



Financial Plan & Budget

Fiscal Year July 1, 2024 - June 30, 2025

Presented to and Adopted by The Board of Education
June 5th, 2024

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

Cover Design

For Fiscal Year 2024-25 students from the Graphic Design program at FutureForward at Bollman were invited to design the cover. The students provided many great cover ideas and had the opportunity to build their portfolio and improve their design skills. The Budget Team would like to thank the students for their collaboration and the design.



Adams 12 Five Star Schools is pleased to present the Financial Plan and Budget for the Fiscal Year 2024-25. We would like to acknowledge the diligent work of the many individuals who contributed to it.

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

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

Thank you,

The Budget Department

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Chief Financial Officer

Aaron Oberg

Director of Finance

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Senior Financial Analyst

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Kayla Thorne

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This Meritorious Budget Award is presented to

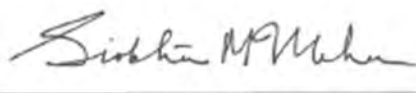
ADAMS 12 FIVE STAR SCHOOLS

for excellence in the preparation and issuance of its budget
for the Fiscal Year 2023-2024.

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



John W. Hutchison
President



Siobhán McMahon, CAE
Chief Operations Officer/
Interim Executive Director

A Message from the Superintendent

June 5, 2024

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

To be published June 5, 2024.

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EXECUTIVE SUMMARY

Board of Education Fiscal Year 2024-25



From Left to Right: Paula Battistelli, Secretary, Director District 2; Amira Assad-Lucas, Vice President, Director District 4; Courtney Potter, Director District 3; Lori Goldstein, President, Director District 1; Alexis Marsh-Holschen, Director District 5

Superintendent's Team – 2024-25

Christopher Gdowski	Superintendent of Schools
Beau Foubert.....	Deputy Superintendent
Megan Cain	Chief Academic Officer
Joe Ferdani	Chief Communications Officer
Gina Lanier.....	Chief Financial Officer
Myla Shepard.....	Chief Human Resource Officer
Greg Mortimer	Chief Information Technology Officer
Molly Brandt.....	Chief Operating Officer
Philip Spare.....	General Counsel
Marie McKenzie	Director of Equity and Engagement

<https://www.adams12.org/our-district/strategic-plan>



**Elevating student success in
every classroom, every day.**

VISION AND MISSION

Vision

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

Mission

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

GOALS

Student Achievement

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

Climate & Culture

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

Social-Emotional Well-Being

- Know every student by name, strength and need

OUR FOCUS AREAS



21ST CENTURY LEARNERS

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



SAFE SCHOOLS

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



DIVERSE LEARNING

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



SOCIAL-EMOTIONAL LEARNING

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



OUTSIDE-THE-CLASSROOM LEARNING

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



WORLD-CLASS STAFF

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

During the 2017-18 school year, more than 7,000 students, parents, staff, and community members from every school came together to determine who we are, dream where we want to go, and how we will allocate resources to support these goals. The \$27 million, adjusted each year for inflation, prioritized investments are funded through Ballot Issue 5C, which passed on November 6, 2018.

Investment Item	Est. Revenue*	Focus Area
Reduce class sizes and increase high school course options: <i>Elementary: Add 16.5 Teachers districtwide to address class sizes above targeted levels</i> <i>Middle: Add 2 Teachers per building</i> <i>High: Add 3 Teachers per building</i>	\$ 5,659,849	 
Update learning materials, resources, and textbooks	\$ 1,882,851	  
Expand Career and Technical Education (CTE) programming	\$ 2,761,514	  
Add Academic Interventionists at elementary and K-8 schools	\$ 1,813,813	
Increase early career educator salary and compensation across all experience levels to remain competitive in the market	\$ 4,015,492	
Increase experience credit to 10 years to better recruit veteran teachers	\$ 627,617	
Develop and implement a new program for teacher leadership	\$ 1,882,851	  
Implement 1% Cost-of-Living Adjustment (COLA) for all staff	\$ 3,389,132	
Implement salary adjustments for identified Administrative and Classified (support staff) roles to remain competitive in the market	\$ 188,286	
Add Counselors and Social Workers to schools at all levels	\$ 4,326,791	 
Develop and implement social-emotional learning curriculum	\$ 502,094	 
Expand preschool to new locations	\$ 878,663	  
Add a member to the district Crisis Response Team	\$ 125,523	 
Install facility access cards at high schools	\$ 376,570	
Add additional Campus Supervisors at high school (2 per comprehensive high school)	\$ 502,093	
Reduce district-level student fees	\$ 1,380,757	 
Update technology devices and systems	\$ 188,286	 
Allocate resources to district charter schools based on enrollment	\$ 3,389,132	 
TOTAL:	\$ 33,891,314	

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

Guiding Principles for Budget Decisions

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

Academic Outcomes

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

Safety

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

Federal, State, and Local Mandates

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

Community Values and Priorities

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

Assurances

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

Statutes and Policies Guiding Budget Decisions

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

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

In addition to Board policies, the budget plan must be in compliance with federal and state statutes for presenting a balanced budget and maintaining required reserves. State statutes are further amplified in Colorado State Board of Education’s Financial Policies and Procedures Handbook (FPP Handbook). District financial records are kept in accordance with generally accepting principles of governmental accounting. The financial statements are prepared in conformity with accounting principles generally accepted in the United States of America, as applied to government units (GAAP). The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. Adams 12 Five Star Schools follows Generally Accepted Accounting Principles (GAAP). Finally, the district considers “best practices” in developing a budget plan as recommended by the Association of School Business Officials (ASBO) and the Government Finance Officers Association (GFOA).



Presenting a Balanced Budget

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

Budget Forecasting

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

Asset Inventory

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

Capital Improvement Policies

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

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

Investment Policy

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

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

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

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

Fixed Asset Procedures

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

Revenue Policies

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

Debt Capacity

State statute limits the amount of general obligation debt the school district may issue, to the greater of 20.00 percent of the latest valuation for assessment of the taxable property in the district, or 6.00 percent of the most recent determination of the actual value of the taxable property in the district, as certified by the county assessor to the board of commissioners (C.R.S. 22-42-104). In the fiscal year ending June 30, 2023, the debt limitation for the school district under the 6.00 percent of actual valuation is \$2.2 billion, which is \$2.0 billion in excess of the school district's outstanding general obligation debt of \$0.3 billion.

Debt Management Policies

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

Financial Reserve Policies

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

Operating Expenditure Accountability

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

Where the Money Comes From

Local

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

For the 2024 property tax year, the residential assessment rate is currently 6.7 percent. The 2024 November election may impact the assessment rates.

State

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



Federal

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

Other Sources of Funding

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

General Obligation Bonds

Unlike mill levy override dollars, bond money is restricted by law and can only be used for major repairs and renovations to existing school buildings, additions to schools, new school buildings, and technology. In November 2016, Adams 12 Five Star Schools' voters passed a \$350.0 million bond to invest in every school. Projects include new schools, additions to existing buildings, career and technical education expansion, updates to critical communication systems, instructional upgrades, and improvements to safety in schools. The initial bond issuance in December 2016 was for \$285.0 million. This money funded the first phase of construction and improvements, and the remaining \$65.0 million was issued in November 2018 to support later construction phases and renovation.

Certificates of Participation

Certificates of Participation (COP) are tax-exempt government securities used to raise funds to improve and construct buildings or purchase equipment. These investment instruments are often used in combination with a bond issue. COP help finance capital costs related to construction or acquisition and may not be used to finance ongoing operating costs.

General Obligation Bonds		
Series	Original Issuance	Remaining Obligation
2012	\$ 93,460,000	\$ 22,970,000
2014	20,215,000	20,090,000
2014B	61,030,325	36,325,000
2016B	285,000,000	204,775,000
2018	65,000,000	34,500,000
Total	\$ 524,705,325	\$ 318,660,000
Certificates of Participation		
2016*	\$ 21,645,000	\$ 9,803,250
* refunded 2008 certificates of participations		

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

Differences between Bonds and Certificates of Participation	
Bonds	Certificates of Participation
- Requires voter approval - Restricted by law and can only be used for: - Major repairs/renovations to existing schools - Additions to schools - New school buildings - Technology - Repaid with property taxes (bond redemption mill levy)	- Does not require voter approval - Tax exempt government security used to: - Improve or construct buildings - Purchase equipment - Repaid with operating dollars from the General Fund

Local Property Taxes

The estimated assessed valuation upon which property taxes are levied and collected during the 2025 calendar year is \$4.7 billion, which is an increase of 16.2 percent from the previous year amount of \$4.2 billion. There is potential for the assessed valuation to go up or down prior to the final calculation in December 2024. Assessed valuation notices are mailed to taxpayers in April and May. Taxpayers have the opportunity to protest their assessed valuation, and a final decision on an appeal could be as late as December 2024. Also, business personal property tax reports are not due until June 2024, 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 2024-25 budget, the School Finance Act total program mill levy, exclusive of any levy for tax abatements, is 27.0 mills.

Under Colorado law, all property taxes become due and payable in the year following the year they are levied. Property taxes attach an enforceable lien on property as of January 1st of the year following the levy. Property taxes are recognized as revenue if they are received within 60 days of fiscal year-end.



Mill Levy Overrides

Adams 12 Five Star Schools’ voters approved the following overrides, which are budget to provide \$69.3 million in annual funding to the District.

Year	Amount of Override
1991	\$ 5,400,000
2000	10,200,000
2004	9,900,000
2008	9,900,000
2018*	33,891,315
Total	\$ 69,291,314

* 2018 Mill Levy amount adjusts for inflation

State law limits a district’s mill levy override to 25.0 percent of its Total Program Funding through mill levy overrides. The maximum mill levy override for the District is estimated to be \$110.9 million. Adams 12 Five Star Schools estimates it will collect \$69.3 million in mill levy overrides (62.7%) leaving approximately \$41.3 million in mill levy override capacity. Monies from mill levy overrides are used for operating expenses such as instructional programs, equipment, class size management, in-classroom technology, compensation, and other operating expenses.

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

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

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

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

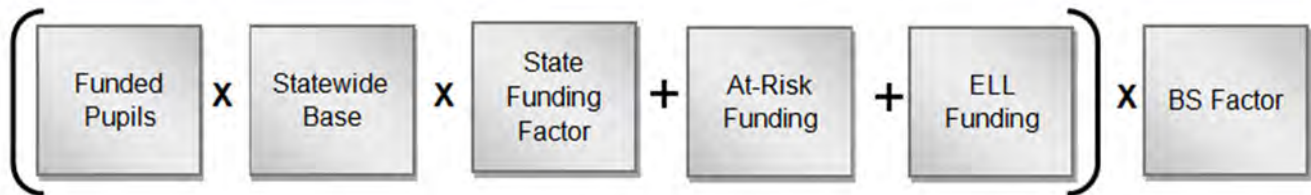
Specific ownership tax revenues are generated primarily through a state mandated tax collected by the county treasurer when motor vehicles are registered each year. A portion of the General Fund specific ownership taxes is a component of the Total Program Funding formula described earlier. Specific ownership taxes generated by bond redemption mill levies and mill levy overrides are exempt from the Total Program Funding formula. Adams 12 Five Star Schools anticipates that specific ownership tax revenues will increase for Fiscal Year 2024-25. The General Fund specific ownership tax revenues are estimated to be \$13.0 million for Fiscal Year 2024-25.

Total Program Funding for Adams 12 Five Star Schools

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

The Total Program Funding includes a base amount, which is the same for all school districts, plus additional amounts called factors. Factors vary by district and compensate for financial differences among districts, such as cost-of-living, size of the district, at-risk student population, ELL population and personnel costs. The statewide base is determined for each upcoming school year by the Colorado General Assembly before the conclusion of the legislative session each May. For Fiscal Year 2024-25, the statewide base per pupil funding amount is \$8,496.38.

Total Program Funding is comprised of three funding sources: local property taxes, local share of specific ownership (vehicle registration) taxes, and state equalization (the state's portion of the Total Program Funding). Districts with higher assessed valuations receive most of their revenue from local property taxes and the state therefore, contributes less. Conversely, districts whose property valuations are lower receive more funding from the state. In the case of Adams 12 Five Star Schools, state equalization comprises 65.5 percent of total revenues.



The Fiscal Year 2024-25 budget is based on the following School Finance Act factors (as percentages):

<u>Base Per Pupil</u>	<u>\$8,496.38</u>
Cost of Living Factor	1.2260
District Size Factor	1.0297
Personnel Cost Factor	0.9050
Non-Personnel Cost Factor	0.0950

Cost-of-Living Factor

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

District Personnel Costs Factor

The personnel costs factor is formula driven and differs by school district based on enrollment. This factor increases as enrollment increases, ranging between 79.9 to 90.5 percent. The district personnel costs factor is multiplied by the statewide base per pupil funding amount to determine the portion of the statewide base to which the cost-of-living factor would be applied. For Fiscal Year 2024-25, the personnel costs factor for Adams 12 Five Star Schools remains at 90.5 percent.

District Size Factor

The size factor is determined using an enrollment based calculation and is unique to each school district. This factor is included to recognize purchasing power differences among districts. The district size adjustment for Adams 12 Five Star Schools is 1.0297 for Fiscal Year 2024-25.

At-Risk Funding

At-risk pupils are currently defined as students from low-income families, measured by eligibility for free and reduced-price lunches under the National School Lunch Act.

A district receives funding for the greater of: (1) each K-12 at-risk funded pupil; or (2) a calculated number of pupils based on the number of at-risk pupils in grades 1-8 as a percent of the district's K-12 entire enrollment. The projected district at-risk enrollment is 17,761.8 students, and will provide nearly \$25.2 million in additional funding for Fiscal Year 2024-25.



ELL Factor

Students are counted if they need language support to achieve standards in grade-level content in English and who either: are non-English proficient or have limited English proficiency. In Fiscal Year 2024-25 the ELL Factor is calculated as 8.00 percent of preliminary per pupil funding multiplied by ELL enrollment. The projected district ELL enrollment is 3,941.0 and will provide nearly \$3.2 million in additional funding for Fiscal Year 2024-25.

Online and Extended High School Funding

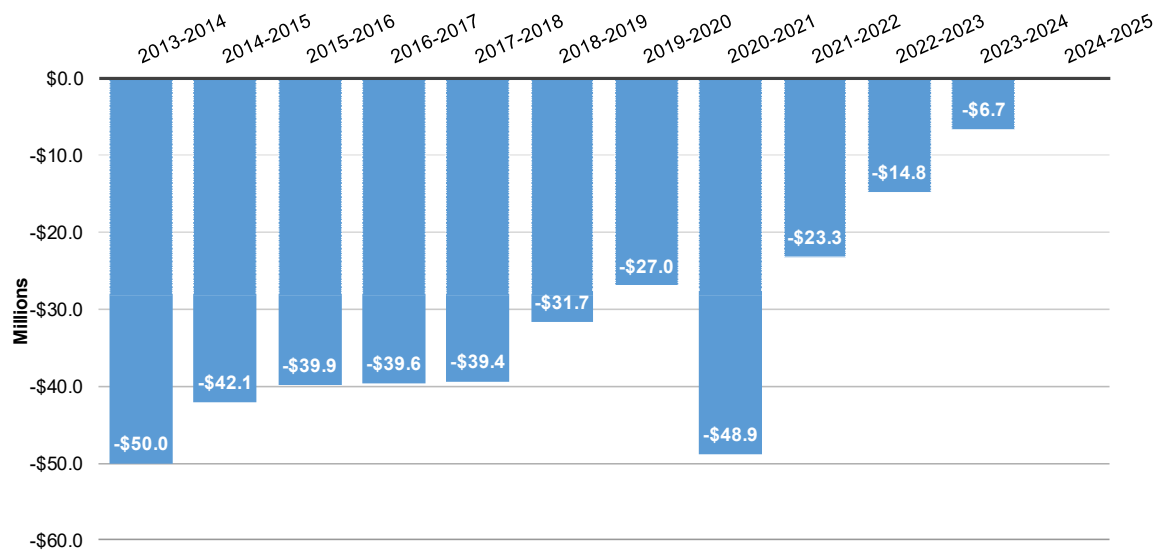
Students who participate in public, multi-district online education programs or extended high school programs are funded differently than traditional enrollment. Extended high school programs include the Accelerating Students through Concurrent Enrollment (ASCENT) program, the Teacher Recruitment Education and Preparation program (TREP), and Pathways in Technology Early College High Schools (P-Tech). The District receives funding at a uniform \$10,244. Adams 12 Five Star Academy is budgeted to have a funded pupil count of 468 and the extended high school programs are estimated with a funded pupil count of 38.5. The projected funding is \$5.4 million.

Budget Stabilization Factor

Amendment 23 was a constitutional change passed in 2000 to address educational spending in Colorado. Educational funding was not keeping pace with the inflation rate and annual per pupil funding was almost \$1,400 below the national average. The amendment required K-12 funding to increase by inflation plus 1.0 percent beginning in 2001 and continuing through 2011. Due to the economic downturn and Colorado's associated budget crisis, Amendment 23 was not fully implemented. Starting in Fiscal Year 2010-11, the state legislature added a new factor, called the Budget Stabilization Factor to the School Finance Act formula. Where most factors outlined in the School Finance Act provide additional funding for school districts based on enrollment changes, regional cost-of-living, number of at-risk students, English Language Learners (ELL) population, and district size, the Budget Stabilization Factor is a reduction to funding for Colorado school districts. For the 2024-25 school year, SB 23-287 reduced the Budget Stabilization Factor to zero; therefore, the District expects the factor to have no impact on Total Program Funding in Fiscal Year 2024-25.

District Loss in Revenue

Budget Stabilization



Categorical Program Funding

In addition to the Total Program Funding provided by the Public School Finance Act (SFA) 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. The state constitution designates a specific group of these programs as “categorical programs.” Amendment 23 defines categorical programs as programs for transportation, English language proficiency, expelled and at-risk students, children with disabilities and gifted children, suspended students, vocational education, small attendance centers, comprehensive health education, and any other accountable program specifically identified in law as a categorical program. Adams 12 Five Star Schools expects to receive approximately \$21.8 million in Fiscal Year 2024-25 in categorical funding.

