00	7.00	8.60

TECHNOLOGY AND INNOVATION

Purpose

The mission and purpose of the Technology and Innovation Department is to provide timely quality service within a stable and secure network environment. We also strive to provide functional and practical technology equipment to support the effectiveness of the curriculum program for the students of Harrison School District Two.

Objectives

The Technology and Innovation Department is committed to supporting the District Mission through the following:

- Providing students with a working device through high school and letting them keep the device after graduation
- Ensuring all students have access to technology resources and providing support for their technology resources
- Supporting all departments by sustaining and improving the evolving technology infrastructure, including devices, communications, and networks
- Offering device expertise and guidance for both legacy and emerging innovative technologies
- Managing and tracking technology and media center assets
- Creating community partnerships to narrow the digital divide

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 1,119,752	\$ 1,066,233	\$ 1,014,628	\$ 1,018,778	\$ 1,136,622
Benefits	361,144	370,476	349,331	372,870	407,931
Services	318,563	329,375	604,071	472,550	725,585
Supplies	503,498	592,517	137,386	290,000	25,500
Equipment and Other	311,480	50,095	407,606	706,035	707,500
Total Expenditures	\$ 2,614,437	\$ 2,408,696	\$ 2,513,022	\$ 2,860,233	\$ 3,003,138
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	1.00	1.00	1.00	1.00	1.00
Administrative/Technical	18.00	18.00	18.00	15.00	16.00
Total Budgeted Staffing	19.00	19.00	19.00	16.00	17.00

WAREHOUSE SERVICES

Purpose

The purpose of the Warehouse / Procurement Department is to provide exceptional services and products by adhering to ethical actions, impartiality, accountability, professionalism and transparency in all decisions and actions.

Objectives

To provide a consistent level of excellent service in the purchasing and delivery of goods.
Developing and maintaining partnerships based on trust and respect that has been earned through consistent delivery of quality services.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 32,502	\$ 68,847	\$ 104,328	\$ 110,593	\$ 127,368
Benefits	12,700	24,192	35,237	38,944	36,352
Services	3,434	15,691	5,134	7,900	6,150
Supplies	10,712	11,106	11,132	3,000	2,500
Equipment and Other	1,683	1,404	729	9,961	1,761
Total Expenditures	\$ 61,031	\$ 121,240	\$ 156,560	\$ 170,398	\$ 174,131
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	1.00	1.00	1.00	1.00	1.00
Administrative/Technical	-	-	1.00	1.00	1.00
Total Budgeted Staffing	1.00	1.00	2.00	2.00	2.00

DISTRICT WIDE SERVICES

Purpose

District-wide Services includes expenditures that are not allocated to specific departments, but are considered to be District-wide activities.

Objectives

To account for the costs of annual leave, county treasurer collection fee, unemployment compensation, PERA on-behalf payment, pupil count true-up and contingency funding.

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>					
Salaries	\$ 96,682	\$ (1,236,233)	\$ 2,033,251	\$ 483,309	\$ 340,000
Benefits	1,512,895	(443,164)	752,015	1,610,475	1,577,691
Services	37,071	419,320	88,443	198,137	222,815
Supplies	-	430,800	-	-	-
Equipment and Other	-	-	428,615	305,568	300,000
Total Expenditures	\$ 1,646,648	\$ (829,277)	\$ 3,302,324	\$ 2,597,489	\$ 2,440,506
<u>BUDGETED STAFFING</u>					
Instructional Staff	-	-	-	-	-
Paraprofessionals	-	-	-	-	-
Classified	-	-	-	-	-
Administrative/Technical	-	-	-	-	-
Total Budgeted Staffing	-	-	-	-	-

SUMMARY OF DEPARTMENTS

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<u>ACTUALS</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
Teaching and Learning	\$ 296,856	\$ 224,672	\$ 362,364	\$ 561,035	\$ 550,432
District Instruction	1,035,860	1,046,281	1,642,396	1,352,061	1,255,219
Adult and					
Community Education	-	-	-	-	205,645
AVID	154,765	10,598	123,930	225,709	235,217
Career and Technical	420,662	416,652	380,352	495,841	465,939
Charter Schools	1,078,555	2,439,713	3,886,288	2,466,006	3,997,030
Co-Curricular	-	-	1,525	1,211,348	1,705,579
College Career Readiness	1,310,177	1,298,124	1,504,780	1,221,595	1,059,257
Culturally and					
Linguistically Diverse	362,429	205,436	297,491	368,998	386,681
Curriculum, Instruction,					
and Assessment	1,459,892	1,214,315	1,090,802	1,557,759	1,530,193
Gifted Education	149,584	142,255	115,005	132,185	102,075
Guidance	102,554	5,054	90,660	34,500	34,500
Health	167,579	269,088	260,857	196,705	390,122
Media	25,139	25,287	49,879	45,049	45,049
Professional					
Development	316,131	335,263	62,874	362,295	312,258
Research, Data and					
Accountability	506,074	455,162	479,546	554,562	549,556
Special Education	7,048,216	6,876,556	7,904,734	8,642,130	9,852,932
Spring Creek Youth	559,128	29,395	-	-	-
Summer School	12,968	63,156	3,945	65,260	-
Universal Preschool	2,004,495	1,724,644	2,141,312	2,401,585	771,871
Wrap-Around Services	-	-	-	-	62,777
Board of Education	443,387	303,701	345,204	449,489	313,489
Superintendent	708,811	750,051	627,352	557,025	543,348
Benefits	-	-	142,769	159,137	111,626
Communications	525,447	442,718	555,192	718,214	750,980
Financial Support	1,192,076	1,196,325	1,345,302	1,408,680	1,509,447
Human Resources	1,223,051	1,066,721	1,198,254	1,519,060	1,676,885
Legal	-	-	-	-	229,585
Nutrition Support	15,890	14,753	15,154	103,171	105,415
Operations/Maintenance	2,274,299	2,463,423	2,623,064	6,581,136	7,155,090
Pupil Transportation	2,865,081	2,821,131	2,822,554	3,757,228	4,396,550
Safety and Security	555,085	517,301	536,171	697,745	712,449
Student Support	1,017,854	940,804	788,982	866,553	909,025
Technology/Innovation	2,614,437	2,408,696	2,513,022	2,860,233	3,003,138
Warehouse Services	61,031	121,240	156,560	170,398	174,131
District Wide	1,646,648	(829,277)	3,302,324	2,597,489	2,440,506
Total Departments	\$32,154,161	\$28,999,238	\$37,370,644	\$44,340,181	\$47,543,996

INFORMATIONAL SECTION



CLASSROOM

CULTURE



COMMUNITY



Informational Section Table of Contents

Harrison School District Two

INFORMATIONAL SECTION

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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 property of the United States of America; property of the State and its political subdivisions; public libraries; public school property; charitable property; religious property; irrigation ditches, canals and flumes; household furnishings; personal effects; intangible personal property; inventories of merchandise and materials and supplies which are held for consumption by a business or are held primarily for sale; livestock; agricultural and livestock products; agricultural equipment which is used on a farm or ranch in the production of agricultural products and non profit cemeteries.

Assessment of Property

All taxable property is listed, appraised and valued for assessment as of January 1 of each year. For residential properties, appraisers for El Paso County evaluate the sales of homes which sold within a specific 24-month period. The Assessor then determines the market value or "Actual Value" for all real estate and personal property. The Actual Value is reduced by an assessment ratio to determine the "Assessed Value". The rate for 2022 residential properties, including apartments, is 6.77 percent. The Assessed Value, less any exempted amount, is then multiplied by the applicable Tax Rate to determine the taxes owed. In Colorado, tax rates are expressed as a decimal fraction of a dollar for every one dollar of Assessed Value.

For example, the typical single family home in District tax boundaries was valued at approximately \$262,200. As a result, the property tax calculation for a typical residential owner was:

$$\begin{aligned} \text{Market Home Value} \times \text{Assessment Rate} \times \text{Mill Rate} &= \text{Taxes} \\ \$262,200 \times 0.0677 \times 0.040799 &= 724.20 \end{aligned}$$

The TABOR amendment requires voter approval to increase tax rates. The assessment rate of residential property has decreased to 6.77 percent.



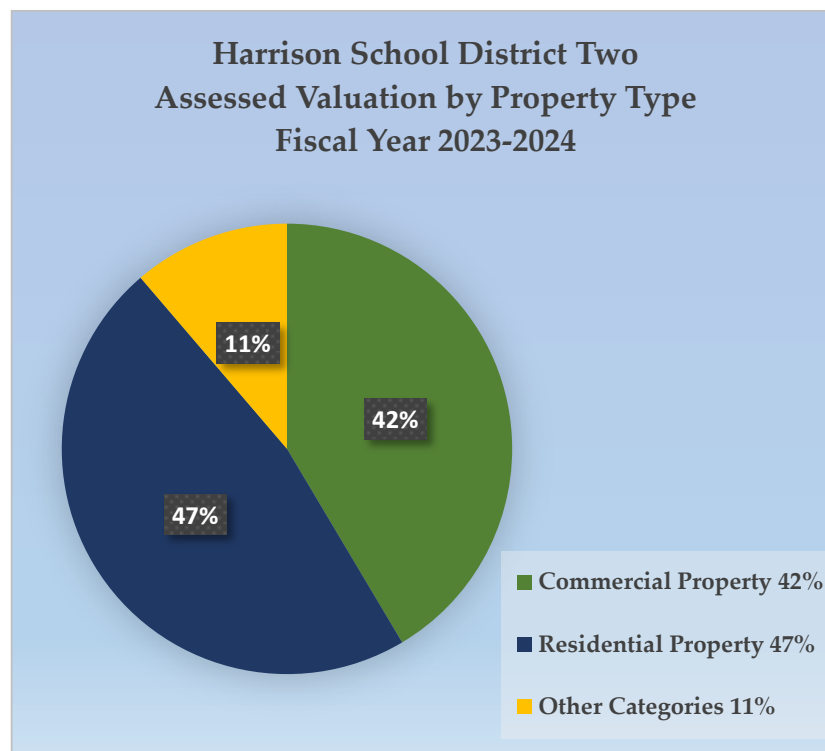
Taxation Procedure

In accordance with statute, the County Assessor is required to certify the total valuation for assessment no later than December 10th of each year. 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. The Board must certify the District's levy to the Board of County Commissioners no later than December 15.

Upon receipt of the tax levy certification of the District and other taxing entities within the County, the Board of County Commissioners levies against the assessed valuation of all taxable properties, the applicable property taxes. Such 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 the collection of taxes.

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 1 of the year following the levy. The property tax revenue estimate for Fiscal Year 2023-2024 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 (specific ownership tax) are based on collections anticipated to be received during the fiscal year (July 1 through June 30).

Fiscal Year Ended June 30	Residential Property	Commercial Property	All Other Property	Total Taxable Assessed Value
2020	\$309,210,040	\$301,513,320	\$104,383,680	\$715,107,040
2021	\$313,705,400	\$292,795,630	\$77,301,120	\$683,802,150
2022	\$401,449,010	\$328,535,510	\$89,334,710	\$819,319,230
2023	\$390,585,880	\$342,475,600	\$93,037,700	\$826,099,180
2024	\$414,021,033	\$363,024,136	\$99,261,875	\$876,307,044
2025	\$416,091,138	\$364,839,257	\$99,758,184	\$880,688,579
2026	\$432,734,784	\$379,432,827	\$104,178,592	\$916,346,203
2027	\$434,898,458	\$381,329,991	\$104,699,485	\$920,927,934



Tax Base and Rate History

Fiscal Year Ended June 30	Taxable Assessed Property Value	Estimated Actual Taxable Value	Mill Levy Tax Rate	Assessment Rate	
				Residential Property	All Other Property
2018	\$648,359,530	\$4,769,665,464	33.118	7.20	29.00
2019	\$649,718,940	\$4,818,089,027	48.333	7.20	29.00
2020	\$715,107,040	\$5,770,001,102	47.227	7.15	29.00
2021	\$683,802,150	\$5,698,190,237	48.394	7.15	29.00
2022	\$819,319,230	\$7,091,339,525	41.024	7.15	29.00
2023	\$826,099,180	\$7,179,574,412	40.799	6.77	27.90

Annual Property Tax Information Summary Homeowner Tax Burden

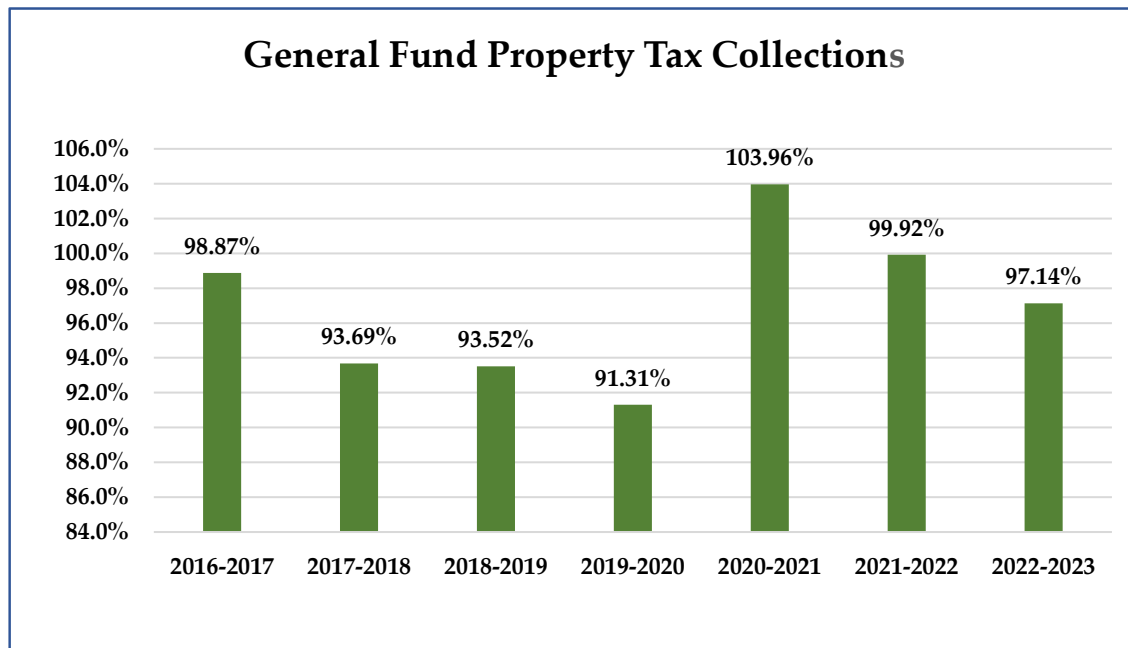
Tax Year/Collection Year	2017	2018	2019	2020	2021	2022	2023
Est Market Value	\$166,500	\$188,200	\$188,600	\$207,600	\$210,618	\$269,500	\$262,200
Assessment Rate	7.96%	7.20%	7.20%	7.15%	7.15%	7.15%	6.77%
Assessment Value	\$13,253	\$13,550	\$13,579	\$14,843	\$15,059	\$19,269	\$17,751
General Fund	17.977	16.337	16.346	15.720	15.720	15.720	15.720
Mill Levy Override	10.022	8.869	8.850	8.041	8.409	7.018	6.961
Abatement	0.279	0.338	2.080	2.209	2.038	0.528	0.644
Bond Fund	8.000	7.574	21.057	21.257	22.227	17.758	17.474
Total	36.278	33.118	48.333	47.227	48.394	41.024	40.799
School Taxes before Inflation	\$481	\$449	\$656	\$701	\$729	\$791	\$724

Property Tax Collections

HARRISON SCHOOL DISTRICT TWO General Fund Historical Property Tax Collections

Year	Total Tax Levy	Total Tax Collections	Percent of Total Tax Collections to Levy
2016-2017	\$16,224,553	\$16,041,335	98.87%
2017-2018	\$16,561,696	\$15,516,109	93.69%
2018-2019	\$17,721,734	\$16,572,881	93.52%
2019-2020	\$18,571,330	\$16,958,133	91.31%
2020-2021	\$17,893,051	\$18,601,999	103.96%
2021-2022	\$19,062,281	\$19,047,981	99.92%
2022-2023	\$19,268,763	\$18,716,909	97.14%

Estimated value for Fiscal Year 2022-2023



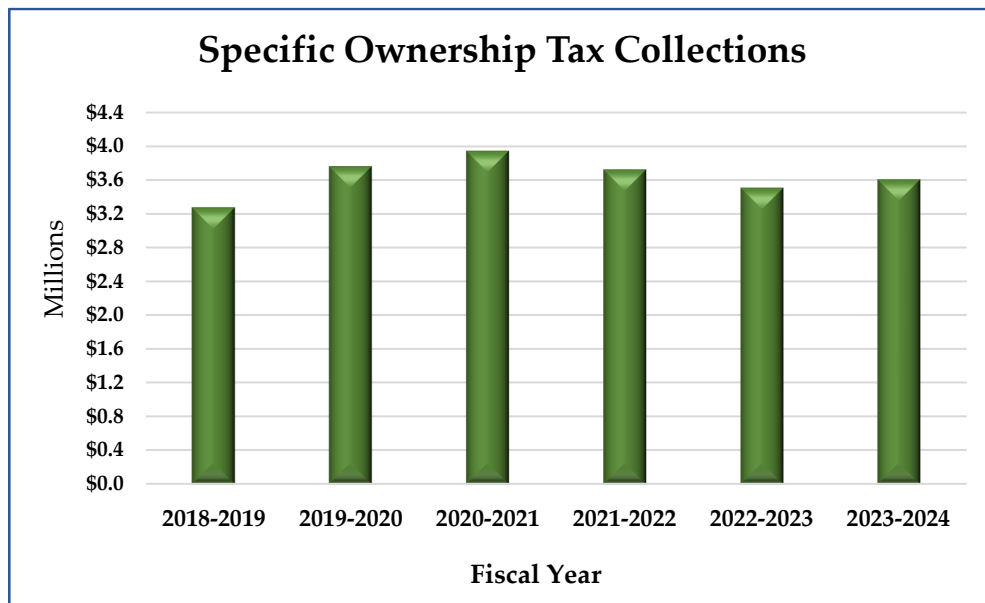
Specific Ownership Tax Collections

HARRISON SCHOOL DISTRICT TWO Historical Specific Ownership Tax Collections

<u>Fiscal Year</u>	<u>Total Tax Collection</u>
2018-2019	\$3,271,758
2019-2020	\$3,757,267
2020-2021	\$3,937,072
2021-2022	\$3,719,222
2022-2023	\$3,500,000
2023-2024	\$3,600,000

Actual collections listed for Fiscal Years 2018-2019 through 2021-2022.