Universal Preschool Program

The Colorado Department of Early Childhood operates the Universal Preschool Program (UPK) that replaced the Colorado Preschool Program (CPP) in Fiscal Year 2023-24. All children can register for up to 15 hours of free, high-quality preschool in their year before kindergarten. Families may qualify for more hours based on a number of qualifying factors in addition to in a household with income at or below 270% of the federal poverty guidelines. The qualifying factors include: homeless or unhoused, multilingual, special education with an IEP, in poverty (less than 100% of the federal poverty guidelines), or foster child. The Fiscal Year 2024 the UPK rates were \$4,828.39 for the school year for 10 hours per week, \$6,017.28 for 15 hours and \$10,642.96 for 30 hours. In Fiscal Year 2025, there is an expected increase to the Fiscal Year 2024 rates.

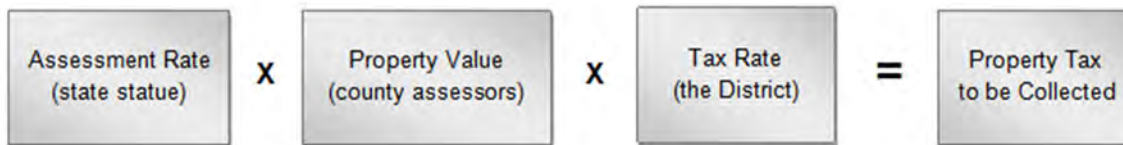
Marijuana Tax Revenue and Education

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

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. The county assessors are responsible for discovering, listing, classifying and valuing all property within the District boundaries in accordance with state law. The Colorado law stresses fairness and all county assessors are bound by the law. The market approach to value must be used to value residential properties. Actual sales of property for a 24 month period are used. As an example, the sales period from July 1, 2020 through June 30, 2022 is used for tax years 2023 and 2024. This data is analyzed and qualified to determine a fair market value amount. The assessment date is Jan. 1 of every year. Property is valued based on its condition as of the assessment date. Colorado statute requires all assessors to revalue all properties in a reappraisal (odd numbered) year. In intervening (even numbered) years, the value remains the same unless changes to the property have been made that would affect value as of the January 1 assessment date. These changes generally includes things like new construction, basement finishes, additions, etc. 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.



State statute sets the applicable assessment rate and the rates are changing for the 2024 tax year with collection in 2025. The assessment rate for residential property is expected to be 6.7 percent (Senate Bill 24-233). However, the statute will not take effect if certain ballot initiatives pass in November 2024.

The impacts of changes to the residential assessment rate and tax valuations is not expected to have a material impact on the District's budget. Any impact would be to the mill levy required in the Bond Redemption fund. The other mill levies are set to capture a specific amount of funding. The floating mill rates ensure that, regardless of valuation of property, the district will receive the same amount of funding.

ADAMS 12 FIVE STAR SCHOOLS Annual Property Tax Information Summary Homeowner Tax Burden							
Assessed Year	2018	2019	2020	2021	2022	2023	2024
Collection Year	2019	2020	2021	2022	2023	2024	2025
Estimated Market Value	\$ 428,125	\$ 435,238	\$ 490,000	\$ 492,450	\$ 494,912	\$ 579,047	\$ 648,533
Assessment Rate Residential	7.20%	7.15%	7.15%	6.95%	6.95%	6.765%	6.700%
Assessment Value	\$ 30,825	\$ 31,120	\$ 35,035	\$ 34,225	\$ 34,396	\$ 39,173	\$ 43,452
District Mill Levies:							
School Finance	27.000	27.000	27.000	27.000	27.000	27.000	27.000
Abatement	0.180	0.672	0.494	0.756	0.544	0.164	0.164
Override	24.665	20.647	20.626	19.256	19.157	15.931	15.931
Debt Service	21.665	21.665	21.665	21.665	21.665	18.665	18.665
Total District Levy	73.510	69.984	69.785	68.677	68.366	61.760	61.760
School taxes before inflation	\$ 2,266	\$ 2,178	\$ 2,445	\$ 2,350	\$ 2,352	\$ 2,419	\$ 2,684

This is an example only showing the calculation for an average residential property. The valuation assessment rate for residential properties is expected to be 6.7 percent for assessed year 2024, to be collected on year 2025. Each residential property is unique and the final levy is set in December 2024 after all factors were finalized. A 12.00 percent increase in valuation is forecasted for 2024, and 0.50 percent increase in subsequent years.

Where the Money Goes

The district's financial plan and budget reflects the cost of educating over 34,000 (including charter) students across the district, as well as the programs needed to support those schools. The largest share of the planned expenditures are in the General Fund (including sub-funds) at 75.02 percent. This includes the majority of salary, benefit, and supply expenses at schools, and administration/support departments. The Government Designated Purpose Grants Funds is the second largest, making up 9.36 percent of total expenditures and is intended to supplement the district's regular educational programs.

Compensation and Employee Benefits

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

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

For the district's support staff (Classified employees), compensation is negotiated annually between the Board of Education and the Classified School Employees' Association (CSEA). Classified employees are eligible to receive COLA and step increases for years of service. Salaries and benefits for all employee groups account for 77.80 percent of General Fund expenditures and transfers.

Public Employees Retirement Association (PERA)

The state legislature established the Colorado Public Employees' Retirement Association (PERA) in 1931 to provide a pension benefit to state and local government employees. PERA is administered under Article 51 of Title 24 of the Colorado Revised Statutes. PERA is a substitute for Social Security for most participating public employees. PERA benefits are pre-funded; while a member is working both the employer and the employee contribute a fixed percentage of the employee's salary to the retirement trust fund.

Employer and member contribution rates are set in statute. Employer contributions include the statutory rate as well as the Amortization Equalization Disbursement (AED), an additional employer contribution to PERA established in 2006, and a Supplemental Amortization Equalization Disbursement (SAED), an additional employer contribution from foregone member salary increases established in 2008. In addition, the state makes an annual direct distribution to PERA. These contributions are subject to an automatic adjustment provision (AAP).

The employer contribution rates, effective January 1, 2024, are

Contribution	Rate
Employer base rate	11.40%
AED	4.50%
SAED	5.50%
Total District Rate	21.40%
<i>Employee rate</i>	<i>11.00%</i>

PERA announces the progress toward its funding goal each June, along with any automatic adjustments to contributions or annual increases, which take effect the following July. As of June 2023, PERA's Annual Comprehensive Financial Report indicates that PERA is on schedule for full funding, which means member and employer contributions, as well as the annual benefit increase paid to most eligible retirees, will remain unchanged in 2024. Adjustments are triggered when the blended total contribution amount is less than 98 percent or more than 120 percent of the blended total actuarially required contribution. When the blended total contribution amount is less than 98 percent of the blended total actuarially required contribution, the District's contribution rate can increase up to 0.5% and the employee's contribution rate can increase up to 0.5%. The District's expenses would increase at least \$1.4 million based on the total contribution rate moving from 21.4% to 21.9%.

District contributions to PERA account for approximately 13.66 percent of the overall General Fund expenditures in Fiscal Year 2024-25. Additionally, employees will contribute up to 11.00 percent of their salary to PERA.

Other Post-Employment Benefits (OPEB)

The district contributes to the Health Care Trust Fund (HCTF), which is a cost-sharing multiple-employer, post-employment health care plan administered by PERA. The HCTF provides a health care premium subsidy to PERA-participating benefit recipients and their eligible beneficiaries.

The PERA employer base rate of 11.40 percent includes the allocation to the HCTF. Of the district's base rate, 1.02 percent of covered payroll is allocated from employer contributions to the HCTF.

Medicare

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

Other Benefit Plans

The district-sponsored employee benefit plans include medical and dental insurance as well as vision and term life insurance. The district currently pays 95.00 percent of the employee-only coverage for Certified, Classified, and Administrative staff for medical, dental, and vision insurance plans. The district anticipates a 5 percent increase in health rates for Fiscal Year 2024-25.

Unemployment and Compensation Liabilities

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

Post-Employment Benefits

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

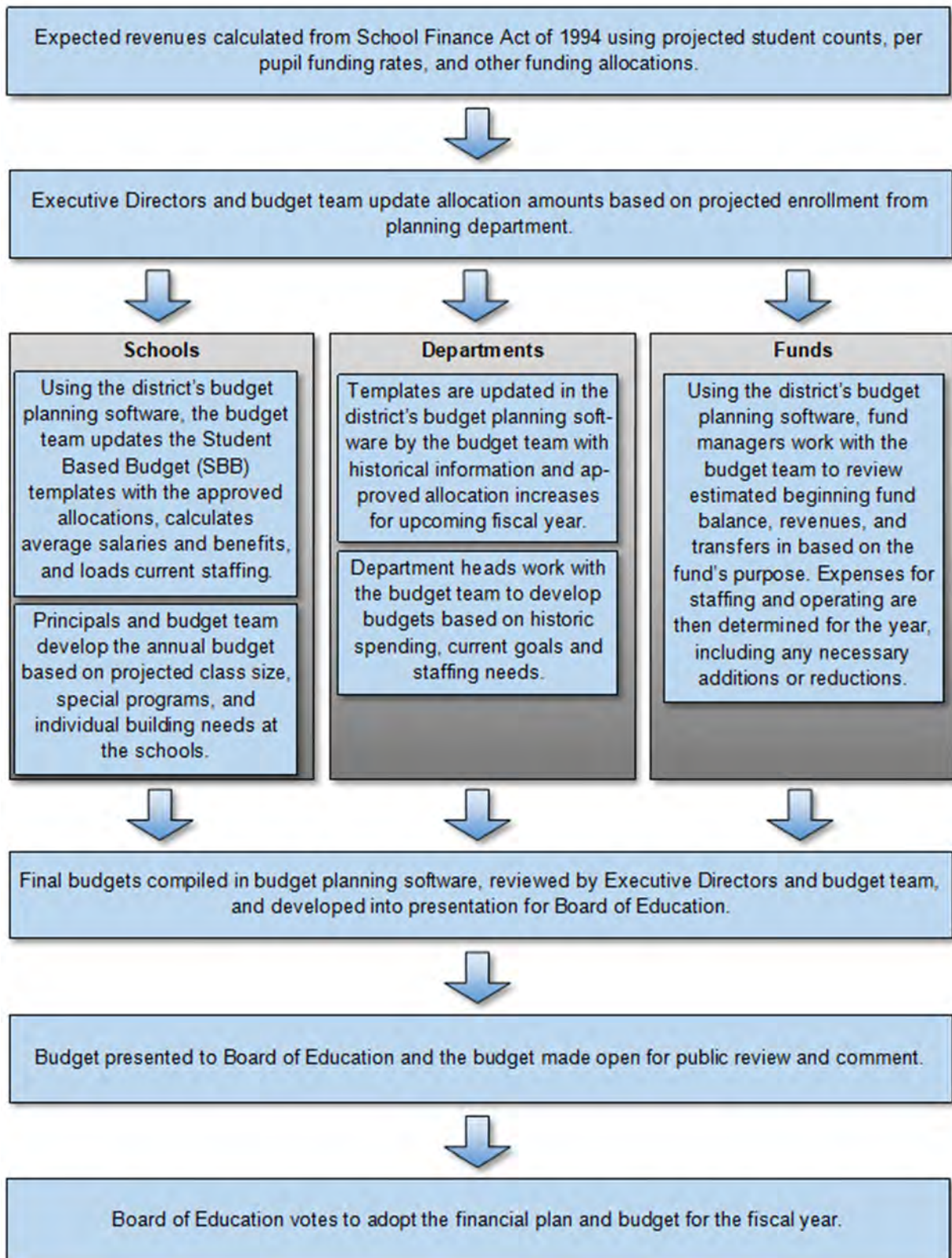
Currently, the General Fund pays retirement incentive payments for most of the eligible employees regardless of whether the employee was paid from the General Fund during all of their employment. The exception is the Before, After, and Summer Enrichment and Food Service funds, which pay their own post-employment benefits. In Fiscal Year 2024-25, \$5.8 million is budgeted for post-employment benefits in the General Fund.

Capital Improvements, Operations, and Maintenance

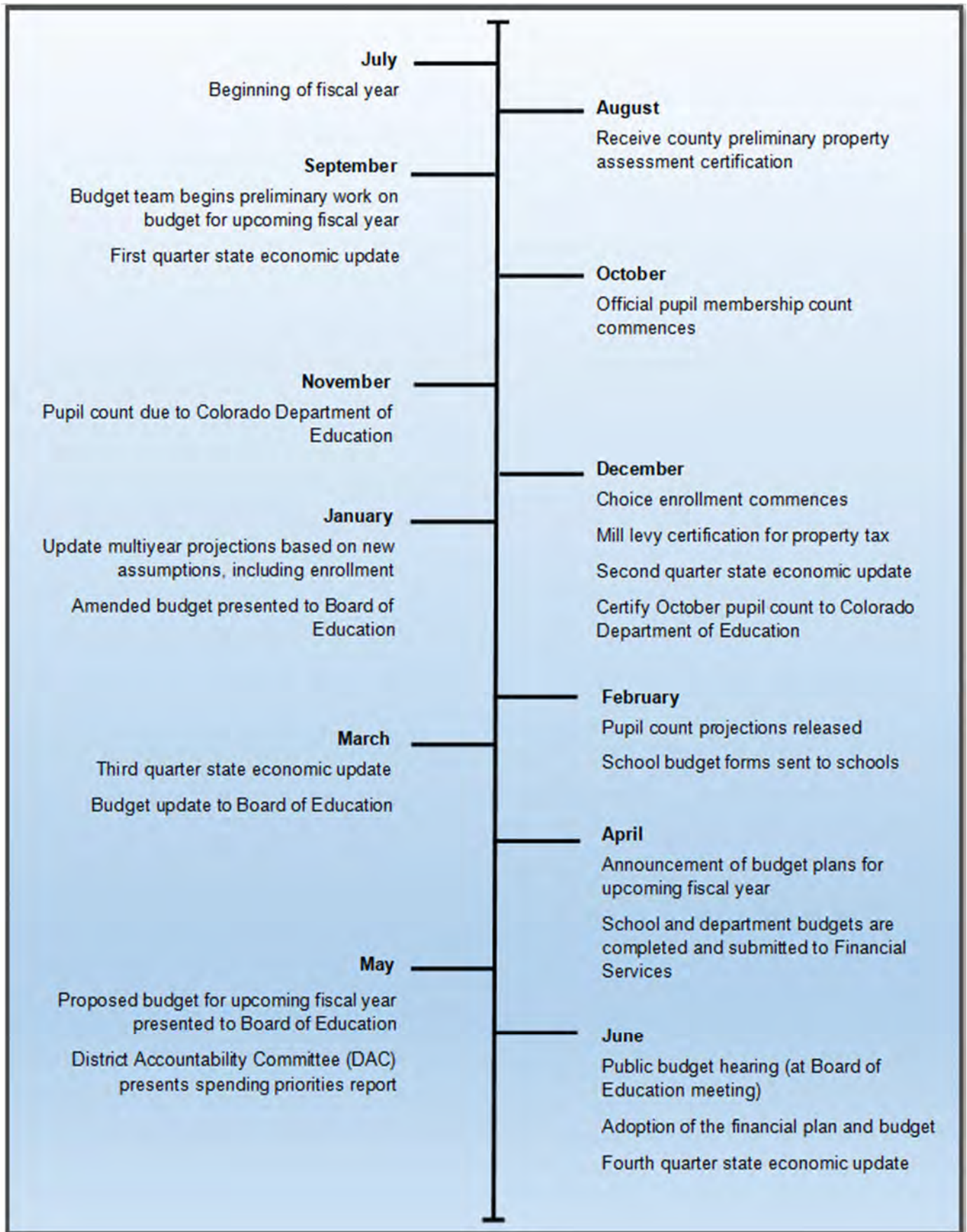
Major capital improvements paid for with school bond or capital reserve funds. Projects like new school facilities, expansions to existing school facilities, and deferred maintenance are budgeted in the Building Fund of the district. The additional operating costs, which were incurred when these facilities were completed and put into use, consist primarily of additional school support, maintenance, custodial charges, and additional utility charges.

The General Fund includes budgeted expenditures considered adequate to cover the custodial, maintenance, and utility costs of the district. Custodial and Maintenance costs budgeted in the General Fund for Fiscal Year 2024-25 are \$20.0 million for salary and benefits, and \$2.8 million for operations budget. Major expenditure for Utilities include electric, natural gas, water, and waste disposal services and are budgeted for \$7.2 million for Fiscal Year 2024-25.

Budget Process Overview



BUDGET PROCESS TIMELINE OVERVIEW



Trends, Events and Initiatives

2016 Bond Program

In November 2016, the Five Star community made a significant investment in students and schools when it passed a \$350.0 million bond issue to improve every school in the district. Among the work completed across the district, major project highlights to recognize for the fiscal years 2023-24 and 2024-25 include:

New District Learning Campuses

In summer 2024, the district will complete the construction of a \$10.0 million campus for Independence Academy, located on the site of the old Early Childhood Education Center. The new campus will provide additional classrooms and programming space for at-risk middle and high school students. The district will be able to increase program capacity and provide additional services for at-risk students, and eliminate the need to go out of district for those services.

Improvements to District Schools and Facilities

Work completed in the 2023 school year included elevator modernization upgrades at 5 district locations; completion of a needed ADA accessibility project at Bollman Tech; theater upgrades and repairs at 4 schools; completion of calming room installation at 6 elementary and middle schools; emergency services access and intercom upgrades at 7 locations; and staff technology equipment upgrades at each school.