Estimated collections for Fiscal Years 2022-2023 and 2023-2024.



Largest Taxpayers El Paso County

	2022			2013		
	Assessed Value	Rank	% of Total Value	Assessed Value	Rank	% of Total Value
DPIX LLC	\$ 13,173,590	1	1.59%	\$ 28,341,720	1	5.14%
Microchip Technology Inc	10,961,290	2	1.33%			
Ace Hardware	8,822,660	3	1.07%	5,917,460	6	1.07%
SAP America Inc	8,410,530	4	1.02%	14,543,280	2	2.64%
Zeppelin Road Industrial LLC	6,573,370	5	0.80%			
GRE Broadmoor LLC	6,198,950	6	0.75%	7,250,190	4	1.31%
Exelis Inc	4,900,700	7	0.59%			
BCORE Falcon Property Owner LLC	4,489,720	8	0.54%			
Swire Pacific Holdings Inc	4,199,630	9	0.51%			
RS Antero Brauburger LLC	4,158,550	10	0.50%			
Atmel Corporation				12,064,640	3	2.19%
Qwest Corporation				6,127,400	5	1.11%
Copt Newport D LLC				5,397,480	7	0.98%
RICKEMOH INC				4,641,890	8	0.84%
Aquiport Colorado Springs LLC				4,335,500	9	0.79%
GE Commercial Finance Bus.				3,828,000	10	0.69%
Total	\$ 71,888,990		8.70%	\$ 92,447,560		16.77%
Total Assessed Valuation	<u>\$ 826,099,180</u>			<u>\$ 551,415,620</u>		

Source: El Paso County Treasurer Office-Property Tax Statements
 El Paso County School District No. 2 - Harrison
 Annual Comprehensive Financial Report FY ended June 2022



El Paso County, Colorado

Bond Redemption Debt Service

The District issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds have been issued for governmental activities, are direct obligations and pledge the full faith and credit of the government.

The 2017 refunding bonds (\$23,025,000 original issue) carry interest rates ranging from 4.00% to 5.00% and annual maturities are consistently \$1.585 million to \$1.820 million with final payment due in 2026. These bonds were issued to refund a major portion of the 2001 bonds.

The 2019 bond sale (\$100,000,000 original issue) interest rates ranging from 3.00% to 5.00% and annual maturities range from \$320,000 to \$10.10 million with final payment due in 2038. These bonds will be used for the next 6 years to fund projects at most facilities within the District.

The 2021 bond sale (\$180,000,000 original issue) average interest rate of 5% and annual maturities range from \$1.265 million to \$13.860 million with final payment due in 2041. These bonds will be used for much needed District improvements.



BOND REDEMPTION / DEBT SERVICE FUND
GENERAL OBLIGATION BONDS

Yearly Debt Service			
Fiscal Year	Principal	Interest	Total
2023-2024	5,825,000	8,610,225	14,435,225
2024-2025	6,060,000	8,344,050	14,404,050
2025-2026	6,355,000	8,037,075	14,392,075
2026-2027	6,675,000	7,714,975	14,389,975
2027-2028	7,000,000	7,376,750	14,376,750
2028-2029	7,350,000	7,018,000	14,368,000
2029-2030	7,715,000	6,641,375	14,356,375
2030-2031	8,100,000	6,246,000	14,346,000
2031-2032	8,505,000	5,830,875	14,335,875
2032-2033	8,935,000	5,394,875	14,329,875
2033-2034	9,380,000	4,937,000	14,317,000
2034-2035	9,850,000	4,456,250	14,306,250
2035-2036	10,340,000	3,951,500	14,291,500
2036-2037	10,860,000	3,421,500	14,281,500
2037-2038	11,400,000	2,865,000	14,265,000
2038-2039	11,970,000	2,280,750	14,250,750
2039-2040	12,570,000	1,667,250	14,237,250
2040-2041	13,200,000	1,023,000	14,223,000
2041-2042	13,860,000	346,500	14,206,500
Total	\$ 175,950,000	\$ 96,162,950	\$ 272,112,950

Bond Series Summary			
Series	Principal	Interest	Total
2017 Refunding	\$ 6,830,000	\$ 675,950	\$ 7,505,950
2019 Refunding	82,180,000	46,213,000	128,393,000
2021 Refunding	86,940,000	49,274,000	136,214,000
Total	\$ 175,950,000	\$ 96,162,950	\$ 272,112,950

HARRISON SCHOOL DISTRICT TWO BUILDING FUND PROJECT START AND END DATES NOVEMBER 2018 VOTER APPROVED \$180 MILLION BOND				
Project	Start Date		End Date	
Bricker Elementary	March	2022	December	2023
Centennial Elementary	November	2018	December	2019
Giberson Elementary	March	2023	December	2024
Monterey Elementary	April	2021	December	2022
Oak Creek Elementary	August	2020	December	2021
Otero Elementary	November	2018	December	2019
Soaring Eagles Elementary	December	2020	March	2023
Stratmoor Hills Elementary	July	2019	August	2021
Stratton Meadows Elementary	July	2019	August	2021
Turman Elementary	March	2022	December	2023
Wildflower Elementary	April	2021	December	2022
Carmel Middle School	April	2019	September	2022
Fox Meadow Middle School	March	2023	December	2024
Panorama Middle School	March	2022	December	2023
Harrison High School	April	2019	December	2021
Sierra High School	April	2021	December	2023
Mountain Vista Community K-8	November	2018	December	2024
Mountain Vista Home School	June	2021	December	2022
Sand Creek International	November	2018	April	2020
Finance Center	July	2023	December	2024

SCHEDULE OF BOND SPENDING PLAN NOVEMBER 2018 VOTER APPROVED \$180 MILLION BOND					
2018 Bond Projects	Elementary Schools	Middle Schools	High Schools	Other	Total
Bond Spending Plan					
Interior	\$ 24,955,000	\$ 1,500,000	\$ 11,900,000	\$ 2,795,000	\$ 41,150,000
Mechanical/HVAC	19,800,000	600,000	8,075,000	920,000	29,395,000
Electrical/Lighting	5,150,000	2,120,000	2,800,000	915,000	10,985,000
Exterior	1,445,000	320,000	750,000	2,705,000	5,220,000
Technology	325,000	100,000	150,000	45,000	620,000
Roofing	1,950,000	150,000	-	480,000	2,580,000
Restroom/Plumbing	1,014,000	180,000	350,000	5,000	1,549,000
Kitchen	1,025,000	160,000	400,000	155,000	1,740,000
Health/Safety	220,000	40,000	300,000	40,000	600,000
ADA	1,200,000	-	700,000	100,000	2,000,000
Fire/Security	885,000	280,000	300,000	125,000	1,590,000
Architectural/Engineering	14,593,000	6,590,000	5,155,000	788,000	27,126,000
Program/Space	15,000,000	27,500,000	-	12,945,000	55,445,000
Total Projects	\$ 87,562,000	\$ 39,540,000	\$ 30,880,000	\$ 22,018,000	\$ 180,000,000

Budget Projections

General Fund

Revenue forecasts include estimates of inflation increases for program funding which is the largest component of revenue and is funded through the state. Since 2009-2010, the state has been experiencing budget shortfalls and created a budget balancing tool for the legislature to use in the state budget (called the budget stabilization factor). Each year for planning purposes, special attention is focused on this budget shortfall and the impact it may have on schools.

Property tax collection rates are analyzed and used to forecast future collections.

Specific ownership taxes are reviewed and based on anticipated changes in the sales of vehicles.

Services provided to Charter Schools and indirect costs are also funding sources for the General Fund.