Planned work for the 2024 school year includes continued intercom system upgrades; additional door hardware and external security sensors on school buildings; upgrades of AES fire communication hardware at each school; resurfacing of the North Stadium parking lot; and upgrades of IT infrastructure districtwide.

School Bus Purchases

In fall 2023 the district took delivery of 10 school buses, the final receipt of bus replacements using bond funds. Over the 2022-2024 school years, the district purchased 31 total type A and type C buses to replace buses and lower the average age of vehicles the district bus fleet.

Continued Installation of Instructional Upgrades

Across the district, schools used bond funds to replace aging classroom technology, update learning tools, and make improvements to building spaces to expand the education opportunities of students. These upgrades include interactive projectors, classroom sound amplification systems, document cameras, teacher computers, and whiteboards that support interactivity. In 2024 the district will continue to spend down the remaining \$200,000 that was unspent for these upgrades as of the end of the 2023 school year.

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

Graduation Rates

Adams 12 Five Star Schools is proud to share that its on-time graduation rate for the 2023 school year has increased by 2.00 percent last year, reaching an all-time high of 84.80 percent. The district's four-year graduation rate is 1.70 percent higher than the statewide average. Several schools, including Horizon, Legacy, Pathways, and Vantage Point, achieved their highest graduation rate ever (The district graduation rate figure does not include district charter schools.)

Student Insights

Student Insights is a valuable tool that our teachers will be incorporating into their planning and support process for students. The district has been developing Student Insights for more than a year, and is excited that soon all students will benefit from their teachers having access to more information to help them succeed.

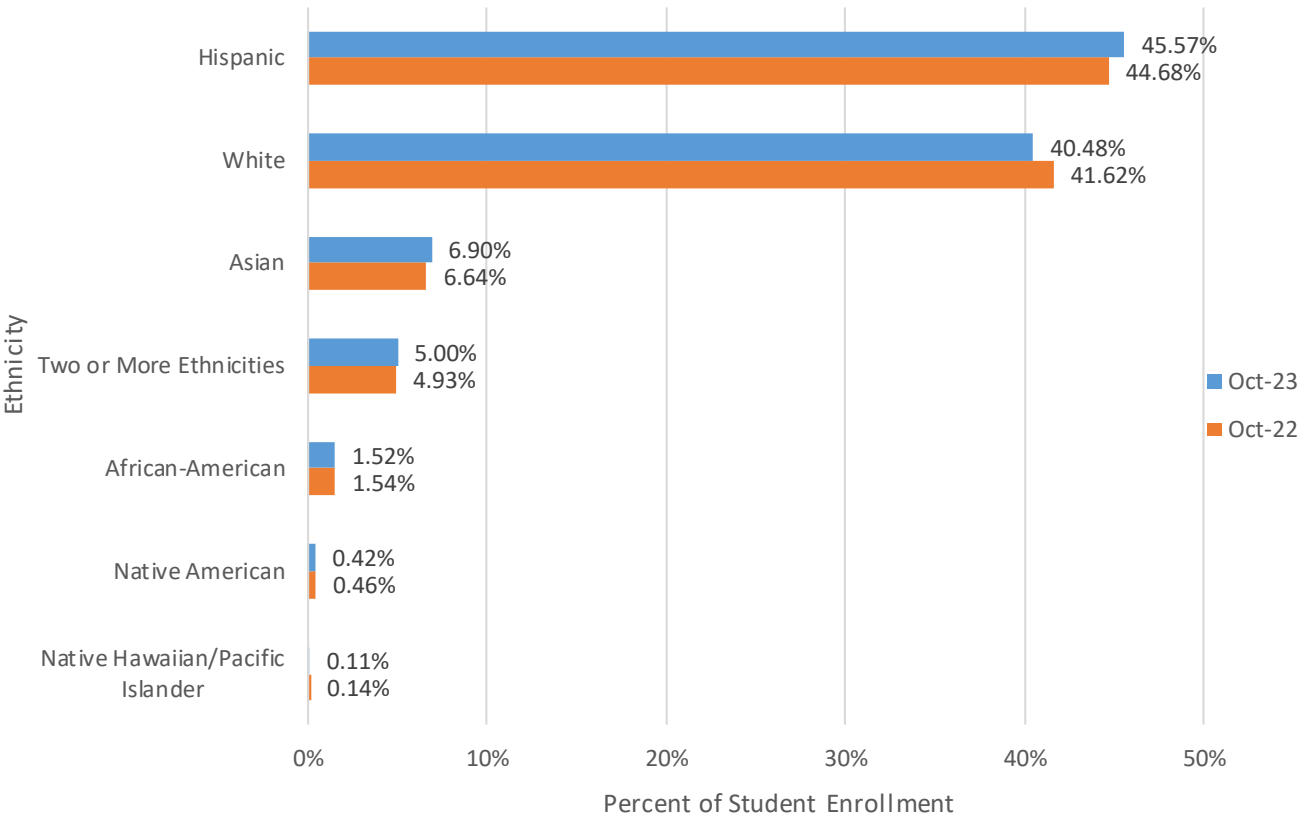
Student Insights has been carefully chosen to empower our teachers with a comprehensive view of important information such as test scores and attendance. This information enables our teachers to better tailor their instructional approaches to meet the unique needs of each student.

Adams 12 Five Star Schools places a high value on ensuring the privacy and security of all data for which it is responsible. All of our data practices, including Student Insights, are in compliance with the Colorado Student Transparency and Security Act.

P-Teach (Pathways to Teaching)

Adams 12 Five Star Schools is leading in innovative ways to address the teacher shortage and introducing students to a career as an educator beginning in high school. P-TEACH (Pathways to Teaching) is a program where students as early as 10th grade, can begin their educational pathway in special education, early childhood, elementary education or STEM by taking courses through the University of Colorado at Denver at no cost. Adams 12 has partnered with area school districts and the Colorado Education Initiative to take advantage of the Colorado Opportunity Now grant where the goal is to support the creation and expansion of innovative workforce and talent development initiatives across the state.

Demographics



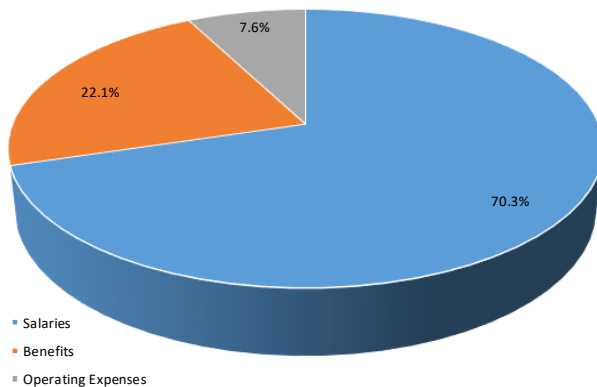
Source: CDE – Pupil Membership

General Fund Summary

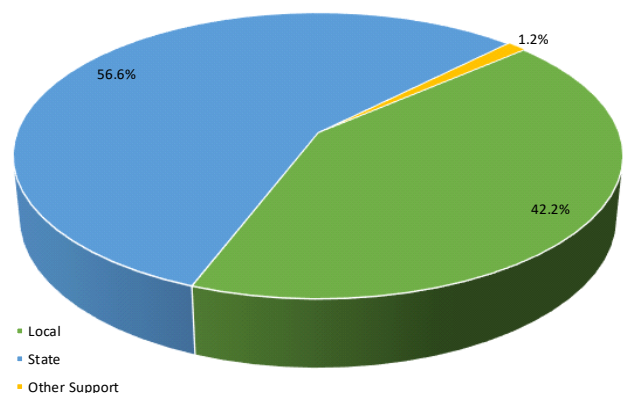
**General Fund
Budget Summary
Fiscal Years 2020-2021 to 2024-2025**

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ 81,246,746	\$ 72,574,855	\$ 84,652,940	\$ 81,049,044	\$ 89,557,269
Revenues:					
Local	161,280,715	170,141,896	178,829,126	200,524,103	217,218,230
State	220,312,858	256,086,984	284,402,098	280,276,185	283,014,142
Transfer In	-	-	-	-	-
Total Revenues	381,593,573	426,228,880	463,231,224	480,800,288	500,232,372
Expenditures:					
Salaries	237,514,751	245,891,722	268,631,866	292,383,821	312,065,932
Benefits	73,835,679	81,266,950	99,047,820	92,083,286	98,177,500
Operating Expenses	23,805,952	18,876,076	25,730,069	29,112,696	33,787,614
Transfers Out	55,109,082	68,116,047	73,425,363	80,265,376	83,263,835
Total Expenditures and Transfers Out	390,265,464	414,150,795	466,835,118	493,845,179	527,294,881
Excess of Revenues Over/ (Under) Expenditures and Transfers Out	(8,671,891)	12,078,085	(3,603,894)	(13,044,891)	(27,062,509)
Ending Fund Balance	\$ 72,574,855	\$ 84,652,940	\$ 81,049,046	\$ 68,004,153	\$ 62,494,760

General Fund Expenditures

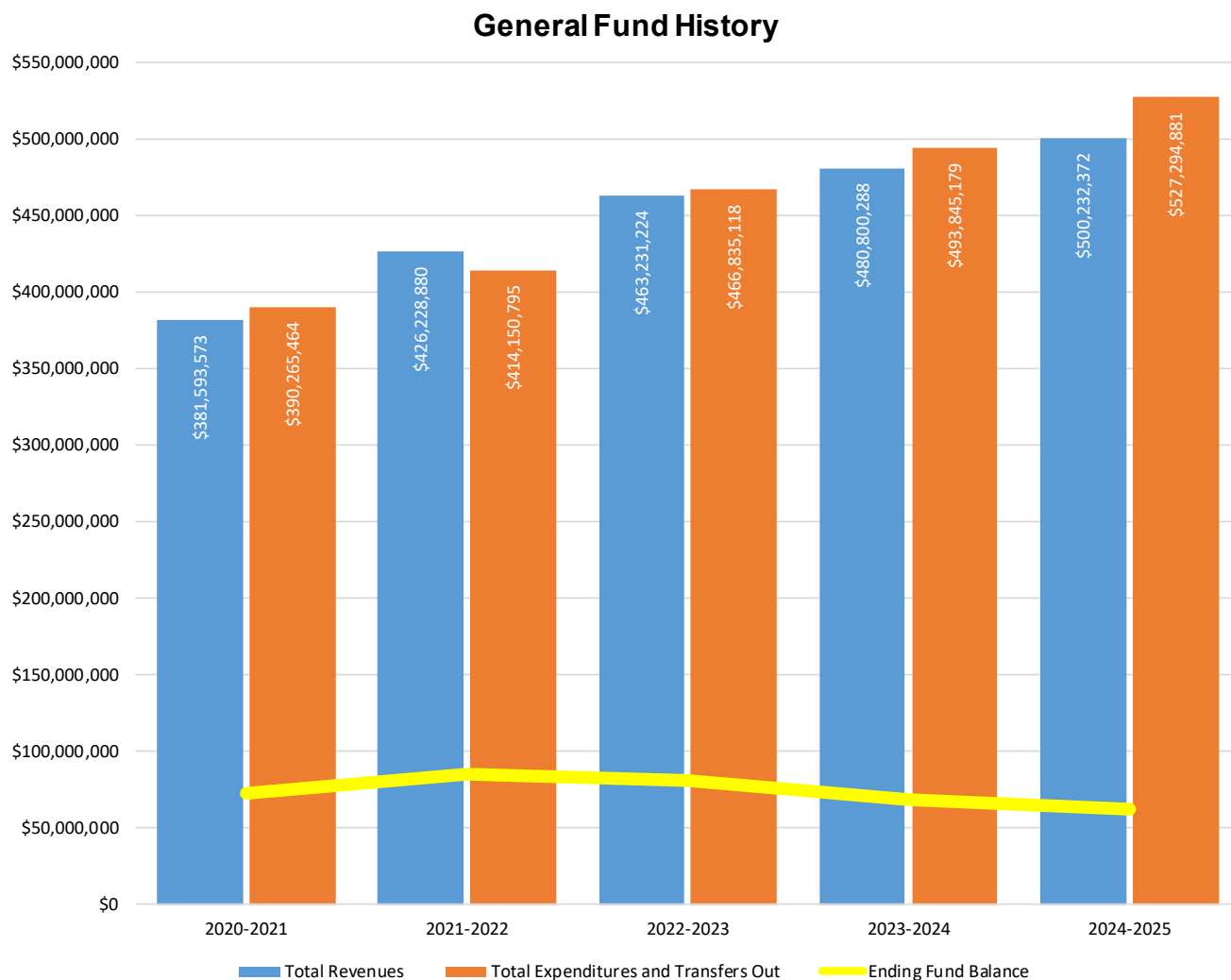


General Fund Revenue



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

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



Data for Fiscal Years 2020-21 through 2022-23 based on audited actual information. Data for Fiscal Year 2023-24 and 2024-25 based on budgeted information.

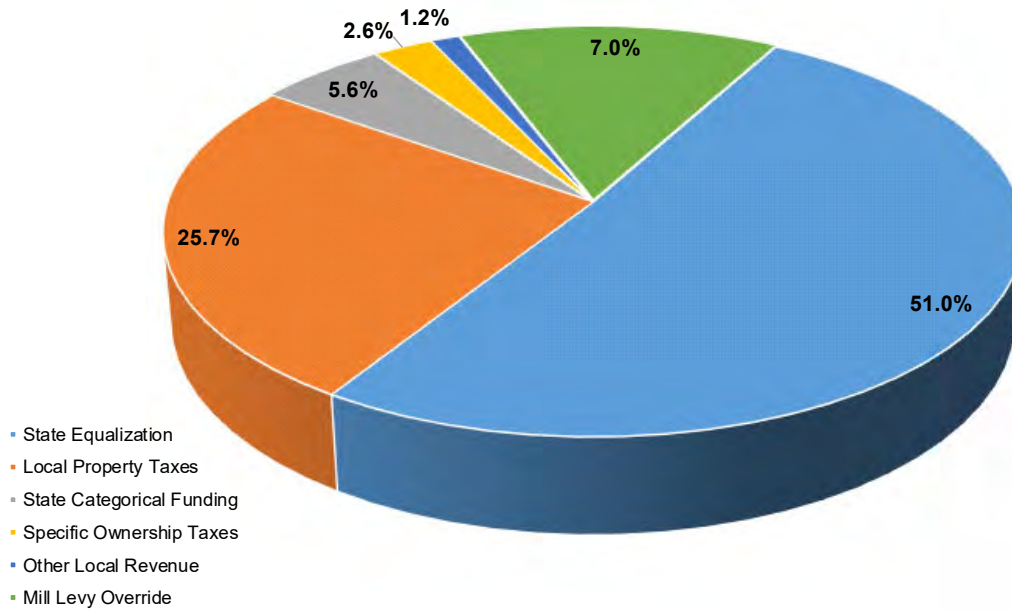
General Fund Revenue Assumptions

The district's funded pupil count projection is determined by the planning department and differs slightly from spreadsheets found on the CDE website. The Fiscal Year 2024-25 funded pupil count is budgeted at 34,569.5, including District authorized Charter Schools and excluding CSI authorized Charter Schools.

Changes to the School Finance Act for Fiscal Year 2024-25 include:

- The statewide base per pupil funding was adjusted for 5.2 percent inflation and increased to \$8,496. The district's per-pupil revenue increased by \$726 to \$11,259.
- The budget stabilization factor statewide is zero, which is a decrease of \$6.6 million.
- State special education funding increased by \$40.0 million due to SB23-099. The district received an additional \$2.0 million for special education.

FISCAL YEAR 2024-25 GENERAL FUND REVENUE



General Fund Revenue Summary	Amount	Percent
State Equalization	\$ 255,049,164	51.0%
Local Property Taxes	\$ 128,728,523	25.7%
State Categorical Funding	\$ 27,964,978	5.7%
Specific Ownership Taxes	\$ 13,000,000	2.6%
Other Local Revenue	\$ 6,198,393	1.2%
Mill Levy Override	\$ 69,291,314	13.9%
Transfers In	\$ -	0.0%
Total Revenue	\$ 500,232,372	100.0%

General Fund Expenditure Assumptions

The changes in budgeted expenditures for Fiscal Year 2024-25 mainly result from the following components:

Employee Compensation Increase:

- The District Twelve Educator's Association negotiated a change to the certified salary schedule. The starting certified educator salary is \$58,870 (BA+0) and a maximum salary of \$107,239 (Doctorate). Including step increases COLA, and a one-time payment in December 2024, all certified educators will earn a 5.2 percent total increase. The salary schedule will now include an Educational Specialist Lane.
- Classified and Administrative staff will receive a 5.2 percent salary increase.
- The recurring salary increase represents a step and step equivalent of 1.7 percent and a COLA of 1.5 percent for a total of 3.2 percent. Additionally, a one-time COLA of 2.0 percent will be paid as a single lump sum.

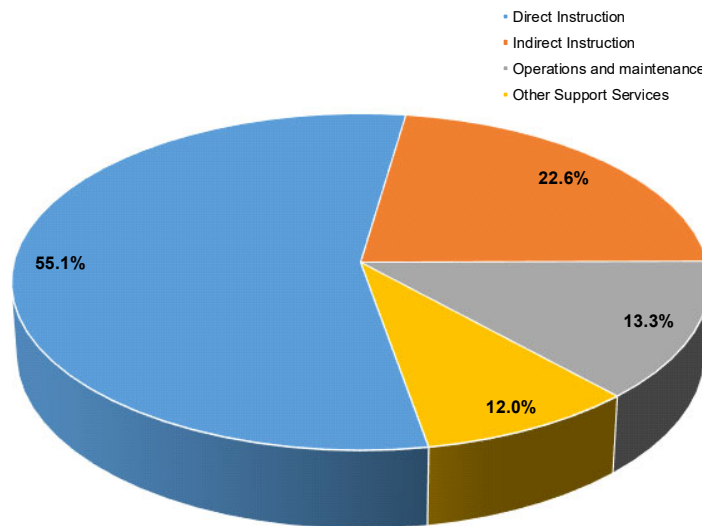
Employee Benefits:

- Medical, dental, and vision insurance premiums were budgeted with an anticipated increase of 5 percent in 2024-25 effective January 1st, 2025.

Other Significant Changes in Expenditures:

- Ongoing school supports including \$0.8 million Special Education staff, \$0.8 million for Learning Specialists and Multilingual Teachers, \$0.7 million for middle school Deans, \$0.54 million for the Newcomer Center and \$0.47 million for elementary specials and co-curricular electives.
- \$4.4 million in one-time expenses for Social Emotional Learning Specialists, Special Education Learning Specialists and Academic and Reading Interventionists (41.0 FTE) previously funded by ESSER grants.

FISCAL YEAR 2024-25 GENERAL FUND EXPENDITURES



77.7% of General Fund expenditures consist of instructional program costs

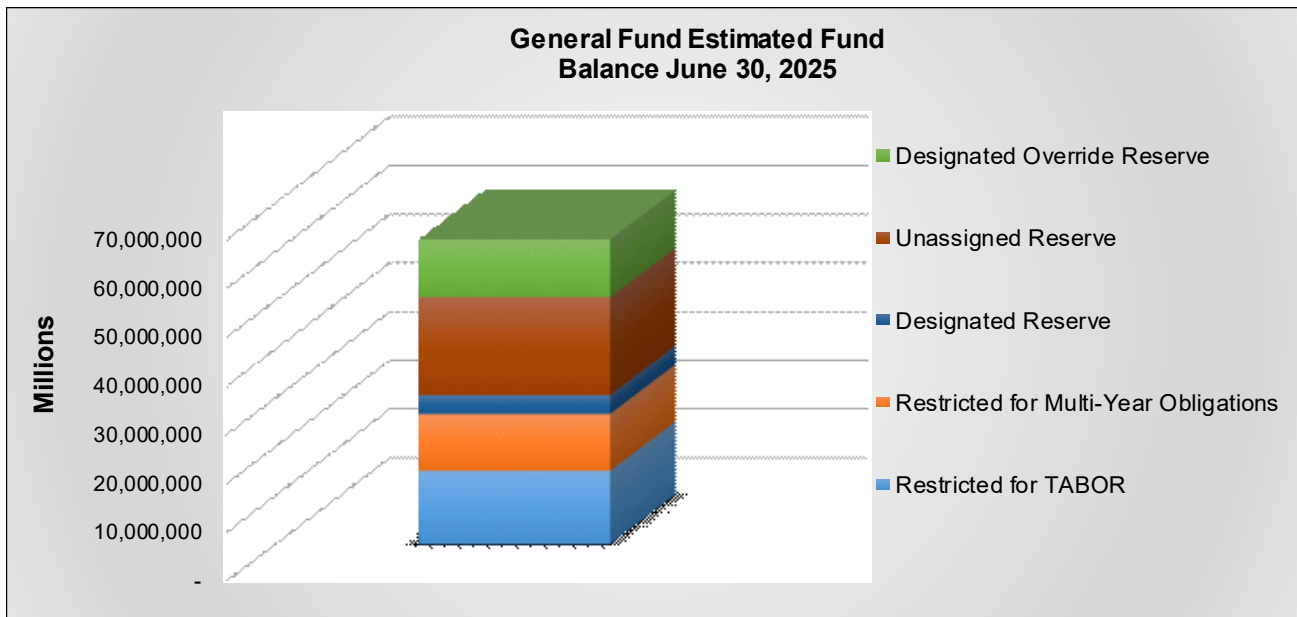
General Fund Expenditures by Program	Amount	Percent
Direct Instruction	\$ 244,664,023	55.1%
Indirect Instruction	100,244,311	22.6%
Operations and maintenance	58,991,211	13.3%
Other Support Services	40,131,501	9.0%
Total	\$ 444,031,046	100.0%

General Fund Reserves and Fund Balance

Legal reserves have been established to meet the requirements of Article X, Section 20 of the Colorado Constitution. The required Taxpayer's Bill of Rights (TABOR) reserve is estimated to be \$15.1 million. The district also maintains sufficient reserves to cover multi-year commitments for payments to former employees for post-employment benefit stipends, as well as reserves for programs, encumbrances, and Board required reserves.

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

Fiscal Year 2024-2025 Estimated Ending Fund Balance		Amount
Restricted for TABOR		15,048,414
Restricted for Multi-Year Obligations		11,665,208
Designated Reserve		3,876,738
Designated Override Reserve		11,839,848
Unassigned Reserve		20,064,552
Total		\$ 62,494,760



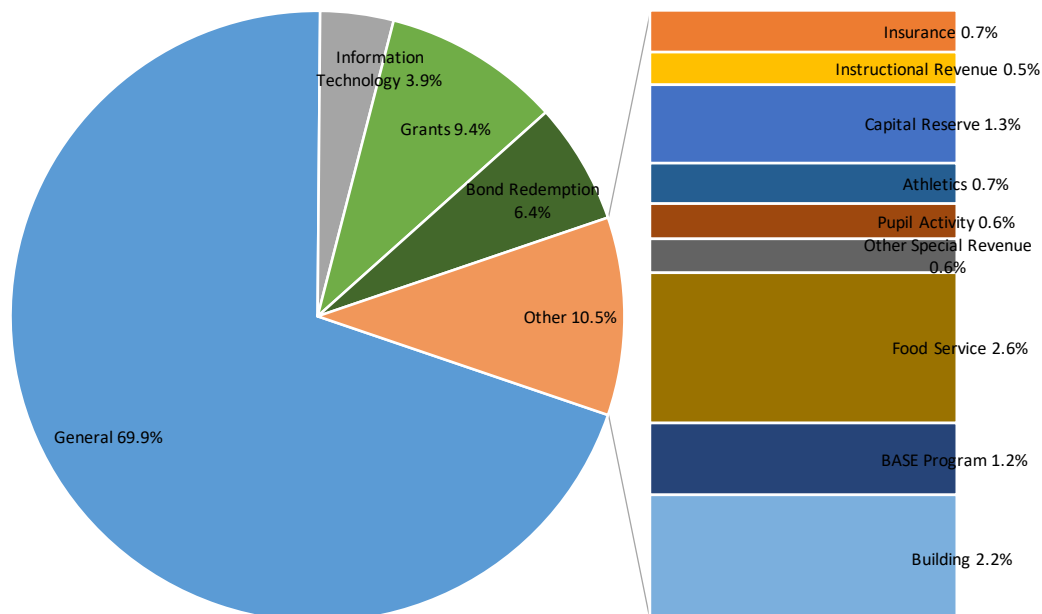
Overview of All Funds

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

The district has a total of thirteen active funds. The General Fund is the main operating fund and accounts for the majority, about 69.70 percent, of expenditures. The Governmental Designated Purpose Grants Fund accounts for 7.80 percent of expenditures.

All Funds Expenditure Summary	Amount	Percent
General Fund	\$ 444,031,046	69.9%
Insurance Reserve Fund	4,509,437	0.7%
Information Technology Fund	24,486,294	3.9%
Instructional Revenue Fund	3,486,136	0.5%
Capital Reserve Fund	8,553,002	1.3%
Governmental Designated Purpose Grants Fund	59,479,059	9.4%
Interscholastic Athletic Fund	4,475,779	0.7%
Pupil Activity Special Revenue Fund	3,825,521	0.6%
Other Special Revenue Fund	3,647,198	0.6%
Food Service Fund	16,443,590	2.6%
Before, After and Summer Enrichment Program Fund	7,789,529	1.2%
Bond Redemption Fund	40,678,000	6.4%
Building Fund	13,840,020	2.2%
Total	\$ 635,244,611	100.0%

Fiscal Year 2024-25 All Funds Expenditure Summary



**ALL FUNDS (EXCLUDING CHARTER SCHOOLS)
BUDGET SUMMARY
FISCAL YEARS 2020-2021 TO 2024-2025**

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Budget
Beginning Fund Balance and Net Assets	\$ 324,793,785	\$ 299,918,223	\$ 313,939,279	\$ 253,148,922	\$ 286,634,472
Revenues and Financing Sources:					
General Fund	381,593,573	426,228,880	463,231,224	480,800,288	500,232,372
Insurance Reserve Fund	3,702,399	3,505,751	3,662,279	3,688,051	4,509,437
Information Technology Fund	-	19,979,457	18,752,533	21,252,311	20,448,152
Instructional Revenue Fund	-	-	13,803,301	4,237,269	4,379,632
Capital Reserve Fund	10,870,468	7,631,856	10,583,052	7,385,488	7,935,562
Governmental Designated Purpose Grants Fund	56,991,838	49,208,344	46,735,503	79,599,925	59,479,059
Interscholastic Athletic Fund	2,011,744	2,435,450	4,563,825	3,664,999	3,666,849
Pupil Activity Special Revenue Fund	1,489,246	4,195,444	4,329,182	4,701,488	3,817,993
Other Special Revenue Fund	2,268,210	2,295,221	3,361,866	2,448,681	2,869,466
Instructional Special Revenue Fund	7,582,887	4,738,550	-	-	-
Food Service Fund	13,703,647	17,878,385	14,478,438	14,387,729	16,064,906
Before, After and Summer Enrichment Program Fund	5,050,962	5,517,411	6,689,584	7,525,731	7,440,013
Bond Redemption Debt Service Fund	66,166,073	72,198,121	74,994,387	80,119,513	92,104,028
Building Fund	2,067,216	1,041,519	4,434,543	631,658	52,150
Total Revenues and Financing Sources	553,498,263	616,854,389	669,619,717	710,443,131	722,999,619
Expenditures and Transfers Out:					
General Fund	390,265,464	414,150,795	466,835,118	493,845,179	527,294,881
Insurance Reserve Fund	3,561,715	3,977,632	3,952,713	4,233,494	4,509,437
Information Technology Fund	-	14,910,120	18,009,205	21,583,049	24,486,294
Instructional Revenue Fund	-	-	4,029,620	5,854,338	3,486,136
Capital Reserve Fund	8,465,209	7,808,451	8,377,243	12,207,101	8,553,002
Governmental Designated Purpose Grants Fund	56,991,838	51,503,342	44,440,505	79,599,925	59,479,059
Interscholastic Athletic Fund	2,039,382	2,481,423	3,209,023	3,711,298	4,475,779
Pupil Activity Special Revenue Fund	1,525,177	3,666,098	4,131,170	4,640,186	3,825,521
Other Special Revenue Fund	3,332,311	1,916,829	2,523,752	4,993,194	3,647,198
Instructional Special Revenue Fund	9,352,872	2,459,213	10,743,692	-	-
Food Service Fund	10,244,491	13,483,414	13,635,116	15,298,705	16,443,590
Before, After and Summer Enrichment Program Fund	4,251,391	3,867,144	4,727,685	7,492,896	7,789,529
Bond Redemption Debt Service Fund	44,811,525	59,478,401	127,692,868	40,827,925	40,678,000
Building Fund	43,532,494	23,130,471	18,102,364	23,485,062	13,840,020
Total Expenditures and Transfers Out	578,373,869	602,833,333	730,410,074	717,772,352	718,508,446
Excess of Revenues Over / (Under) and Expenditures and Transfers Out	(24,875,606)	14,021,056	(60,790,357)	(7,329,221)	4,491,173
Ending Fund Balance/Net Assets	\$ 299,918,179	\$ 313,939,279	\$ 253,148,922	\$ 245,819,701	\$ 291,125,645

Budget Projections

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

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

These projections include the Fiscal Year 2024-25 Budget as year one. The budget projection is one of many tools used in the budget development process. Projected numbers are reviewed and revised as future assumptions become known.

General Fund Projections

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

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

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

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

GENERAL FUND FISCAL YEAR 2024-25 BUDGET AND PROJECTIONS TO 2027-28

	2024-2025 Adopted Budget	2025-2026 Forecasted	2026-2027 Forecasted	2027-2028 Forecasted
Beginning Fund Balance	\$ 89,557,269	\$ 62,494,760	\$ 37,562,477	\$ 11,651,426
Revenues	500,232,372	503,559,367	512,083,772	517,128,432
Total Available Resources	\$ 589,789,641	\$ 566,054,127	\$ 549,646,249	\$ 528,779,858
Expenditures	444,031,046	443,209,473	450,218,003	453,124,819
Transfers	83,263,835	85,282,177	87,776,820	91,191,167
Total Expenditures and	\$ 527,294,881	\$ 528,491,650	\$ 537,994,823	\$ 544,315,986
Ending Fund Balance	\$ 62,494,760	\$ 37,562,477	\$ 11,651,426	\$ (15,536,128)
Change in Fund Balance	\$ 27,062,509	\$ 24,932,283	\$ 25,911,051	\$ 27,187,554

**ALL FUNDS (EXCLUDING CHARTER SCHOOLS)
BUDGET AND FORECAST SUMMARY
FISCAL YEARS 2024-2025 TO 2027-2028**

	2024-2025 Adopted Budget	2025-2026 Forecast	2026-2027 Forecast	2027-2028 Forecast
Beginning Fund Balance and Net Assets	\$ 286,634,472	\$ 291,125,645	\$ 314,837,251	\$ 338,310,415
Revenues and Financing Sources:				
General Fund	500,232,372	503,559,367	512,083,772	517,128,432
Insurance Reserve Fund	4,509,437	4,358,026	4,991,159	5,246,025
Information Technology Fund	20,448,152	20,959,356	21,483,340	22,020,424
Instructional Revenue Fund	4,379,632	4,489,123	4,601,351	4,716,385
Capital Reserve Fund	7,935,562	7,937,732	7,697,438	7,828,728
Governmental Designated Purpose Grants Fund	59,479,059	46,631,427	45,343,200	44,078,348
Interscholastic Athletic Fund	3,666,849	3,675,662	3,686,431	3,697,307
Pupil Activity Special Revenue Fund	3,817,993	3,913,443	4,011,279	4,111,560
Other Special Revenue Fund	2,869,466	2,877,960	2,949,909	3,023,656
Food Service Fund	16,064,906	16,471,479	16,882,578	17,303,955
Before, After and Summer Enrichment Program Fund	7,440,013	7,626,013	7,816,663	8,012,080
Bond Redemption Debt Service Fund	92,104,028	93,385,071	96,540,375	97,887,879
Building Fund	52,150	-	-	-
Total Revenues and Financing Sources	722,999,619	715,884,659	728,087,495	735,054,779
Expenditures and Transfers Out:				
General Fund	527,294,881	528,491,650	537,994,823	544,315,986
Insurance Reserve Fund	4,509,437	4,358,026	4,991,159	5,246,025
Information Technology Fund	24,486,294	25,145,863	25,857,030	26,475,853
Instructional Revenue Fund	3,486,136	3,573,289	3,662,621	3,754,187
Capital Reserve Fund	8,553,002	8,645,162	8,494,812	8,706,690
Governmental Designated Purpose Grants Fund	59,479,059	46,631,427	45,343,200	44,078,348
Interscholastic Athletic Fund	4,475,779	4,135,836	4,241,903	4,324,689
Pupil Activity Special Revenue Fund	3,825,521	3,921,722	4,020,683	4,120,963
Other Special Revenue Fund	3,647,198	2,910,681	2,991,659	3,064,329
Food Service Fund	16,443,590	16,889,358	17,370,040	17,789,198
Before, After and Summer Enrichment Program Fund	7,789,529	8,015,164	8,267,651	8,460,885
Bond Redemption Debt Service Fund	40,678,000	39,454,875	41,378,750	35,566,175
Building Fund	13,840,020	-	-	-
Total Expenditures	718,508,446	692,173,053	704,614,331	705,903,328
Excess of Revenues Over/ (Under) and Expenditures and Transfers Out	4,491,173	23,711,606	23,473,164	29,151,451
Ending Fund Balance/Net Assets	\$ 291,125,645	\$ 314,837,251	\$ 338,310,415	\$ 367,461,866

Instructional Revenue - Sub Fund of the General Fund

The Instructional Revenue Fund was created in Fiscal Year 2022-23 to replace the Instructional Special Revenue Fund. The beginning fund balance from the Instructional Special Revenue Fund was transferred into the Instructional Revenue Fund in Fiscal Year 2022-23. In Fiscal Year 2022-23, revenue included mill levy overrides for curriculum and funds from tuition based Preschool at participating locations. Starting in Fiscal Year 2023-2024, budgeted revenues only include mill levy override funds for curriculum.

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

Instructional Revenue Fund Budget Summary Fiscal Years 2020-2021 to 2024-2025

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 9,773,682	\$ 7,243,853
Revenues:					
Local Support	-	-	28,064	-	-
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	-	-	13,775,237	4,237,269	4,379,632
Total Revenues	\$ -	\$ -	\$ 13,803,301	\$ 4,237,269	\$ 4,379,632
Expenditures:					
Salaries	-	-	454,358	-	-
Benefits	-	-	149,746	-	-
Operating Expenses	-	-	3,425,516	5,854,338	3,486,136
Total Expenditures	\$ -	\$ -	\$ 4,029,620	\$ 5,854,338	\$ 3,486,136
Excess of Revenues Over/ (Under) Expenditures	-	-	9,773,681	(1,617,069)	893,496
Ending Fund Balance	\$ -	\$ -	\$ 9,773,681	\$ 8,156,613	\$ 8,137,349

Insurance Reserve - Sub Fund of the General Fund

The Insurance Reserve Fund is used for the district's liability, property, auto, and workers' compensation insurance needs, and also provides for essential risk management activities. The district has procured insurance policies associated with property, liability, and vehicles from the Colorado School Districts Self Insurance Pool (CSDSIP). The district is using Pinnacol Assurance for workers' compensation coverage. Risk Management purchases Foreign Liability Insurance (FLI), a surety bond for Commercial Driver License (CDL) training, Cyber Liability, and a Workers Compensation (WC) surety bond from Arthur J. Gallagher. The funding is also provided for physicals for employees, safety programs, and driver safety-related programs. Expenditures for Fiscal Year 2024-25 are expected to be \$4.5 million.