State categorical fund sources, such as ELPA, transportation, career and technical education, special education, gifted education, Universal Preschool and Read Act funds are projected to include an anticipated inflationary increase provided by the State of Colorado through the Public School Finance Act.

Salary increases are not included in future year projections rather an analysis of available resources will be reviewed each year for funding potential.

A percentage increase to the PERA benefit is included in outgoing years based on current legislative requirements. Medical benefit rates are reviewed annually and increases are incorporated into budget planning.

Utility usage and planned rate increases are built into future year budgets and operating budgets are monitored for potential increases / decreases as necessary.

Projections do not include any estimates for savings realized from underspending of the expenditure budget.

Fund balance requirements are continuously reviewed to assure compliance with Board of Education policies. When necessary, cost containment measures and expenditure reductions are incorporated into the planning. Planned draw-down of available fund balance may be used to mitigate the need for potential reductions.

Insurance Reserve

The largest expenditures are for workers compensation, property and liability insurances. Planned increases are projected using historical costs and any anticipated future increases based on discussions with the insurers.

Nutrition Services

Both revenue and expenditures have remained fairly consistent through the years Any planned changes to the program are evaluated and included in future year forecasts.

Designated Purpose Grants

Funding provided through the federal stimulus funding has significantly expanded the opportunity to provide much needed academic services for the next few years.

Pupil Activity

As schools return to session full time and the health impact of COVID-19 are lessened, fund raising efforts are planned to resume in hopes of providing opportunities for the students.

Health Insurance

Revenue projections will include anticipated employee participation in the dental plan as well as any rate adjustments that may be necessary. Expenditure forecasts will include the estimated amount needed to cover the claims payments for the dental plan.

Bond Redemption

Revenue is based on mills levied on the homeowners and collected through property tax to ensure appropriate revenues are available to meet the expenditures.

Building

With the successful passage of a bond issue approved by the voters in November 2018, construction projects have been planned through 2024-2025. This revenue will help to provide funding for outstanding projects and expand and enhance the facilities within the District.

Capital Reserve

District staff will review and prioritize the capital projects needed to be completed. With the current use of funds available in the Building Fund for capital projects, emphasis can be placed on providing financial resources through the Capital Reserve Fund to address the most critical project needs.

Land Trust

Revenue from permit fees associated with new residential building growth in the District are reviewed and planned for. At this time no significant projects are planned for future years.

Please refer to the Financial Section for more information on projections.

District Personnel

HARRISON SCHOOL DISTRICT TWO STAFF FTE SUMMARY - ALL FUNDS FISCAL YEARS 2019-2020 TO 2023-2024						
	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Net
	FTE	FTE	FTE	FTE	FTE	Change
Administrator	97.54	70.87	70.25	66.50	69.50	3.00
Professional - Instructional	793.63	765.26	729.54	733.34	761.31	27.97
Professional - Other	50.73	81.40	75.58	93.47	107.11	13.64
Paraprofessional	248.22	225.74	212.86	206.42	245.97	39.55
Office Administrative Support	91.88	91.44	86.86	82.57	85.19	2.62
Crafts, Trades and Services	197.44	191.51	190.82	197.12	209.91	12.79
Total Staffing	1,479.44	1,426.22	1,365.91	1,379.42	1,478.99	99.57

Employee Groups

Administrator: performs managerial activities and is responsible for developing or interpreting policies or regulations and executing those policies or regulations through the direction of individuals at all levels and may supervise other employees.

Professional: Instructional - provides learning experiences and care to students. This includes certified staff including, classroom and special education teachers. Counselors, psychologists, nurses and social workers are also classified as certified professional-instructional.

Professional - Other: performs assignments requiring a high degree of knowledge and skills usually acquired through at least a baccalaureate degree (or its equivalent obtained through special study and/or experience) but not requiring skills in the field of education. This includes directors, coordinators, managerial and support staff.

Paraprofessional: supports professional individuals or functions. This category includes student monitors, bus monitors, lunchroom monitors, classroom aides and special education aides as part of the paraprofessional employee group.

Office Administrative Support: performs the activities of preparing, transferring, transcribing, systematizing or preserving communications, records and transactions. Office administrative support includes secretaries, bookkeepers and registrars.

Crafts, Trades and Services: performs tasks that require skill levels which can be acquired through on-the-job training and experience or through apprenticeship or other formal training programs. A wide variety of employees are included in this category such as building engineers, custodians, maintenance, mechanics, nutrition services staff, security, HVAC, grounds specialists and bus drivers.

Major Changes in Staffing for Fiscal Year 2023-2024 include the following:

Administrator: 3.00 FTE increase

Assistant Principals were added at Soaring Eagles Community School and a 0.5 FTE at Harrison and Sierra High Schools.

Professional - Instructional: 28.00 FTE increase

The District remains committed in providing an excellent educational opportunity for the students and continues to allocate staffing as needed to enhance the programs available. 32.00 FTE were added for Special Education Programs and a slight decrease in FTE positions funded through the Grants Fund.

Professional - Other: 13.60 FTE increase

The majority of the changes in this category are related to additional positions being funded through the Governmental Grant Fund. Financial Support Services is adding an Accountant and the Nutrition Services Fund added a Dietitian and a Program Director.

Paraprofessionals: 39.60 FTE increase

As a result of Student-Based Budgeting, schools are allowed to allocate funding in order to meet specific needs of each school. 9.00 additional FTE were provided for the schools through this process. An additional 10.50 FTE have been added to support the Special Education Department. Grant funding will provide an additional 20.00 FTE.

Office Administrative Support: 2.60 FTE increase

Human Resources has increased 1.00 FTE and an additional FTE will be provided through Grants.

Crafts, Trades and Services: 12.80 FTE increase

Additional staffing is provided through the ESSER grant in the Grants Fund.



Kindergarten friendships at Monterey Elementary

Enrollment Forecasting

Projections of student enrollment include both the number of and the type of students expected. Harrison School District Two must know how many students will be enrolled before there can be any meaningful planning. Enrollment projections drive many of the revenue and expenditure components of both annual operating and multiyear program and construction budgets. At the most basic level, enrollment projections determine the number of buildings, classrooms and faculty that the District needs. Enrollment projections also determine the functions of the District's educational programs. The types of individuals that comprise the student population are important in planning educational programs. The projection of student enrollment is important for both the next fiscal year and several subsequent fiscal years because time frames for educational programs, as well as capital building and consolidation programs, are frequently multiyear.

To over project the number of students means that unnecessary teachers will be hired and maintained on the payroll due to contractual obligations. An under projection means that schools will not have enough teachers for its students and the principal and staff will struggle to find qualified staff long after most teachers have already been hired.

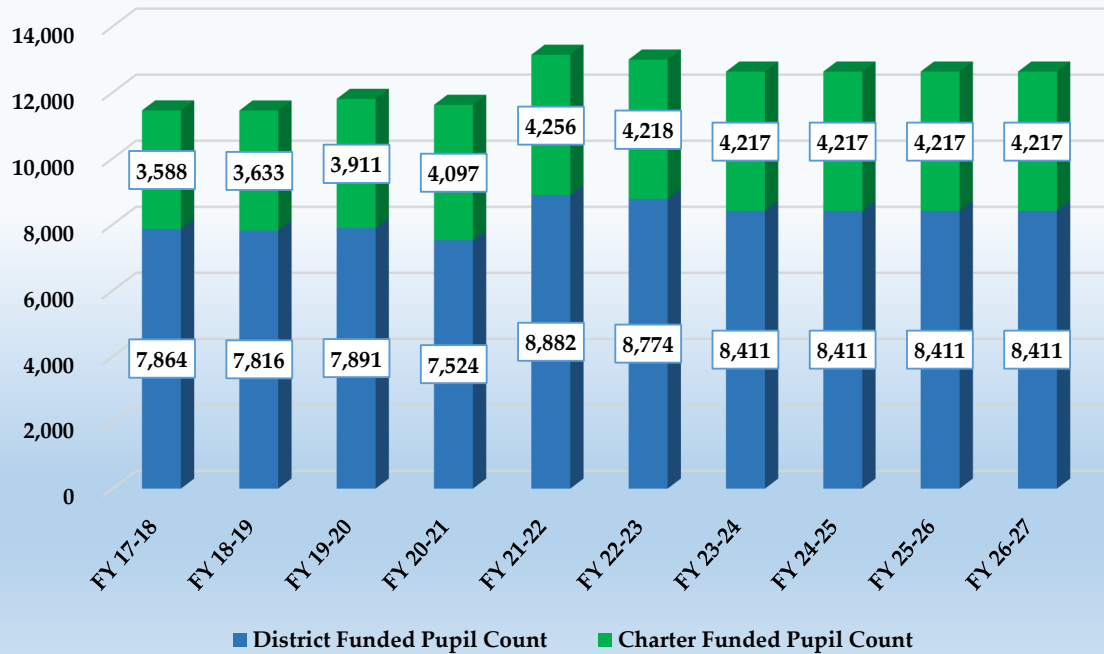
An enrollment forecast/pupil count is driven by both appropriate assumptions and the use of acceptable mathematical projection methods. If the assumptions behind the forecast are reasonable and the methods employed are professionally acceptable, the forecast represents a credible attempt to estimate the future school District enrollment levels for planning purposes.