The beginning fund balance is estimated to be \$5.0 million for Fiscal Year 2024-25. This amount contains self-insured workers compensation claims of \$4.7 million and one month of reserves \$0.3 million. This should allow retaining a \$5.0 million fund balance for insurance claims to be paid by district.

Insurance Reserve Fund Budget Summary Fiscal Years 2020-2021 to 2024-2025

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ 4,679,883	\$ 4,820,567	\$ 4,348,686	\$ 4,058,252	\$ 5,000,000
Revenues:					
Local Support	-	-	-	44,647	40,000
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	3,702,399	3,505,751	3,662,279	3,643,404	4,469,437
Total Revenues	\$ 3,702,399	\$ 3,505,751	\$ 3,662,279	\$ 3,688,051	\$ 4,509,437
Expenditures:					
Salaries	303,598	267,174	280,483	295,553	295,553
Benefits	92,431	84,586	89,477	93,460	93,691
Operating Expenses	3,165,686	3,625,872	3,582,753	3,844,481	4,120,193
Total Expenditures	\$ 3,561,715	\$ 3,977,632	\$ 3,952,713	\$ 4,233,494	\$ 4,509,437
Excess of Revenues Over/ (Under) Expenditures	140,684	(471,881)	(290,434)	(545,443)	-
Ending Fund Balance	\$ 4,820,567	\$ 4,348,686	\$ 4,058,252	\$ 3,512,809	\$ 5,000,000

Information Technology - Sub Fund of the General Fund

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

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

During Fiscal Year 2024-25, the Information Technology Fund will continue to support the many systems and services that were brought online during the pandemic so that staff and students can engage in teaching and learning during the school year. This Fund supports over 30,000 Chromebooks and 1,000 hotspots for student use. It also supports online learning platforms and digital curricula as well as a Service Desk for student and family tech support.

During the 2024-25 fiscal year, a portion of the beginning fund balance of the Information Technology Fund will be utilized to support the continued rollout of Multi-Tiered System of Support (MTSS) software to support the individual needs of our students, centralized management and replacement for staff devices, new technology to ensure the accessibility of district resources for people with disabilities, and other key technology projects.

Information Technology Fund Budget Summary Fiscal Years 2020-2021 to 2024-2025

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ -	\$ -	\$ 5,069,337	\$ 5,812,666	\$ 5,460,000
Revenues:					
Local Support	-	-	-	-	-
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	-	19,979,457	18,752,533	21,252,311	20,448,152
Total Revenues	\$ -	\$ 19,979,457	\$ 18,752,533	\$ 21,252,311	\$ 20,448,152
Expenditures:					
Salaries	-	5,174,334	6,108,525	7,087,449	8,146,302
Benefits	-	1,484,674	1,770,184	2,105,230	2,475,910
Operating Expenses	-	8,256,478	10,139,182	12,405,370	13,864,082
Transfers Out	-	(5,366)	(8,686)	(15,000)	-
Total Expenditures and Transfers Out	\$ -	\$ 14,910,120	\$ 18,009,205	\$ 21,583,049	\$ 24,486,294
Excess of Revenues Over/ (Under) Expenditures	-	5,069,337	743,328	(330,738)	(4,038,142)
Ending Fund Balance	\$ -	\$ 5,069,337	\$ 5,812,665	\$ 5,481,928	\$ 1,421,858

Governmental Designated-Purpose Grants Fund

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

The total Fiscal Year 2024-25 Governmental Designated-Purpose Grant Fund budget is \$59.5 million. When compared to the Fiscal Year 2023-24 amended budget, the Grant Fund budget has a net decrease of \$20.1 million due primarily to the spending of onetime COVID-19 pandemic relief funds, Emergency Connectivity Funds, and grant carryover funds.

Governmental Designated-Purpose Grants - Special Revenue Fund Budget Summary Fiscal Years 2020-2021 to 2024-2025

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ -	\$ -	\$ (2,294,998)	\$ -	\$ -
Revenues:					
Local Support	-	-	-	226,823	284,075
State Support	7,372,249	8,311,336	4,389,145	24,195,827	24,266,333
Federal Support	49,614,340	40,897,008	42,346,358	54,077,275	34,928,651
Other	5,249	-	-	1,100,000	-
Total Revenues	\$ 56,991,838	\$ 49,208,344	\$ 46,735,503	\$ 79,599,925	\$ 59,479,059
Expenditures:					
Salaries	25,555,125	26,330,838	21,691,513	20,825,462	14,571,104
Benefits	7,156,044	8,120,346	6,727,697	22,139,900	20,534,334
Operating Expenses	24,280,669	17,052,158	16,021,295	36,634,563	24,373,621
Total Expenditures	\$ 56,991,838	\$ 51,503,342	\$ 44,440,505	\$ 79,599,925	\$ 59,479,059
Excess of Revenues Over/ (Under) Expenditures	-	(2,294,998)	2,294,999	-	-
Ending Fund Balance	\$ -	\$ (2,294,998)	\$ -	\$ -	\$ -

Food Service - Special Revenue Fund

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

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

Fund balance for the Food Service Fund is projected to be above the three months of operating reserves after Fiscal Year 2023-24. The district has a multi-year plan to reduce the fund balance and return to the required reserve limits. This plan includes expenditures for updating equipment and covering the anticipated increase in labor and supply chain costs.

Food Service - Special Revenue Fund Budget Summary Fiscal Years 2020-2021 to 2024-2025

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ 3,156,533	\$ 6,615,689	\$ 11,010,660	\$ 11,853,982	\$ 12,381,793
Revenues:					
Local Support	178,057	742,125	4,078,136	1,028,701	892,518
State Support	104,091	103,633	251,776	4,844,901	3,621,324
Federal Support	13,415,195	17,008,476	10,100,397	8,486,627	11,529,064
Other	6,304	24,151	48,129	27,500	22,000
Total Revenues	\$ 13,703,647	\$ 17,878,385	\$ 14,478,438	\$ 14,387,729	\$ 16,064,906
Expenditures:					
Salaries	3,634,416	4,545,168	4,751,770	5,115,364	5,376,964
Benefits	1,197,962	1,447,041	1,566,354	1,629,543	1,716,987
Operating Expenses	5,412,113	7,491,205	7,316,992	8,553,798	9,349,639
Total Expenditures	\$ 10,244,491	\$ 13,483,414	\$ 13,635,116	\$ 15,298,705	\$ 16,443,590
Excess of Revenues Over/ (Under) Expenditures	3,459,156	4,394,971	843,322	(910,976)	(378,684)
Ending Fund Balance	\$ 6,615,689	\$ 11,010,660	\$ 11,853,982	\$ 10,943,006	\$ 12,003,109

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

The Before, After, and Summer Enrichment Program (BASE) is a fee-based program that operates year round. BASE services include the Before and After School care, Non-school days, Break Programs and the Summer BASE.

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

The American Rescue Plan Act (ARPA) of 2021 stabilization grant was provided to licensed child care centers throughout the State of Colorado. ARPA funds were designed to stabilize the child care industry as a critical step to paving the way for a strong economic recovery, supporting children, families and child care industry.

Funding received from ARPA stabilized the BASE Department fund, restored the fund balance, equivalent to 3-months of expenditures, retained employees and provided over \$320,000 in financial tuition assistance to BASE families thus far.

Before, After, and Summer Enrichment - Special Revenue Fund Budget Summary Fiscal Years 2020-2021 to 2024-2025

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ 275,160	\$ 1,074,731	\$ 2,724,998	\$ 4,686,897	\$ 4,567,043
Revenues:					
Local Support	2,772,282	5,517,350	6,689,563	7,525,731	7,440,013
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	2,278,680	61	21	-	-
Total Revenues	\$ 5,050,962	\$ 5,517,411	\$ 6,689,584	\$ 7,525,731	\$ 7,440,013
Expenditures:					
Salaries	3,009,551	2,471,807	3,069,721	4,603,452	4,790,014
Benefits	1,042,290	827,950	899,761	1,596,543	1,534,513
Operating Expenses	199,550	567,387	758,203	1,292,901	1,465,002
Total Expenditures	\$ 4,251,391	\$ 3,867,144	\$ 4,727,685	\$ 7,492,896	\$ 7,789,529
Excess of Revenues Over/ (Under) Expenditures	799,571	1,650,267	1,961,899	32,835	(349,516)
Ending Fund Balance	\$ 1,074,731	\$ 2,724,998	\$ 4,686,897	\$ 4,719,732	\$ 4,217,527

Pupil Activity - Special Revenue Fund

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

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

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

Pupil Activity - Special Revenue Fund Budget Summary Fiscal Years 2020-2021 to 2024-2025

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ 4,278,658	\$ 4,242,593	\$ 4,771,939	\$ 4,969,951	\$ 4,684,596
Revenues:					
Local Support	593,107	2,059,586	2,159,403	2,251,262	1,697,514
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	896,139	2,135,858	2,169,779	2,450,226	2,120,479
Total Revenues	\$ 1,489,246	\$ 4,195,444	\$ 4,329,182	\$ 4,701,488	\$ 3,817,993
Expenditures:					
Salaries	21,340	103,186	99,870	81,340	87,867
Benefits	5,015	22,740	26,433	18,859	23,668
Operating Expenses	1,498,822	3,540,172	4,004,867	4,539,987	3,713,986
Total Expenditures	\$ 1,525,177	\$ 3,666,098	\$ 4,131,170	\$ 4,640,186	\$ 3,825,521
Excess of Revenues Over/ (Under) Expenditures	(35,931)	529,346	198,012	61,302	(7,528)
Ending Fund Balance	\$ 4,242,727	\$ 4,771,939	\$ 4,969,951	\$ 5,031,253	\$ 4,677,068

Interscholastic Athletic - Special Revenue Fund

The Interscholastic Athletic Fund provides the funding for the day-to-day operation of the athletic programs at five high schools, seven middle schools and four K-8 schools. Financial support for student athlete transportation, athletic uniforms, materials and supplies, equipment, facility maintenance, game officials, game workers, student athlete awards, and league and state membership dues are all provided by this fund.

In Fiscal Year 2022-23, sports for middle school were added to the Athletic Fund budget. To support this new initiative, Other Revenue increased to include a \$2.0 million General Fund Transfer for middle school athletics. This transfer included \$1.2 million in start-up costs and \$800,000 in on-going costs. Expenditures also increased resulting from the added costs associated with offering sports in middle school. Fiscal Year 2022-23 ending fund balance differs from Fiscal Year 2023-24 beginning fund balance due to middle school sports expenses being less than projected during the amended budget. Additionally, three sports were funded, but only two sports were implemented.

In Fiscal Year 2024-25, the General Fund transfer includes \$800,000 in on-going support for middle school sports. In each fiscal year the ending fund balance includes Designated Athletic Reserve.

Athletic - Special Revenue Fund Budget Summary Fiscal Years 2020-2021 to 2024-2025

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ 396,442	\$ 368,803	\$ 322,830	\$ 1,677,632	\$ 1,975,853
Revenues:					
Local Support	29,832	207,231	244,351	217,350	249,100
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	1,981,912	2,228,219	4,319,474	3,447,649	3,417,749
Total Revenues	\$ 2,011,744	\$ 2,435,450	\$ 4,563,825	\$ 3,664,999	\$ 3,666,849
Expenditures:					
Salaries	1,205,861	1,377,991	1,642,249	1,749,616	2,018,716
Benefits	284,767	326,164	393,648	413,252	482,210
Operating Expenses	548,754	777,268	1,173,126	1,548,430	1,974,853
Total Expenditures	\$ 2,039,382	\$ 2,481,423	\$ 3,209,023	\$ 3,711,298	\$ 4,475,779
Excess of Revenues Over/ (Under) Expenditures	(27,638)	(45,973)	1,354,802	(46,299)	(808,930)
Ending Fund Balance	\$ 368,804	\$ 322,830	\$ 1,677,632	\$ 1,631,333	\$ 1,166,923

Instructional Special Revenue Fund

This fund was originally created in Fiscal Year 2016-17 for the purpose of recording revenues collected from tuition and expenses incurred for the Extended Day Kindergarten Program (EDKP), as well as revenues and expenditures for textbooks.

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

Instructional - Special Revenue Fund Budget Summary Fiscal Years 2020-2021 to 2024-2025

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ 10,234,339	\$ 8,464,355	\$ 10,743,692	\$ -	\$ -
Revenues:					
Local Support	-	18,421	-	-	-
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	7,582,887	4,720,129	-	-	-
Total Revenues	\$ 7,582,887	\$ 4,738,550	\$ -	\$ -	\$ -
Expenditures:					
Salaries	3,603,948	465,780	-	-	-
Benefits	1,158,885	156,701	-	-	-
Operating Expenses	4,590,039	1,836,732	-	-	-
Transfers Out	-	-	10,743,692	-	-
Total Expenditures and Transfers Out	\$ 9,352,872	\$ 2,459,213	\$ 10,743,692	\$ -	\$ -
Excess of Revenues Over/ (Under) Expenditures	(1,769,985)	2,279,337	(10,743,692)	-	-
Ending Fund Balance	\$ 8,464,354	\$ 10,743,692	\$ -	\$ -	\$ -

Other Special Revenue Fund

The Other Special Revenue Fund is used to manage activities associated with school activities such as fundraising and social events, vending sales, vendor rebates, locally sourced grants, and community use. Resources supporting this fund are externally received and used for the purpose solicited. However, as this fund has a diverse purpose, some resources may encompass multiple purposes. All resources tracked in this fund are managed in accordance with district policies, controlled by the district and have administrative involvement. The beginning fund balance is estimated to be \$2.9 million for Fiscal Year 2024-25, based on the forecasted year end instead of the amended budgets ending fund balance.

Other Special Revenue - Special Revenue Fund Budget Summary Fiscal Years 2020-2021 to 2024-2025

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ 3,534,588	\$ 2,470,664	\$ 2,849,056	\$ 3,687,170	\$ 2,967,573
Revenues:					
Local Support	2,033,546	1,562,487	2,309,767	1,596,338	1,958,000
State Support	-	832	38,220	-	61,701
Federal Support	-	-	-	-	-
Other	234,664	731,902	1,013,879	852,343	849,765
Total Revenues	\$ 2,268,210	\$ 2,295,221	\$ 3,361,866	\$ 2,448,681	\$ 2,869,466
Expenditures:					
Salaries	861,838	490,133	721,671	1,233,593	750,899
Benefits	254,870	146,665	212,263	412,128	245,572
Operating Expenses	2,215,603	1,280,031	1,536,101	2,247,473	2,650,727
Transfers out	-	-	53,717	1,100,000	-
Total Expenditures and Transfers Out	\$ 3,332,311	\$ 1,916,829	\$ 2,523,752	\$ 4,993,194	\$ 3,647,198
Excess of Revenues Over/ (Under) Expenditures	(1,064,101)	378,392	838,114	(2,544,513)	(777,732)

Bond Redemption - Debt Service Fund

The Bond Redemption Fund is used to account for property taxes levied to provide for payment of long-term debt. The district's long-term debt, in the form of general obligation bonds including interest, totals \$454.7 million as of June 30, 2023. The budgeted amount for this debt service in Fiscal Year 2023-24 is \$40.8 million. Property taxes provide the revenue for this fund. In Fiscal Year 2022-23 the district had sufficient funds in fund balance to defease outstanding debt obligations. The district will use \$65.7 million to defease 2016B bonds and save tax payers \$38.6 million in interest payments.

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

Bond Redemption - Debt Service Fund Budget Summary Fiscal Years 2020-2021 to 2024-2025

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ 90,302,546	\$111,657,094	\$124,376,814	\$ 71,678,333	\$110,590,308
Revenues:					
Local Support	65,951,224	72,606,803	74,087,109	79,219,513	91,304,028
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	214,849	(408,682)	907,278	900,000	800,000
Total Revenues	\$ 66,166,073	\$ 72,198,121	\$ 74,994,387	\$ 80,119,513	\$ 92,104,028
Expenditures:					
Salaries	-	-	-	-	-
Benefits	-	-	-	-	-
Operating Expenses	44,811,525	59,478,401	127,692,868	40,827,925	40,678,000
Total Expenditures	\$ 44,811,525	\$ 59,478,401	\$127,692,868	\$ 40,827,925	\$ 40,678,000
Excess of Revenues Over/ (Under) Expenditures	21,354,548	12,719,720	(52,698,481)	39,291,588	51,426,028
Ending Fund Balance	\$111,657,094	\$124,376,814	\$ 71,678,333	\$110,969,921	\$162,016,336

Building - Capital Projects Fund

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

In the 2023-24 school year, the district operations team, in conjunction with other district departments and the district's Long-Range Planning Advisory Committee (LRPAC), began the process of planning for a ballot question in the November 2024 election asking voters to approve an \$830.0 million bond package. Work to complete this process is ongoing and will continue through summer 2024.

The Board of Education will decided whether or not to put forward the ballot measure during its August meetings.

Building - Capital Projects Fund Budget Summary Fiscal Years 2020-2021 to 2024-2025

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$100,435,455	\$ 58,970,177	\$ 36,881,225	\$ 23,213,404	\$ 13,787,870
Revenues:					
Local Support	-	-	-	-	-
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	2,067,216	1,041,519	4,434,543	631,658	52,150
Total Revenues	\$ 2,067,216	\$ 1,041,519	\$ 4,434,543	\$ 631,658	\$ 52,150
Expenditures:					
Salaries	1,940,132	1,281,849	136,524	505,876	-
Benefits	588,672	378,265	42,139	155,204	-
Operating Expenses	41,003,690	21,470,357	17,923,701	22,823,982	13,840,020
Total Expenditures	\$ 43,532,494	\$ 23,130,471	\$ 18,102,364	\$ 23,485,062	\$ 13,840,020
Excess of Revenues Over/ (Under) Expenditures	(41,465,278)	(22,088,952)	(13,667,821)	(22,853,404)	(13,787,870)
Ending Fund Balance	\$ 58,970,177	\$ 36,881,225	\$ 23,213,404	\$ 360,000	\$ -

Capital Reserve - Capital Projects Fund

The Capital Reserve Fund is funded by rental revenue, common area maintenance fees, cash in lieu payments, oil & gas royalties from district owned properties, and a transfer from the General Fund. In Fiscal Year 2024-25, Cash in Lieu is expected to increase due to the construction of large housing developments in Adams County. Revenue from leases at the Education Support Center will increase due to new negotiated rates during the last tenant contract renewal.