As of May 2023, the funded pupil count projection used for budget planning is 8,411 District students and 4,217 Charter students for a total of 12,628 for the 2023-2024 school year.

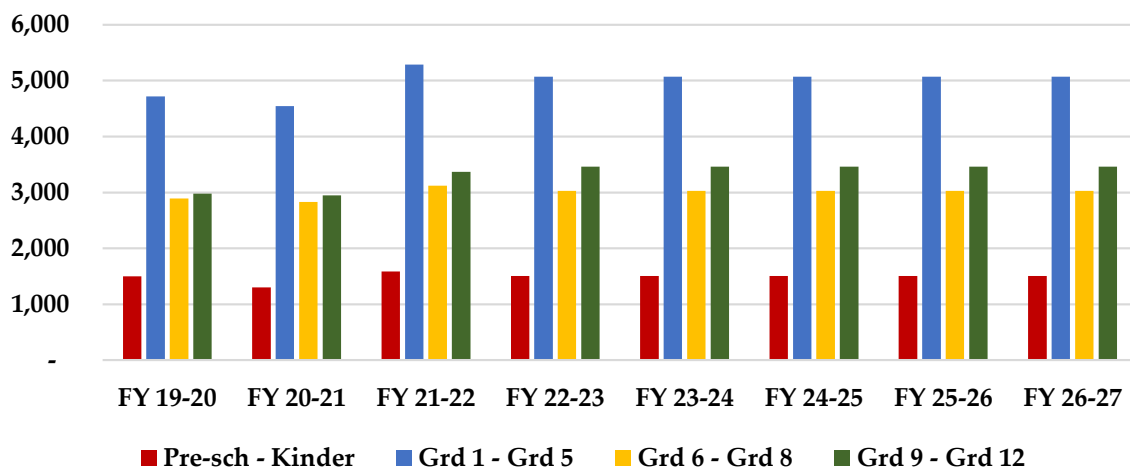
Harrison School District Two begins the projection process by reviewing the number of students currently enrolled. This will be used as the base for the projections. Cohort data, which takes into account mobility rates, choice and other factors that have occurred for the last several years, is used in the projection process.

The information obtained from these sources is used to adjust the projections. The final step involves review and input of the enrollment projections by District staff, including input from school building administrators.

Harrison School District Two Funded Pupil Count Ten Year Analysis



Pupil Count by Grade Levels



Maintaining Accountability / Academic Performance Measures

Harrison School District Two (HSD2) is dedicated to the mission of graduating college and career-ready students with the knowledge, skills, attitudes and behaviors to personally succeed and contribute to the common good. The district relies on student performance data as an indicator of students' progress toward these goals.

HSD2's Research, Data and Accountability (RDA) department supports the District's mission by providing expertise, information and analysis for the District's teacher and principal evaluations; develops, publishes and distributes descriptive and statistical information analyzing student achievement data from state and district assessments; and interprets and disseminates school accountability reports and summaries for the District. RDA also provides formative and summative program evaluations to schools and District policy makers to facilitate the decision-making process. Members of the RDA department respond to school requests for achievement data and interpretation of achievement results.

RDA works closely with the Colorado Department of Education (CDE) to provide the District with analysis of State assessment results calculations, graduation rate calculations and School Performance Framework (SPF) and District Performance Framework (DPF) calculations, as well as student and staff demographic data for public reporting purposes.

State Assessments

State assessment results include the Colorado Measures of Academic Success (CMAS), the Colorado Preliminary SAT (CO PSAT) and the Colorado SAT (CO SAT).

CMAS is the State's common measurement of students' annual level of achieving college and career-ready benchmarks in English language arts (ELA) and math for grades 3-8; science for grades 5, 8 and 11; and social studies for grades 4 and 7 (CMAS Social Studies assessments are administered only at individual schools once every three years on a sampling basis). These assessments were developed collaboratively by the Colorado Department of Education, Pearson (the assessment contractor) and Colorado educators.

The COVID-19 pandemic resulted in the cancellation of all spring 2020 State assessments and resulted in a limited number of tests being required in 2021. In 2021, only grades 3, 5, and 7 had to take the ELA assessment, grades 4, 6, and 8 had to take the math test, and grade 8 also had to take Science. The other ELA & Math tests were optional outside of required grades, the 5th and 11th grade Science were cancelled completely. High school PSAT/SAT exams were offered to all students in 2021. In 2022, all ELA, Math, and Science tests were administered as normal. Social Studies tests remained on pause.

CMAS ELA: Percent of Students Scoring Met or Exceeded (College & Career-Ready Benchmark)									
	2018		2019		2020	2021		2022	
Grade	District	State	District	State	Cancelled	District	State*	District	State
3 rd Grade	41.6%	40.4%	35.7%	41.3%	-	28.1%	39.1%	37.3%	40.7%
4 th Grade	44.6%	46.1%	48.0%	48.0%	-	-	-	43.8%	44.1%
5 th Grade	47.4%	47.4%	45.9%	48.4%	-	36.9%	47.2%	44.3%	45.4%
6 th Grade	34.5%	42.8%	36.1%	43.6%	-	-	-	35.4%	43.0%
7 th Grade	43.4%	46.6%	42.1%	46.5%	-	31.5%	42.6%	40.0%	41.8%
8 th Grade	37.2%	43.8%	44.4%	46.9%	-	-	-	42.6%	43.9%

District-wide elementary CMAS ELA results had been comparable to the State (± 5 percentage points difference between District and State in percent of students scoring Met or Exceeded), with 3rd grade outperforming the State in 2018. District-wide middle school results have been comparable to the State. While the 2021 numbers show a larger gap in performance, it is critical to understand the statewide participation rate on the assessment was 76% for 3rd grade, 74% for 5th grade, and 64% for 7th grade. The District's participation rate was 89% for 3rd grade, 90% for 5th grade, 78% for 7th grade. The groups underrepresented in the State data do appear to be groups that historically have performed lower, which could have inflated State results. In 2022 the District performance resumed its comparability to the State, with District schools increasing and the addition of Vanguard Charter schools also having a positive impact.

CMAS Math: Percent of Students Scoring Met or Exceeded (College & Career-Ready Benchmark)									
	2018		2019		2020	2021		2022	
Grade	District	State	District	State	Cancelled	District	State	District	State
3 rd Grade	41.7%	39.1%	42.2%	41.0%	-	-	-	36.0%	39.4%
4 th Grade	29.9%	33.9%	32.5%	33.6%	-	13.4%	28.5%	26.3%	30.7%
5 th Grade	33.5%	35.5%	32.1%	35.7%	-	-	-	24.9%	34.9%
6 th Grade	18.1%	30.4%	16.7%	29.5%	-	11.6%	24.1%	20.4%	26.3%
7 th Grade	20.4%	28.8%	23.3%	31.6%	-	-	-	21.9%	25.0%
8 th Grade	20.6%	28.2%	32.2%	36.9%	-	17.2%	29.5%	22.5%	32.4%

With the exception of 2021, district-wide elementary CMAS Math results are comparable to the State. District 7th grade math results have increased to be comparable with the State. Sixth and eighth grade results remain underperforming compared to the State. In 2021, both the District and the State experienced larger drops on Math performance than in ELA. The same participation rate disparities between the State and the District exist on ELA and Math. In addition to participation considerations, it should be noted every district had different experiences with quarantine and remote learning. In 2022, the State performance and District performance on math bounced back but gaps remain in 6th and 8th grade.

CMAS Science: Percent of Students Scoring Met or Exceeded (College & Career-Ready Benchmark)									
	2018		2019		2020	2021		2022	
Grade	District	State	District	State	Cancelled	District	State	District	State
5 th Grade	32.2%	35.5%	34.2%	35.9%			-	-	-
8 th Grade	19.5%	31.2%	23.2%	31.5%		16.1%	26.4%	-	-
11 th Grade	21.6%	24.1%	15.3%	20.7%			-	-	-

CMAS Social Studies: Percent of Students Scoring Met or Exceeded (College & Career-Ready Benchmark)								
	2018		2019		2020	2021	2022	
Grade	District	State	District	State	N/A	N/A	N/A	
4 th Grade	15.7%	22.4%	14.8%	23.9%	-	-	-	
7 th Grade	13.5%	15.7%	9.9%	17.9%	-	-	-	

Note: Social studies is administered on a sampling basis with approximately 1/3 of Colorado schools participating.

In 2022 the Science test assessed the new 2020 Colorado Academic Science Standards for the first time. There will not be any performance level result available for 2022. Prior to COVID-19, district-wide 5th grade CMAS Science results had been comparable to the State. Eleventh grade results had a dip in 2019. On CMAS Social Studies, results are more indicative of which schools were selected for inclusion in the sample, rather than student performance across the District or State. CMAS Social Studies was not administered in either 2020, 2021, or 2022 due to the COVID-19 pandemic. The 2021 results for Science had an even starker participation gap; the State had only 54.6% participation, and the District had 73% participation. With such a low participation rate, the statewide results are not very meaningful.

The CO PSAT focuses on the knowledge, skills and understandings that research has identified as most important for college and career readiness and success. In addition to helping 9th and 10th grade students practice for the CO SAT (9th grade students began taking the CO PSAT in 2018), it can identify students' potential for success in advanced course work. It provides data about academic strengths and weaknesses because it builds on the CMAS tests in ELA, math, science and social studies and aligns with Colorado Academic Standards (CAS) and with the SAT that students will take in 11th grade. Performance on the CO PSAT also provides students with access to millions of dollars in potential scholarships.

The CO SAT serves as an admission test and is accepted by every college in the United States. It also is included in Colorado's graduation options as a way students can demonstrate the competency in ELA and math required to graduate high school. The CO SAT is closely aligned with CAS and focuses on key skills and concepts that evidence shows matter most for college and career readiness, including mathematical concepts, skills and practices; and

reading, comprehending and writing high-quality essays supported by evidence. The highest possible score on the CO SAT (without the optional essay portion) is 1600, the highest possible score on the 10th grade CO PSAT is 1520, and the highest score on the 9th grade CO PSAT is 1440. All three assessments share a common scale and the result a 9th or 10th grader receives on the CO PSAT is estimated to be the same score they would receive on the actual CO SAT if they had taken it on the same day.

CO PSAT & CO SAT: Average Composite Scores									
	2018		2019		2020	2021		2022	
Assessment	District	State	District	State	Cancelled	District	State	District	State
CO PSAT 9	838	902	841	906	-	814	903	844	885
CO PSAT 10	875	944	877	938	-	867	948	888	936
CO SAT	950	1014	935	1001	-	929	1011	934	985

District-wide CO PSAT and CO SAT results have been below the State. However, it should be noted that the participation rate in 2021 was substantially lower than normal due to the COVID-19 pandemic. In 2022, the District averages all increased substantially, mostly thanks to the inclusion of Vanguard charter schools.

Graduation and Dropout Statistics

Graduation statistics include the four-year (on-time) graduation rate and completion rate. The four-year graduation rate includes only those students who graduate from high school four years after transitioning from 8th grade, and the completion rate includes all graduates plus students who receive a GED or certificate of completion. The dropout rate includes only those students who do not graduate or receive GED or certificate of completion and do not transfer to another public or private school or enroll in an approved home study program.

Graduation, Completion and Dropout Statistics										
	2017		2018		2019		2020		2021	
Statistics	District	State	District	State	District	State	District	State	District	State
4-Year Graduation Rate	82.4%	79.0%	79.8%	80.7%	83.3%	81.1%	82.7%	81.9%	79.9%	81.7%
Completion Rate	83.7%	80.8%	80.3%	82.5%	84.8%	82.9%	83.2%	83.4%	80.6%	83.2%
Dropout Rate	1.0%	2.3%	0.8%	2.2%	1.9%	2.0%	1.3%	1.8%	1.2%	1.8%

The District's on-time graduation, completion and dropout rates have been on-par with the State. Note that these rates are always one year behind, so Vanguard is not included yet.

Performance Frameworks

The performance frameworks serve to hold districts and schools accountable for performance on the same, single set of indicators and to measure attainment on the key performance indicators identified in the Education Accountability Act of 2009 (SB 09-163) as the measures of educational success: (1) academic achievement, (2) academic longitudinal growth, and (3) postsecondary and workforce readiness. State-identified measures and metrics for each of these performance indicators are combined to arrive at an overall evaluation of a school's or district's performance. For districts, the overall evaluation leads to their accreditation. For schools, the overall evaluation leads to the type of plan schools will implement. The data in an SPF or DPF result is always from the previous academic year (e.g., a 2019 SPF is based on 2018-19 data).

The District Performance Framework assigns to each district one of five accreditation ratings: Accredited with Turnaround Plan, Accredited with Priority Improvement Plan, Accredited with Improvement Plan, Accredited, and Accredited with Distinction. Accredited and Accredited with Distinction ratings indicate a district has met or exceeded, respectively, statewide attainment on the performance indicators. Likewise, the School Performance Framework assigns to each school one of four plan types: Turnaround Plan, Priority Improvement Plan, Improvement Plan and Performance Plan. The Performance Plan rating indicates a school has met or exceeds statewide attainment on the performance indicators. A school or district cannot receive a rating of either Priority Improvement or Turnaround for five consecutive years or significant state interventions must take place. This is known as the accountability clock.

With the passage of HB18-1355, the new term for the accountability clock will be known as "performance watch". Previously, a school only needed a single good year to reset the accountability clock. Under the new rules, schools that are on performance watch for two consecutive years will now have to demonstrate two consecutive years of improvement to be taken off the watch.

With the COVID-19 pandemic related assessment cancellations and reductions, the performance frameworks have not been created since 2019. The 2022 frameworks will be released for informational purposes as part of Senate Bill 22-137 Transition Back to Standard K-12 Accountability.

Student and Staff Demographic Data

Types of student demographic data reported includes percent of minority students, percent of students eligible for free or reduced lunch (FRL), percent of students on an individualized education plan (IEP) and percent of students who are English language learners (ELL). Types of staff demographic data reported includes teacher retention rates.

Student Demographic Data										
Student Group	2017-18		2018-19		2019-20		2020-21		2021-22	
	District	State	District	State	District	State	District	State	District	State
Minority	75.1%	46.6%	75.3%	46.6%	76.4%	47.1%	78.4%	47.5%	73.9%	48.1%
FRL	74.8%	41.7%	73.4%	40.7%	75.3%	40.8%	75.9%	40.2%	60.6%	37.2%
IEP	10.7%	10.9%	11.3%	11.2%	11.9%	11.6%	12.3%	11.8%	11.2%	11.9%
ELL*	19.0%	14.1%	18.1%	13.8%	16.7%	13.5%	14.4%	12.9%	12.0%	12.4%

**ELL percent includes NEP, LEP, Monitor Year 1&2.*

Student demographic data shows that HSD2 has had a consistently larger population of minority and FRL eligible students compared to the State average. The ELL and IEP population has been consistently on-par with the State average. The addition of Vanguard charter schools noticeably contributed to lowering the District percent FRL.

Teacher Retention Data										
Statistic	2017-18		2018-19		2019-20		2020-21		2021-22	
	District	State	District	State	District	State	District	State	District	State
Retention Rate	74.7%	83.9%	68.9%	83.6%	75.5%	84.2%	75.8%	85.7%	76.6%	82.9%

**Retention rates are based on beginning-of-year staff counts.*

Teacher retention data is always a year in arrears (i.e., the 2019-20 rate shows the number of teachers employed in the District in 2018-19 who returned to the District in 2019-20). Historically, HSD2's teacher retention rate has been lower than the State average. This is due in part to the fact that HSD2 employs many military families, who are highly mobile. New leadership began at the start of the 2018-19 school year, which was the year of lowest retention rate for the District. However, the retention rate has increased in each of the last three years under the new leadership.

Performance Framework Ratings				
	2018	2019	2020 - 2021	2022
Aspire Online Academy	-	-	-	Insufficient State Data
Atlas Preparatory Elementary School	-	-	-	Insufficient State Data
Atlas Preparatory Middle School	Performance	Performance	-	Performance
Atlas Preparatory High School	Performance	Performance	-	Performance
Bricker Elementary School	Performance	Improvement	-	Performance
Career Readiness Academy	AEC: Improvement	AEC: Improvement	-	Insufficient State Data
Carmel Middle School	Priority Improvement	Improvement WY2	-	Improvement
Centennial Elementary School	Performance	Improvement	-	Performance
Fox Meadow Middle School	Improvement	Improvement	-	Performance
Giberson Elementary School	Performance	Performance	-	Improvement
Harrison High School	Improvement	Improvement	-	Priority Improvement Y0
James Irwin Charter Elementary School	Performance	Performance	-	Performance
James Irwin Charter Middle School	Performance	Performance	-	Performance
James Irwin Charter High School	Performance	Performance	-	Performance
Monterey Elementary School	Priority Improvement	Performance WY2	-	Improvement
Mountain Vista Community School	Performance	Performance	-	Performance
Oak Creek Elementary School	Performance	Performance	-	Performance
Otero Elementary School	Performance	Performance	-	Performance
Panorama Middle School	Improvement	Priority Improvement Y1	-	Priority Improvement Y1
Sand Creek Elementary School	Performance	Performance	-	Performance
Sierra High School	Improvement	Improvement	-	Priority Improvement Y0
Soaring Eagles Elementary School	Performance	Performance	-	Performance
Stratton Meadows Elementary School	Performance	Performance	-	Performance
The Vanguard School (Elementary)	Performance	Performance	-	Performance
The Vanguard School (Middle)	Performance	Performance	-	Performance
The Vanguard School (High)	Performance	Performance	-	Performance
Turman Elementary School	Performance	Performance	-	Performance
Wildflower Elementary School	Performance	Performance	-	Performance
Harrison School District 2	Accredited	Accredited	-	Accredited

Since 2017, HSD2 has consistently had an average of 70% of its schools rated Performance. The District has been consistently rated Accredited since 2013. The Colorado school accountability system was paused for 2020 and 2021 due to the COVID-19 pandemic. The 2022 frameworks are part of a transition back to normal accountability, however, there are only half the elementary and middle school grade levels of growth data due to testing arrangements in 2021. Monterey and Carmel scored high enough to be removed from their performance watch clock. Harrison and Sierra high schools both missed the 95% participation rate cutoff and were lowered one level each from Priority Improvement to Turnaround status, year 0, a special designation for the transition year.