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

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

Fund balance is expected to decrease over forecasted Fiscal Year 2025-26 through 2027-28, due to continued needs for building repairs and safety and security needs.

Capital Reserve - Capital Projects Fund Budget Summary Fiscal Years 2020-2021 to 2024-2025

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ 26,253,435	\$ 28,658,695	\$ 28,482,100	\$ 30,687,909	\$ 28,418,314
Revenues:					
Local Support	154,936	2,369,392	1,148,454	684,351	619,351
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	10,715,532	5,262,464	9,434,598	6,701,137	7,316,211
Total Revenues	\$ 10,870,468	\$ 7,631,856	\$ 10,583,052	\$ 7,385,488	\$ 7,935,562
Expenditures:					
Salaries	74,810	278,455	72,186	135,003	174,830
Benefits	25,615	85,083	25,241	46,992	56,079
Operating Expenses	8,364,784	7,444,913	8,279,816	12,025,106	8,322,093
Total Expenditures	\$ 8,465,209	\$ 7,808,451	\$ 8,377,243	\$ 12,207,101	\$ 8,553,002
Excess of Revenues Over/ (Under) Expenditures	2,405,259	(176,595)	2,205,809	(4,821,613)	(617,440)
Ending Fund Balance	\$ 28,658,694	\$ 28,482,100	\$ 30,687,909	\$ 25,866,296	\$ 27,800,874

Funded Pupil Count

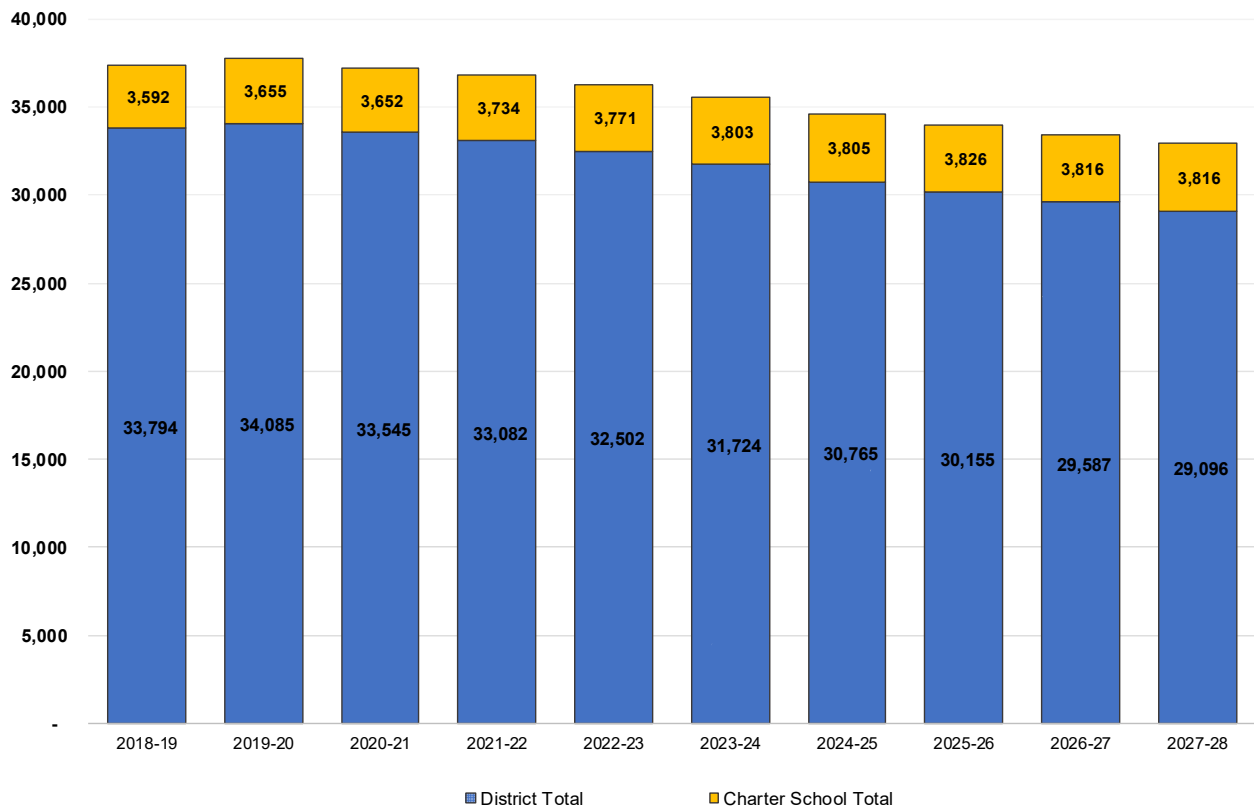
The School Finance Act determines how much money Colorado school districts receive; however, the funded pupil count is the real driver of school funding. Since the School Finance Act distributes funds on a per pupil basis, the number of students enrolled in a district as of October 1st of each school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

The funded pupil count refers to the number of full-time equivalent students enrolled in the district which can be different from the total number of students enrolled because not all students attend school on a full-time basis. Starting Fiscal Year 2019-20, Kindergartners are counted as a 1.00, with the passage of HB19-1262. Students may also be funded at less than a 1.00 FTE depending on the number of credit hours in a student's schedule.

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

For the 2024-25 school year, district charter students make up more than 11.00 percent of enrollment. The per pupil funding for charter students is "passed through" the district to the individual charter schools. Per state law, the district is permitted to withhold up to 5.00 percent of a charter school's per pupil funding to cover the cost of administrative services (such as data management, state reporting, and information technology support) provided to the charter school, which is specified in the contract between the district and charter school.

FUNDED PUPIL COUNT HISTORICAL AND PROJECTED



Fiscal Year 2018-19 through Fiscal Year 2022-23 are actual. Fiscal Year 2023-24 through Fiscal Year 2027-28 are forecasted. Starting in Fiscal Year 2023-24 preschool students are no longer included in Funded Pupil Count.

District Personnel

Summary of FTE for All District Funds

Staffed Positions:	2020-21	2021-22	2022-23	2023-24	2024-25	Net Change
Administrators						
Principals	50.00	51.00	51.00	51.00	51.00	-
Assistant Principals ¹	64.50	66.50	66.50	68.10	67.10	(1.00)
Central ²	22.00	23.00	24.00	25.00	28.00	3.00
Certified						
Teachers ³	2,247.07	2,260.05	2,248.40	2,239.48	2,229.10	(10.38)
Deans ⁴	21.00	27.00	27.00	30.00	31.00	1.00
Counselors	75.25	81.50	81.10	81.00	83.50	2.50
Nurses	19.00	21.80	25.00	21.50	21.50	-
Psychologists ⁵	41.40	47.40	47.40	45.90	49.00	3.10
Social Workers ⁵	80.25	86.50	98.20	102.15	107.00	4.85
Professionals/Technical	201.20	212.34	216.23	228.73	230.52	1.79
Paraprofessionals ⁶	752.07	726.77	769.16	799.36	788.46	(10.90)
Office Support	252.05	245.09	249.77	250.75	252.75	2.00
Crafts, Trades, and Services ⁷	559.51	553.50	541.98	534.45	550.12	15.67
Total Staffed Positions	4,385.30	4,402.44	4,445.73	4,477.42	4,489.06	11.64

Explanation of Major Changes

¹Assistant Principals decreased due to aligning need with enrollment.

²Central Administrators increased due the addition of 2.00 School Executive Directors and 1.00 Director of P-Teach program.

³Teachers had a net decrease due to the reduction in classroom teachers related to declining enrollment and an increase of SSS teachers to meet projected needs in P-12.

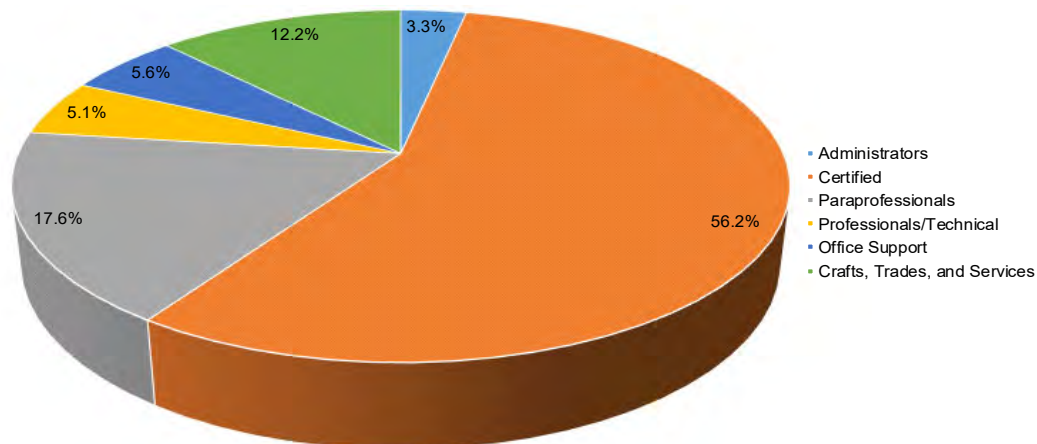
⁴Deans increased due to the addition of a Dean in the SSS Department in FY24.

⁵Psychologists and Social Workers had a net increase due to increases in the SSS department to meet school needs.

⁶Paraprofessionals net decreased due to reorganization of Preschool personnel and increases elementary classroom paras.

⁷Crafts, Trades, and Services increased due to staffing hours and scheduled days.

Fiscal Year 2024-25 FTE by Employee Type





ORGANIZATIONAL SECTION

District Organization, Facilities, and Services

The Board of Education

The five members of the Board of Education (BOE) are elected at successive biennial elections by the registered electors of the district in staggered four-year terms of office. Recently, seats for Director Districts 1, 2, and 5 were filled in the November 7, 2023 General Election. The Board is a policy-making body whose primary functions are to establish policies for the district, provide for the general operation and personnel of the district, and oversee the property, facilities, and financial affairs of the district. Members of the Board serve without compensation.



From Left to Right: Paula Battistelli, Secretary, Director District 2; Amira Assad-Lucas, Vice President, Director District 4; Courtney Potter, Director District 3; Lori Goldstein, President, Director District 1; Alexis Marsh-Holschen, Director District 5

Organization and General Description

Adams 12 Five Star Schools is a political subdivision of the State of Colorado (the “State”) and a body corporate, which was organized for the purpose of operating and maintaining an educational program for the school-age children residing within its boundaries. It is one of seven school districts within Adams County, one of six counties comprising the Denver metropolitan area. The district encompasses approximately 62.5 square miles in the northern portion of Adams County and the eastern portion of the City and County of Broomfield. The district serves all or part of the cities of Federal Heights, Northglenn, Thornton, Westminster, the City and County of Broomfield, and portions of unincorporated Adams County. The population within the district's boundaries is approximately 241,187¹ and the December 2023 certified assessed valuation is \$4.2 billion^{2,3}. With 34,022 enrolled students (including pre-school and charter schools) for the 2024-25 school year, the district is the sixth largest of the 178 school districts in the state. In Fiscal Year 2024-25, the district will operate with one central administration facility, one transportation facility, twenty-nine elementary schools, one P-8 school, seven middle schools, five high schools, two career technical education (CTE) programs, five alternative programs, four magnet schools (one K-5, one K-8, two K-8 STEM schools), four charter schools, two stadiums, and one aquatics center.

¹ American Fact Finder- *United States Census Bureau*. Retrieved May 2024 from:
<https://data.census.gov/cedsci/table?q=DP05&g=9700000US0806900&tid=ACSDP5Y2020.DP05>

² Adams County, Colorado. Assessor's Department
https://adcogov.org/sites/default/files/2023-12/2023AbstractSummaryforAllAuthorities_Final.pdf

³ City and County of Broomfield, County, Colorado. Assessor's Department
<https://broomfield.org/DocumentCenter/View/43569/2023-ABSTRACT-PUBLICATION?bidId=>

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

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

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

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

Curriculum, Instruction, and Accreditation

The district offers a wide range of educational opportunities in academic, vocational, and artistic areas to its students from kindergarten through twelfth grade. The district has a comprehensive special education program for students with disabilities, for gifted and talented students, and a program for multilingual students. Adams 12 Five Star also offer Pre-K with the focus of staff partnering with families assure to the youngest learners develop positive attitudes about learning, as well as strong developmental and academic foundation for success in their future school experiences. Additionally, the district offers Five Star Online Academy which is designed to offer online learning opportunities for our students and provide flexibility for families.

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

Educational Choices

Five Star Online

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

Science, Technology, Engineering and Math (STEM) Lab and Launch Schools (Grades K-8)

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



The Studio School (Grades K-5)

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

Hulstrom K-8 School

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

International Baccalaureate at Thornton High School (Grades 9-12)

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

STEM at Northglenn High School

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

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

Also known as Pathways in Technology Early College High School (PTECH), this program builds upon current STEM offerings that include two K-8 schools and STEM-focused Northglenn High School. Students begin their

college coursework in ninth grade and finish their degree at Front Range Community College. Graduates earn both a high school diploma and Associates in Applied Science Degree (AAS). The PTECH program is an innovative partnership between the Adams 12 Five Star Schools district, Front Range Community College, and CenturyLink.

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

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

Mountain Range High School Global Studies Program

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

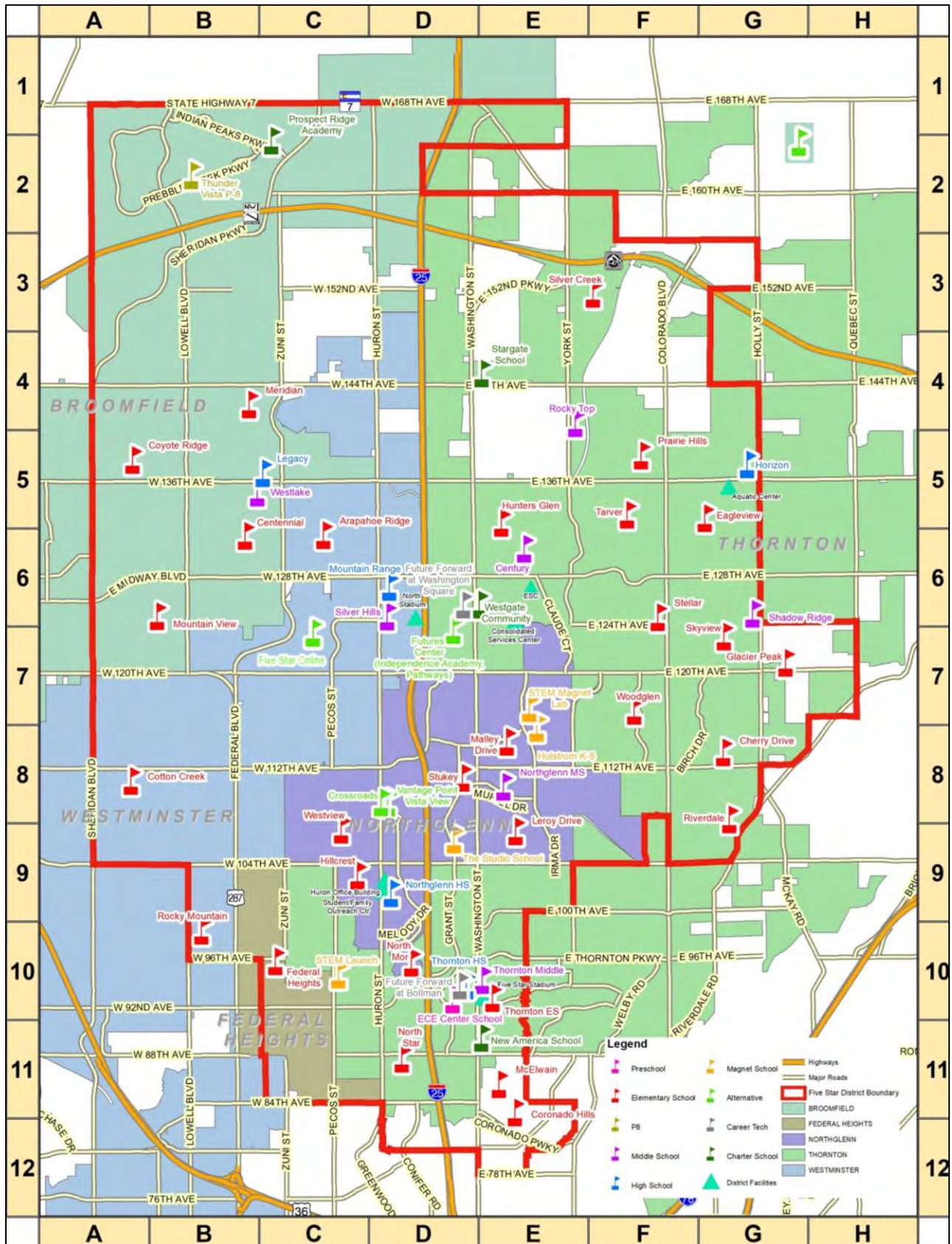
Legacy 2000 at Legacy High School

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

FutureForward at Bollman and Washington Square

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

District Map



School and Campuses Legend

ELEMENTARY SCHOOLS (K-5)

- 1 Arapahoe Ridge C-6
- 2 Centennial B-6
- 3 Cherry Drive G-8
- 4 Coronado Hills E-12
- 5 Cotton Creek A-8
- 6 Coyote Ridge A-5
- 7 Eagleview G-5
- 8 Federal Heights C-10
- 9 Glacier Peak G-7
- 10 Hillcrest C-9
- 11 Hunters Glen E-5
- 12 Leroy Drive E-8
- 13 Malley Drive E-8
- 14 McElwain E-11
- 15 Meridian B-4
- 16 Mountain View B-6
- 17 North Mor D-10
- 18 North Star D-11
- 19 Prairie Hills F-5
- 20 Riverdale G-9
- 21 Rocky Mountain B10
- 22 Silver Creek F-3
- 23 Skyview G-7
- 24 Stellar F-6
- 25 Stukey D-8
- 26 Tarver F-5
- 27 Thornton E-10
- 28 Westview C-9
- 29 Woodglen F-7

P8 SCHOOLS (P-8)

- 1 Thunder Vista B-2

MAGNET SCHOOLS

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

MIDDLE SCHOOLS (6-8)

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

HIGH SCHOOLS (9-12)

- 1 Horizon G-5
- 2 Legacy B-5
- 3 Mountain Range D-6
- 4 Northglenn D-9
- 5 Thornton D-10

CAREER TECH EDUCATION

- 1 FutureForward at D-10
Bollman
- 2 FutureForward at D-6
Washington Square

ALTERNATIVE SCHOOLS

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

CHARTER SCHOOLS

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

District Enrollment Summary



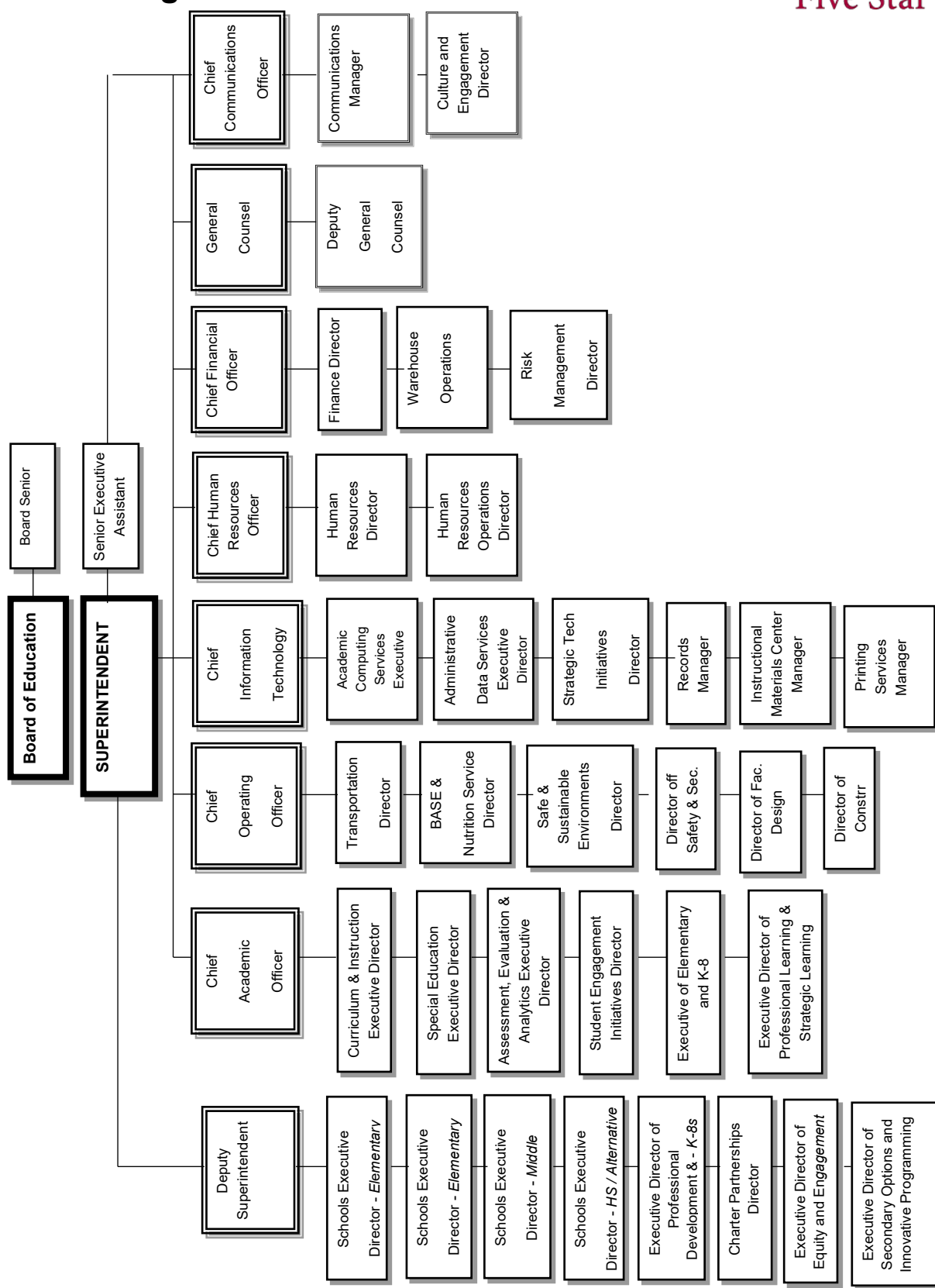
ADAMS 12 FIVE STAR SCHOOLS (Includes Charter Schools)	
Grade Level	Pupils
Pre-K	944
Full-Day Kindergarten	2,223
Grade 1	2,261
Grade 2	2,431
Grade 3	2,495
Grade 4	2,444
Grade 5	2,525
Grade 6	2,527
Grade 7	2,556
Grade 8	2,637
Grade 9	2,632
Grade 10	2,716
Grade 11	2,856
Grade 12	2,775

District Total 34,022

TOTALS	
	<u>Pupils</u>
Early Childhood Education	944
Elementary Schools	14,379
Middle Schools	7,720
High Schools	10,979

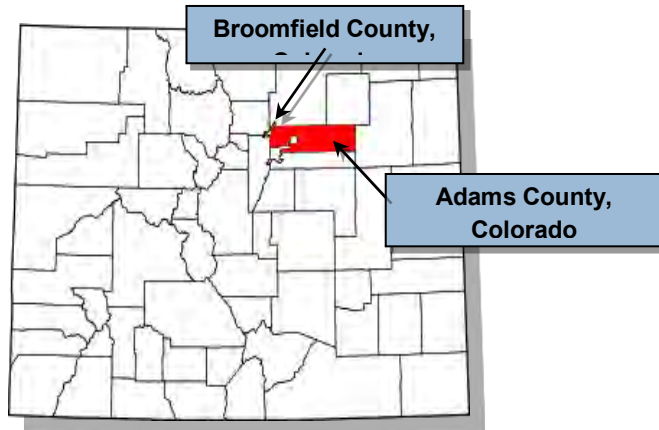
TOTAL 34,022

District Organizational Chart



Demographic Information

Adams 12 Five Star Schools encompasses the northern portion of Adams County and the eastern portion of the City and County of Broomfield. The District serves all or part of the cities of Federal Heights, Northglenn, Thornton and Westminster, the City and County of Broomfield, and portions of unincorporated Adams County. As of 2023, Adams County ranks as the state's fifth most populated county. Both Adams and Broomfield counties enjoy a superior ground and air transportation network and have access to a skilled workforce, comprehensive education resources, and many established business parks.



	Adams County	Broomfield County
Population (2022)	527,575	76,121
Land area (square miles)	1,167.7	34.0
Median age (2022)	34.9	38.9
Median household income (2022)	\$ 91,367	\$ 115,833
Median house value (2022)	\$501,700	\$ 658,100
Percentage of residents living below poverty level (2022)	10.2%	6.7%

Racial Breakdown (2022)

White Non-Hispanic	54.3%	74.9%
Hispanic	42.4%	13.8%
Black	3.8%	1.5%
American Indian and Alaska Native	2.6%	0.4%
Asian	4.4%	7.7%
Native Hawaiian and Other Pacific Islander	0.3%	0.0%
Other Race	12.9%	1.7%
Two or More Races	22.0%	13.0%

Source

United States Census Bureau. Retrieved May 2024 <https://data.census.gov/table?q=Broomfield+county,+CO&tid=ACSDP1Y2021.DP05>; Data Tables B01003, DP03, DP04, DP05, S0101, S1501, S1701, S1903,
United States Census Bureau. Retrieved May 2024 from <https://data.census.gov/table?q=Adams+County&tid=ACSDP1Y2021.DP05>; Tables B01003, DP03, DP04, DP05, S0101, S1501, S1701, S1903,

Demographic Information (cont'd).

	Adams County	Broomfield County
People 25 years or older with high school degree or higher (2016-2022)	84%	94.2%
People 25 years or older with bachelor's degree or higher (2016-2022)	28.7%	57.8%

Industries Providing Employment (2022)

Agriculture, forestry, fishing and hunting, and mining	1.3%	0.7%
Construction	11.7%	3.9%
Manufacturing	7.8%	11.9%
Wholesale trade	2.6%	1.8%
Retail trade	11.9%	9.3%
Transportation, warehousing, and utilities	9%	4%
Information	1.6%	4.9%
Finance and insurance, real estate, rental and leasing	6.1%	6.5%
Professional, scientific, management, and administrative	11.8%	20.2%
Educational services, health care and social assistance	17.6%	21.3%
Arts, entertainment, recreation, accommodation and food services	9.0%	7.3%
Other services, except public administration	5.2%	4.1%
Public administration	4.3%	4.0%

Age Distribution, % of Population (2022)

0 - 19	27.2%	19.3%
20 - 24	6.8%	6.2%
25 - 34	16.2%	15.6%
35 - 44	15.6%	15.2%
45 - 54	12.4%	13.4%
55 - 64	10.6%	11.6%
65 - 74	7.3%	9.3%
75 and older	4%	6.4%

Source

United States Census Bureau. Retrieved May 2024 <https://data.census.gov/table?q=Broomfield+county,+CO&tid=ACSDP1Y2021.DP05>; Data Tables B01003, DP03, DP04, DP05, S0101, S1501, S1701, S1903,
United States Census Bureau. Retrieved May 2024 from <https://data.census.gov/table?q=Adams+County&tid=ACSDP1Y2021.DP05>; Tables B01003, DP03, DP04, DP05, S0101, S1501, S1701, S1903,

Economic Conditions in Colorado

National and State Economic Outlook

Throughout 2023, the labor market has continued to remain strong despite the slowdown in jobs growth both in Colorado and the National level. Colorado's 3.40 percent unemployment rate is 0.05 percent lower than current U.S. unemployment rate of 3.9 percent. Colorado remains above full employment average and job growth is expected to continue throughout 2024. The current gap between the number of jobs openings and unemployed workers remains high, however the gap is expected to decline in 2024. Moving forward, labor market slowdowns are expected in both 2024 and 2025 before rebounding in late 2025 driven by predicted job growth. During 2023, both wage and non-wage income lifted the national economy and led to a positive real disposable personal income growth in contrast of 2022 mix trends and coming out of COVID-19 pandemic. Due to strong income growth in 2024, prior expectations were outpaced in GDP growth. Consumer demand has also slowed down from a recent high in 2022 due to the retail sales slowdown, but consumer spending closed out strong in 2023 across the U.S due to holiday spending. However, real disposable income growth slowed down and consumer confidence remains below pre-pandemic levels for several reasons. Colorado and U.S retail trends have exhibited a reduced capacity already in recent months.

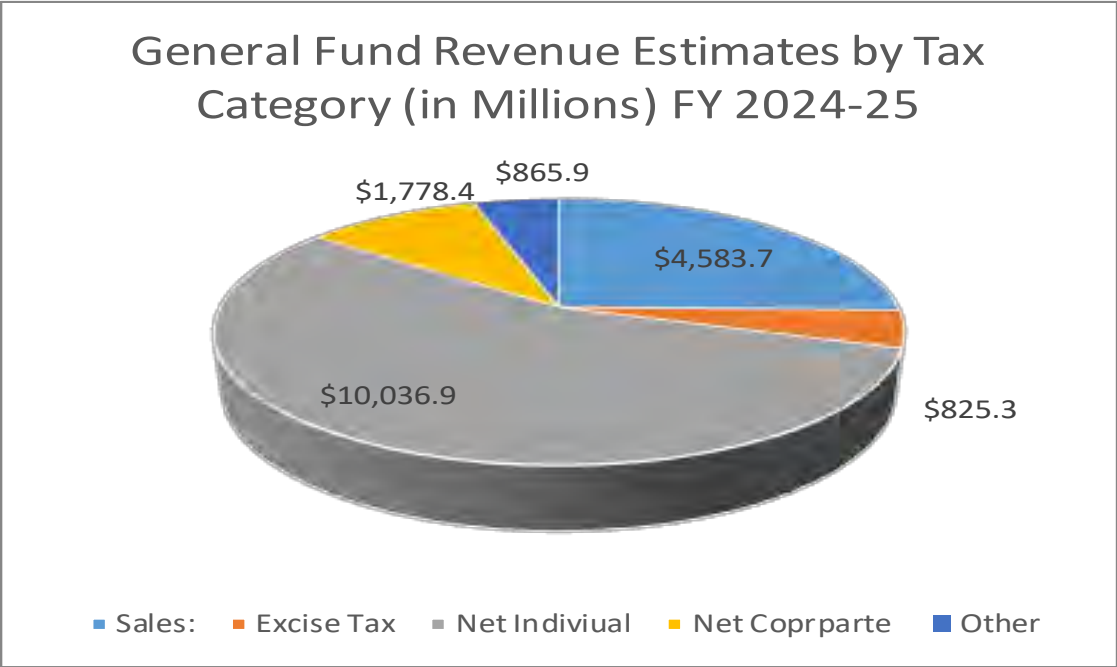
In 2022 the economic growth on average grew by 1.90 percent, however in 2023 economic growth improved to 2.50 percent due to a robust second half of the year. GDP growth rose considerably in the third quarter of 2023, with a 4.90 percent quarter-over-quarter annualized increase driven by a blend of stronger consumption, investment, and government spending higher than the previous quarter. Real GDP again surpassed the fourth quarter report expectations of 2.00 percent by growing 3.20 percent. Consumer spending grew in the fourth quarter by 2.80 percent driven by food services, nondurable goods and recreational and vehicle spending. Investment growth slowed relative to the third quarter overall driven by non-residential structure and residential investments. Meanwhile, net exports contributed 0.30 percent to GDP growth last quarter as exports surpassed expectations.

Source

The Governor's Office of State Planning and Budgeting (2024). *Colorado Economic and Fiscal Outlook* (March 2024). Retrieved March 2024 from <https://www.colorado.gov/governor/economics>

Revenue: General Fund and Cash Fund

State of Colorado general Fund revenue in Fiscal Year2022-23 increased 1.70 percent to \$17,998.0 million. General Fund revenue anticipations in Fiscal year 2023-24 are revised from the December forecast due to year-to-date corporate income tax revenue collections above previous forecast anticipations alongside sturdier wage growth amassed individual income revenue. General Fund revenue in Fiscal Year 2024-25 is revised on lower individual income revenue from anticipated tempering in asset returns. In Fiscal Year 2023-24, revenue is anticipated to decrease by 0.7 percent year over year to \$17,866.0 million, before growing by 1.3 percent in Fiscal Year 2024-25 to \$18,090.3 million. General Fund revenue is anticipated to grow an additional 5.8 percent in Fiscal year 2025-26 to \$19,139.2 million. General Fund revenue for Fiscal Year 2023-24 is revised up by \$308.9 million from December, while revenue in Fiscal year 2024-25 is revised down by \$140.8 million and Fiscal Year 2025-26 revenue is revised up by \$68.8 million.



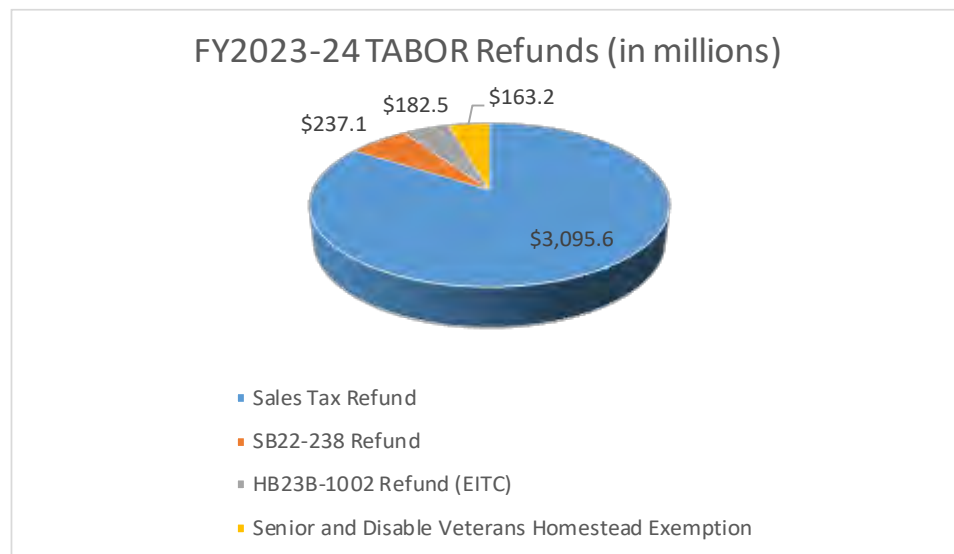
Source

The Governor’s Office of State Planning and Budgeting (2024). *Colorado Economic and Fiscal Outlook* (March 2024). Retrieved March 2024 from <https://www.colorado.gov/governor/economics>

Taxpayers' Bill of Rights (TABOR)

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

After exceeding the Referendum C cap (as restored by S.B. 21-260) by 3,678.3 million in Fiscal Year 2022-23, revenue subject to TABOR is expected to remain above this cap through the duration of the forecast period. In Fiscal Year 2023-24, revenue is projected at \$2,028.1 million above the cap, reflecting an \$376.8 million revision as increased income and severance revenue are above previous expectations. In Fiscal Year 2024-25, revenue above the cap is expected to fall to \$1,293.8 million due increase as individual and corporate income revenue moderate.