Summary

Harrison School District Two is a diverse District, serving many minority students, low-income students, students with disabilities and students who are English language learners. Staff mobility is high, contributing to lower teacher retention rates compared to the State. Despite these factors, HSD2 has produced State assessment results that are, by and large, comparable with the State, as well as on-time graduation, completion and dropout rates on-par with the State. As a result, the majority of HSD2 schools have earned the highest performance framework rating given by CDE and the District has maintained an Accredited rating. In fact, several HSD2 schools have won awards based on their SPF results:

2017 - Governor's Distinguished Improvement Award: *Giberson Elementary School*

Centers of Excellence Award: *Fox Meadow Middle School, Oak Creek Elementary School, Sand Creek Elementary School*

John Irwin Award: *Soaring Eagles Elementary School*

English Language Proficiency Act (ELPA) Excellence Award: *(District-Wide Award)*

2018 - Centers of Excellence Award: *Atlas High School, Giberson Elementary School, Sand Creek Elementary School*

John Irwin Award: *James Irwin Elementary School, Soaring Eagles Elementary School*

2019 – Centers of Excellence Award: *Atlas Middle School, Atlas High School*

Governor's Distinguished Improvement Award: *Sand Creek International*

2022 – Governor's Distinguished Improvement Award: *Oak Creek Elementary, The Vanguard School (High)*

John Irwin Award: *The Vanguard School (Middle & High)*

High School Growth Award: *The Vanguard School (High)*

Data related to FY2023-2024 not available at time of publication.

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 an 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 the 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.

Advancement Via Individual Determination (AVID)

The AVID system of learning aims to provide students with equal opportunities and access to prepare them to be college and career ready. The typical AVID student is first generation to college and is often underrepresented in college. The AVID system provides educators with proven, real-world strategies to accelerate the performance of underrepresented students so that they and ALL students throughout each campus will be prepared and be able to succeed in college, their chosen career and in life. AVID trains educators to make learning more effective by providing engaging, rigorous and collaborative classrooms. It engages all faculty and staff to drive student success, develops resilient and lifelong learners through academic and social support, increases rigor and raises student achievement and creates a college-going culture school-wide.

Amendment 23

A State Constitution amendment affecting State funding of K-12 education 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 one percent for Fiscal Years 2001-2002 through 2010-2011 and annual increases thereafter of at least the rate of inflation.

Amortization Equalization Disbursement (AED)

An additional employer contribution to PERA intended to reduce the unfunded liability and amortization period to the PERA fund.

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 International (ASBO)

An association that supports school business professionals through programs, services, advocacy and other educational resources.

Assessed Valuation (AV)

A percentage of market value of residential and commercial property as determined by the county assessor. Property taxes are paid based on 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.

At-Risk Funding

Additional funding for districts based upon students participating in the Federal Free Lunch Program.

Balanced Budget

A budget in which planned revenues and other funds available (including beginning fund balance) equal or exceed planned expenditures.

Base Per Pupil Funding

The base amount of funding each year per student which is adjusted by inflation per Amendment 23.

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.

Building Fund

The building fund is used to account for the proceeds of Bond Sales and revenues from other sources (interest earnings) and expenditures for capital outlay for land or existing buildings, improvement of grounds and replacement of equipment as authorized.

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 one year. It is 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.

Capital Projects Funds

Used to account for and report financial resources that are restricted, committed or assigned to expenditure for capital outlay acquisitions or construction of major capital facilities and other capital assets (other than those financed by proprietary funds and trust funds). GASB 1300.106 and GASB Statement No. 54.

CARES Act

Passed by Congress in 2020, the economic relief package of over \$2 trillion, provides fast and direct economic assistance for American workers, families and small businesses; and preserves jobs for American industries.

Carryover Reserves

Reserves carried forward from the previous year for current year spending based on an approved carryover plan.

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.

Center of Excellence Award

A yearly award given to public schools in Colorado that enroll a student population of which at least 75 percent are at-risk and demonstrate the highest rates of student longitudinal growth, as measured by the Colorado Growth Model.

College and Career Readiness Standards (CCRS)

Standards developed from the Common Core State Standards with the specific needs of the adult learner in mind. The CCRS align with today's high school equivalency exams and emphasize three key advances in English Language Arts (Complexity, Evidence, Knowledge) and Math (Focus, Coherence, Rigor).

Common Core State Standards

A consistent, clear understanding of what students are expected to learn, so teachers and parents know what they need to do to help them.

Coronavirus Aid, Relief and Economic Security (CARES) Act

The CARES Act was enacted in March 2020 as a \$2 trillion package of assistance measures including \$30.75 billion for an Education Stabilization Fund.

Coronavirus Disease of 2019 (COVID-19)

A respiratory infection caused by the novel coronavirus SARS-CoV-2. Common symptoms include fever, body aches, tiredness and difficulty breathing caused by pneumonia. The virus, and the disease it causes, has spread worldwide and been classified by the World Health Organization as a global pandemic.

Debt Service Funds

Used to account for and report resources that are restricted, committed or assigned to expenditure for principal and interest. Debt service funds should be used to report resources if legally mandated. The use of the Bond Redemption Fund for non-voter approved debt is not permitted by Colorado Revised Statutes. C.R.S. 22-45-103(b)(III) GASB 1300.107 and GASB Statement No.54.

Designated Purpose Grants Fund

This special revenue fund is a governmental fund used to track revenue sources that are restricted to specific expenditures. This fund accounts for the various Federal and State grants awarded to the District to accomplish specific activities. These programs are restricted as to the type of expenditures for which they may be used and normally have a different fiscal period than that of the District.

Digital Literacy

The ability to use information and communication technologies to find, evaluate, create and communicate information, requiring both cognitive and technical skills.

Educator Effectiveness

A performance evaluation system for teachers, administrators and other licensed education professionals.

Elementary and Secondary School Emergency Relief Fund (ESSRF)

Grants to State Education Agencies (SEAs) for the purpose of providing Local Educational Agencies (LEAs), including charter schools that are LEAs, with emergency relief funds that addresses the impact that Novel Coronavirus Disease 2019 (COVID-19) has had, and continues to have, on elementary and secondary schools across the nation.

Employee Benefits

Compensation, in addition to a regular salary, provided to an employee. This may include such benefits 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.

Fiscal Year

The period that a company or government uses for accounting purposes and preparing financial statements. For Harrison School District Two, a fiscal year is July 1st to June 30th.

Fiduciary Funds

Used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations and/or other governmental units. The key distinction between trust funds and agency funds is that trust funds normally are subject to a trust agreement that affects the degree of management involvement and the length of time that the resources are held.

Formula Per Pupil Funding

Amount determined by adjusting base per pupil funding by factors that differentiate a district's demographic characteristics.

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. Half-day kindergarten students are considered 0.50 FTE. For staff position purposes, full time equivalent is based on the employee's work requirement in comparison to a whole day. A kindergarten teacher, for one session, teaching 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 purposes of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance

The difference between governmental fund assets and liabilities.

Funded Pupil Count

A district's pupil count, for funding purposes, under the current school finance act, which provides for an October 1 enrollment count within a district's school year. The funded pupil count is expressed in full time equivalent (FTE) pupils. An 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

The General Fund is the primary fund to account for all financial resources, except those required to be accounted for in another fund.

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.

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).

Governor's Emergency Education Relief Fund (GEERF)

Under the CARES Act, funding of \$3 billion goes to the Governors Emergency Education Relief Fund, which governors can use for "significantly impacted" school districts or higher education institutions.

Internal Service Fund

The Internal Service Fund may be used to account for the financing of goods and/or services provided by one department or agency to other departments or agencies of the school district, or to other school districts, on a cost-reimbursement basis.

Instructional Supplies and Materials

Instructional supplies and materials include, but are not limited to, supplies, textbooks, library books, periodicals and other supplies and materials. Additionally, fixed assets for instructional purposes, transportation for students to and from school sponsored instructional activities and costs for repair or maintenance of instructional equipment are considered instructional.

Instruction

Instruction includes the activities dealing with the teaching of pupils.

Insurance Reserve Fund

This is a sub-fund of the General Fund and is used to account for the resources to self-insure the district's liability, property and workers' compensation insurance needs and provide overall risk management activities for the district.

Inter fund Transfer

Money taken from one fund and added to another fund. Inter fund transfers are not receipts or expenditures of the district.

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.

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

An election seeking taxpayer approval to increase property taxes for general operating expenses.

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 as is the same with 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.

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.

Other Post-Employment Benefits (OPEB)

Other Post-Employment Benefits (or OPEB) are benefits (other than pensions) that U.S. state and local governments provide to their retired employees. These benefits principally involve health care benefits, but also may include life insurance, disability, legal and other services.

Paraprofessional

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, specific ownership tax and state equalization, (the state's 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. Property owned by governmental, charitable and religious institutions are exempt from taxation.

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 1 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 with half- time kindergarten pupils counted as 0.5 FTE.

Restricted Funds

Funds that are set aside for specific purposes and constitutional or legislative provisions. This includes reserves for the Debt Service and Colorado Preschool funds, as well as the required TABOR reserve.

Retained Earnings

An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

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.

Salaries

Amounts paid to employees of the district who are in positions of a permanent nature or hired temporarily, including personnel substituting for those in permanent positions. This includes gross salary for personal services rendered while on the payroll of the district.

School Assessment Report

The School Assessment Report (SAR) conducted by CDE was a time-based assessment and did not address the physical or operating condition of any equipment or facility in the state.

School Budget

Total site level budget amount for regular educational services. The budget is based on several 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 three funding sources: base property taxes, local share of specific ownership taxes and state equalization (the State's portion of funding).

Section 504

Section 504 is part of the Rehabilitation Act of 1976 which applies to persons with disabilities. Section 504 is a civil rights act which protects the civil and constitutional rights of persons with disabilities. The law states that no person with a disability can be excluded from or denied benefits of any program receiving federal financial assistance.

Special Revenue Funds

Funds used to account for and report the proceeds of special revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. GASB 1300.105 and GASB Statement No. 54. A separate fund may be used for each restricted/committed source.

Specific Ownership Tax

An ownership tax based on the value of the vehicle and paid each year that the vehicle is registered. In Colorado, the tax is imposed on cars, trucks, trailers, mobile homes and special mobile machinery operated on state highways.

State Share

Funding provided by the state under the School Finance Act. The District's state aid (also known as state equalization) is the difference between its total program funding and local share.

Supplemental Amortization Equalization Disbursement (SAED)

An additional, gradual employer contribution to PERA, funded by monies otherwise available for employee wage increases.

Support Services Programs

Programs including special education, instructional support and other support services budgeted at the central level for supporting the overall operations of the district. (Examples include health, curriculum, central administration, finance, maintenance, transportation, etc.)

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.

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.”

Tax Year

The calendar year in which tax bills are sent to property owners. The 2023 tax bills are sent to property owners in January 2024 and are reflected as revenue receipts to the school district in Fiscal Year 2023-2024.

Total Program Funding

Total program funding equals: (funded pupil count x formula per pupil funding) + at-risk funding + online & ASCENT funding.

Transitional Colorado Assessment Program (TCAP)

Colorado’s standards-based assessment program for grades three through ten, 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).

Uniform Mill Levy

The mill levy certified by the Colorado Department of Education to generate each school district’s share of total program funding from local property taxes. If the levy generates more than a district’s total program funding, the levy is reduced after first offsetting the district’s total program funding and any categorical program funding.

Universal Preschool

Universal Preschool (UPK) Colorado ensures that every child in the year before they are eligible for kindergarten is eligible for half-day (15 hours), state-funded, voluntary preschool beginning in the 2023-24 school year. Three-year-olds with qualifying factors are eligible for part-time (10 hours) preschool programming. Families of children in the year before they are eligible for kindergarten with certain qualifying factors, are eligible for an additional 15 hours stacked on top of the half-day programming, bringing those children to full-day programming. UPK Colorado allows families to choose the right setting for their child, whether it is in a licensed community-based, school-based or home-based preschool setting.

Acronyms and Abbreviations

ACT

American College Testing

ADA

Americans with Disabilities Act

AED

Amortization Equalization Disbursement

AP

Advance Placement

APEX

Advancing Professional Excellence

ASBO

Association of School Business Officials

ASCENT

Accelerating Students through Concurrent Enrollment

ATU

Agreement of Trust and Understanding

AVID

Advancement Via Individual Determination

AVP

Area Vocational Programs

BOCES

Boards of Cooperative Education Services

CARES Act

Coronavirus Aid, Relief and Economic Security Act

CASE

Colorado Association of School Executives

CCRS

College and Career Readiness Standards

CCSS

Common Core State Standards

CDE

Colorado Department of Education

CDEC

Colorado Department of Early Childhood

CDHS

Colorado Department of Human Services

CDL

Colorado Department of Labor

CDMT

Collaborative Decision-Making Team

CEP

Community Eligibility Provision

CIA

Curriculum, Instruction and Assessment

CLDE

Culturally and Linguistically Diverse Education

CMAS

Colorado Measures of Academic Success

CO PSAT

Colorado Preliminary Scholastic Aptitude Test

CO SAT

Colorado Scholastic Aptitude Test

COVID-19

Coronavirus Disease of 2019

CPCD

Community Partnership for Child Development

CRF

Coronavirus Relief Fund

CRRSA

Coronavirus Response and Relief Supplemental Appropriations

CSAP

Colorado Student Assessment Program

CSML

Certification in School Management and Leadership

CTE

Career Tech Education

DAC

District Accountability Committee

DIBEL

Dynamic Indicators of Basic Early Literacy Skills

DP

Diploma Program

DPF

District Performance Framework

ECEA

Exceptional Children's Education Act

ECE

Early Childhood Education

EDKP

Extended Day Kindergarten Program

ELA/L

English Language Arts/Literacy

ELD

English Language Development

ELL

English Language Learners

ELPA

English Language Proficiency Act

EOY

End of Year

ESL

English as a Second Language

ESP

Educational Support Personnel

ESSA

Every Student Succeeds Act

ESSER

Elementary and Secondary School
Emergency Relief

FAPE

Free Appropriate Public Education

FCRP

Facility Capital Renewal Plan

FDK

Full-Day Kindergarten

FEDS

Feeding, Eating, Drinking and Swallowing

FMP

Facility Master Plan

FPP

Financial Policies and Procedures

FRL

Free or Reduced Lunch

FTE

Full Time Equivalent

FY

Fiscal Year

GAAP

Generally Accepted Accounting Principles

GASB

Governmental Accounting Standards Board

GED

General Education Diploma

GEER

Governor's Emergency Education Relief

GFOA

Government Finance Officers Association

GO

General Obligation

GOULT

General Obligation unlimited tax

HCTF

Health Care Trust Fund

HHFKA

Healthy Hunger-Free Kids Act

HSD2

Harrison School District Two

IB

International Baccalaureate

IDEA

Individuals with Disabilities Education Act

IEP

Individual Education Plan

LCO

Local Coordinating Organization

LEA

Local education agencies

LEP

Local Education Provider

MGP

Median Growth Percentile

NACSLB

National Advisory Council on State and Local Budgeting

NCLB

No Child Left Behind

NEP

Non-English Proficiency

OE

Operational Expectations

OCR

Optical Character Recognition

OPEB

Other Post Employment Benefits

PARCC

Partnership for Assessment of Readiness for
College and Careers

PERA

Public Employees' Retirement Association

PI/TA

Priority Improvement/Turnaround

PPCC

Pikes Peak Community College

PSAT

Preliminary Scholastic Aptitude Test

PTO

Parent Teacher Organization

RDA

Research, Data and Accountability

READ

Reading to Ensure Academic Development

S&P

Standard and Poor's

SAED

Supplemental Amortization Equalization
Disbursement

SPED

Special Education

SPF

School Performance Framework

SRO

School Resource Officer

STEM

Science, Technology, Engineering & Math

STEAM

Science, Technology, Engineering, Art &
Math

SWD

Students with Disabilities

TCAP

Transitional Colorado Assessment Program

TABOR

Taxpayer's Bill of Rights

UIP

Unified Improvement Plan

UPK

Universal Preschool

USDA

United States Department of Agriculture

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HARRISON SCHOOL DISTRICT TWO

1060 HARRISON ROAD

COLORADO SPRINGS, COLORADO 80905

WWW.HSD2.ORG