Current law specifies two instruments by which revenue in surplus of the cap is to be refunded to taxpayers for refunds sustained in Fiscal Year 2023-24 and beyond: the senior homestead and disabled veteran property tax exemptions and a sales tax refund. Prior to the passage of Proposition 121 in November 2022, there was also a temporary income tax rate reduction from 4.55 to 4.50 percent, but this no longer applies as the permanent rate is reduced to 4.40 percent. In addition to these mechanisms, SB22-238, 2023 and 2024 Property Tax, provides an estimated \$237.1 million in refunds to backfill local government losses as a result of reduced property tax revenue for revenue collected in Fiscal Year 2022-23. For that fiscal year's revenue, there was also a refund mechanism created for that year only in the most recent special session. HB23B-1002 and HB24-1084 increased the state earned income tax credit from 25 to 50 percent of the federal credit, with the difference being paid out in a refund mechanism at a cost of \$182.5 million.

Source

The Governor's Office of State Planning and Budgeting (2024). *Colorado Economic and Fiscal Outlook* (March 2024)
Retrieved March 2024 from <https://www.colorado.gov/governor/economics>



Strategic Plan

<https://www.adams12.org/our-district/strategic-plan>

During the 2017-18 school year, more than 7,000 students, parents, staff, and community members from every school came together to determine who we are, dream where we want to go, and how we will allocate resources to support these goals. The \$27 million, adjusted each year for inflation, prioritized investments are funded through Ballot Issue 5C, which passed on November 6, 2018.

In its commitment to jumpstart the work outlined in the new strategic plan by the Five Star community, the Adams 12 Five Star Schools Board of Education prioritized a series of investments aligned to ELEVATE to be featured in a mill levy override ballot measure. Thanks to the support of the Five Star community, Ballot Issue 5C was passed on November 6, 2018, which contributes additional funding to jump-start the community's priorities identified through ELEVATE. For Fiscal Year 2024-25, the estimate revenue is \$33.8 million.



**Elevating student success in
every classroom, every day.**

VISION AND MISSION

Vision

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

Mission

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

GOALS

Student Achievement

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

Climate & Culture

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

Social-Emotional Well-Being

- Know every student by name, strength and need

OUR FOCUS AREAS



21ST CENTURY LEARNERS

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



SAFE SCHOOLS

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



DIVERSE LEARNING

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



SOCIAL-EMOTIONAL LEARNING

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



OUTSIDE-THE-CLASSROOM LEARNING

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



WORLD-CLASS STAFF

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

Outcomes

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

Strengths

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

Focus Areas

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

ELEVATE: Implementation

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

- In December 2018, district-level fees for students at all grade levels were eliminated. Retroactive to the start of the 2018-2019 school year, families will no longer be asked to pay district-level textbook/instructional fees and technology fees. These fees equate to between \$15-\$45 per student. Families who have already paid these district-level fees for the 2018-19 school year received a refund of their payment.
- A major need to meet was class-size reduction and additional funding was aligned to assist. Schools now have the funding to pay for additional teachers to reduce class sizes. Middle schools added 2 teachers and high schools added 3. For elementary schools, nearly 17 teachers were added across the district to address targeted areas with high class sizes.
- Employees in the district received a promised 1 percent Cost-of-Living Adjustment (COLA) in January 2019.
- Other staff salary implications are confirmed but the details are being negotiated in the Interest-Based Strategies Negotiations. This includes increasing new teacher salaries and the amount of years that teachers get credit for when transferring into the district from six to ten.
- Another major component of the ELEVATE plan was to increase social and emotional support and learning opportunities for students. Social-Emotional Learning Specialists were hired to start in August 2019 at elementary, K-8, and middle schools, and additional counselors were hired in the high schools. Schools began adopting and implementing social- and emotional-specific curricula in the 2019-20 school year.
- Career and Technology Education (CTE) expanded in the district thanks to the 2016 Bond Program, which included the construction of FutureForward at Washington Square located at Washington Street and 124th Ave. in Thornton. 5C also provides funding for new pathways and hands-on learning opportunities for students. Funds were used to hire staff and to purchase learning materials and resources for the new location.



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

Investment Item	Est. Revenue*	Focus Area
Reduce class sizes and increase high school course options: <i>Elementary: Add 16.5 Teachers districtwide to address class sizes above targeted levels</i> <i>Middle: Add 2 Teachers per building</i> <i>High: Add 3 Teachers per building</i>	\$ 5,659,849	 
Update learning materials, resources, and textbooks	\$ 1,882,851	  
Expand Career and Technical Education (CTE) programming	\$ 2,761,514	  
Add Academic Interventionists at elementary and K-8 schools	\$ 1,813,813	
Increase early career educator salary and compensation across all experience levels to remain competitive in the market	\$ 4,015,492	
Increase experience credit to 10 years to better recruit veteran teachers	\$ 627,617	
Develop and implement a new program for teacher leadership	\$ 1,882,851	  
Implement 1% Cost-of-Living Adjustment (COLA) for all staff	\$ 3,389,132	
Implement salary adjustments for identified Administrative and Classified (support staff) roles to remain competitive in the market	\$ 188,286	
Add Counselors and Social Workers to schools at all levels	\$ 4,326,791	 
Develop and implement social-emotional learning curriculum	\$ 502,094	 
Expand preschool to new locations	\$ 878,663	  
Add a member to the district Crisis Response Team	\$ 125,523	 
Install facility access cards at high schools	\$ 376,570	
Add additional Campus Supervisors at high school (2 per comprehensive high school)	\$ 502,093	
Reduce district-level student fees	\$ 1,380,757	 
Update technology devices and systems	\$ 188,286	 
Allocate resources to district charter schools based on enrollment	\$ 3,389,132	 
TOTAL:	\$ 33,891,314	

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

Financial Budgeting and Accounting

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

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

The Board of Education "Ends" Priorities

1.0 General Ends

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

1.1 Schooling

District Standards and Curriculum

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

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

Life Skills

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

1.2 Graduates

Adams 12 Five Star Schools high schools:

- The district shall increase the overall four- and five-year graduation rate each year or earn an Exceeds Rating on the District Performance Framework.
- The district will increase the four-year graduation rates for subgroups compared to previous year's district data and the state average.
- Based on the state-adopted college entrance exam, the district shall increase the percentage of students meeting all college readiness benchmarks each year or until the district meets and continues to exceed sixty percent of all students demonstrating college readiness. Note,
- Using appropriate data, the policy interpretations shall include district, school and sub-groups.

1.3 Value

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

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

Goals

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

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

The goals are monitored annually in February.

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

Budget Goals

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

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

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

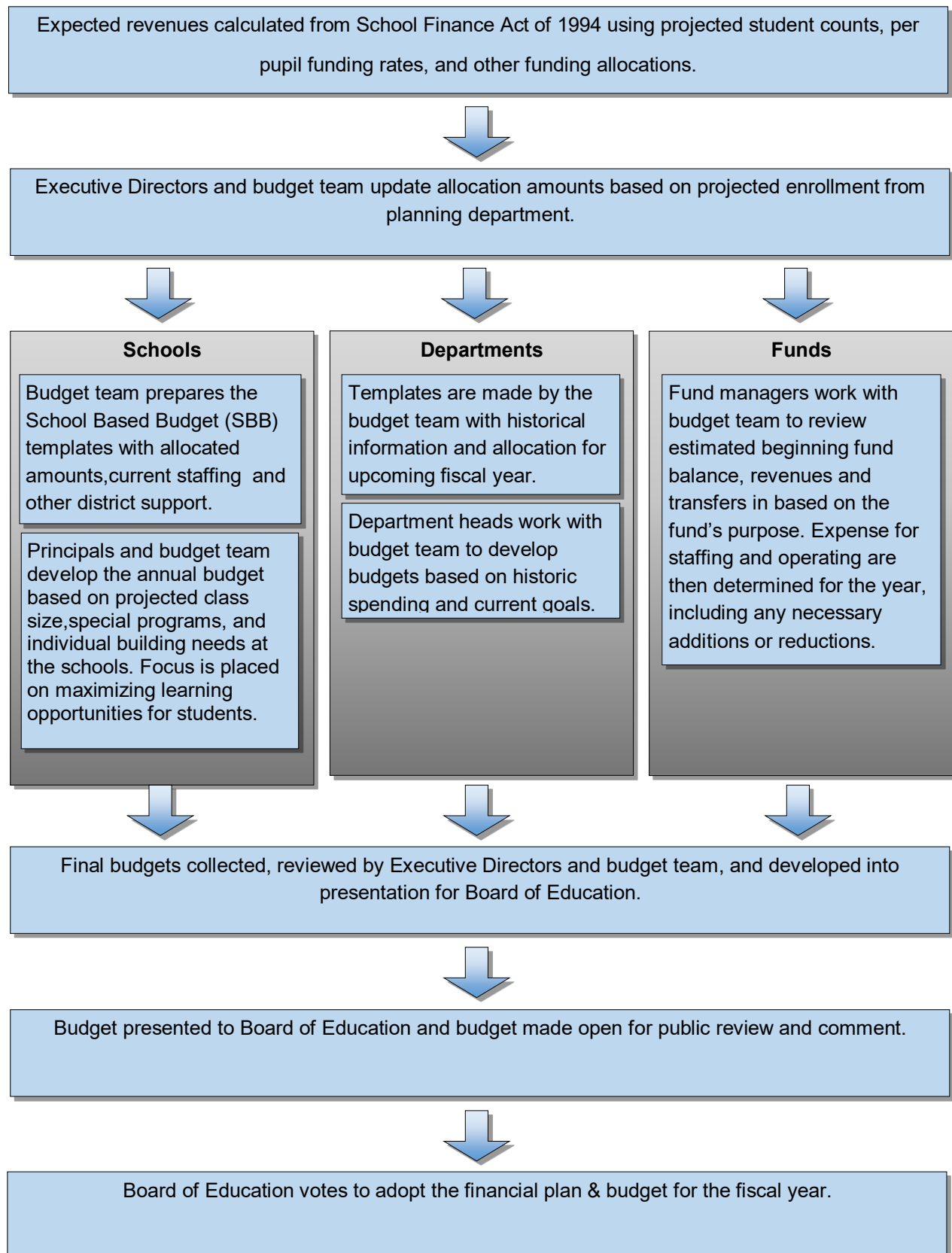
1. Fail to include credible projections of revenues, carryover funds and expenses, separation of capital and operational items, and disclosure of planning assumptions for the organization as a whole, for each school and operating unit, and for each fund.
2. Provide less for Board prerogatives during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

Budget Preparation Timeline

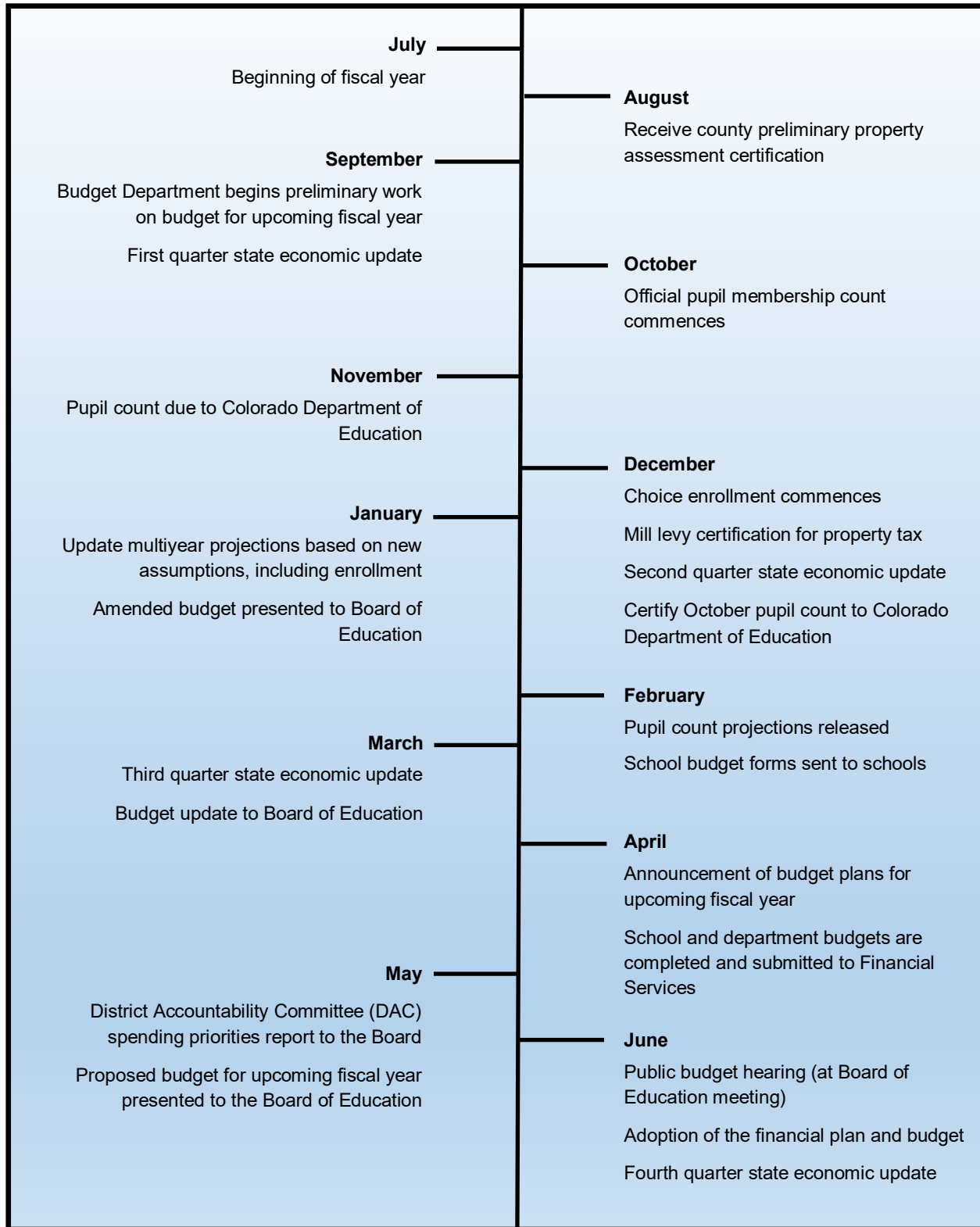
In January, multi-year projections are updated based on new assumptions including enrollment projections. In February and March, funding needs and the prioritization of the allocation of resources are reviewed and budget information is distributed to schools and departments. Throughout the month of March,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



Budget Process Overview



BUDGET PROCESS TIMELINE OVERVIEW



Budget Goals, Administration, Statutes, and Policies

Budget Goals

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

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

The budget also enables the community, taxpayers, the Board of Education, and other key stakeholders to hold the district accountable for their actions and fiduciary responsibilities. To ensure accountability, the district adheres to the guidelines set by the Governmental Accounting Standards Board (GASB) in *GASB Concepts Statement No. 1*⁶:

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

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

⁶ Governmental Accounting Standards Board. *Summary of Concepts Statement No. 1: Objectives of Financial Reporting* (Issued May 1987). Retrieved from <https://www.gasb.org/st/concepts/gconsum1.html>

Budget Process

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

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

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

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

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

The changes in budgeted expenditures for Fiscal Year 2024-25 mainly result from the following components:

Employee Compensation Increase:

- The District Twelve Educator's Association negotiated a change to the certified salary schedule. The starting certified educator salary is \$58,870 (BA+0) and a maximum salary of \$107,239 (Doctorate). Including step increases COLA, and a one-time payment in December 2024, all certified educators will earn a 5.2 percent total increase. The salary schedule will now include an Educational Specialist Lane.
- Classified and Administrative staff will receive a 5.2 percent salary increase.
- The recurring salary increase represents a step and step equivalent of 1.7 percent and a COLA of 1.5 percent for a total of 3.2 percent. Additionally, a one-time COLA of 2.0 percent will be paid as a single lump sum.

Employee Benefits:

- Medical, dental, and vision insurance premiums were budgeted with an anticipated increase of 5 percent in 2024-25 effective January 1st, 2025.

Budget Administration and Management

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

Budget Projections

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

- Beginning Fund Balance: The district determines an estimate of the year-end fund balances to be carried forward to the ensuing year as beginning balances. This requires projections of accounts payable and receivable, expenditures, and revenues for the remainder of the current budget year.
- Revenues: Major revenue sources include local property and specific ownership taxes, state funding, and categorical funding, as well as federal grant funding, tuition, and fees. Revenue projections are made based on pupil count projections and the Total Program Funding formula (comprised of the state's base-per-pupil amount, plus any specific district factors such as at-risk population, cost of living, and district size). The factors are applied to prior years' historical trending to forecast future revenues. Complete details on revenue sources and the projection process are presented in the Executive Summary section titled "Where the Money Comes From."
- Expenditures: Expenditure needs of the district, including adjustments for compensation and inflation are analyzed and then addressed through available funds, including enrollment growth, budget realignment, periodic program evaluation, and historical trending. These are reasonable as the district has experience in adjusting expenditures with consideration of the following factors: analysis of non-instructional versus instructional expenses, class-size adjustments, program effectiveness, and efficiency studies. A review of the district's expenditure projections are presented in the Executive Summary section titled "General Fund Expenditure Assumptions."
- Reserves: Reserves are established to meet the requirements under Article X, Section 20 of the Colorado Constitution (TABOR). The district maintains sufficient reserves to cover TABOR reserves, multiyear payment commitments to former certified and classified employees and future lease payments, post employment benefit stipends, designated reserve for future needs or projects, and an unassigned reserve which is required to be no less than 4.00 percent and no more than 8.00 percent of General Fund revenues.

Budget Publication and Adoption

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

- Notice of Budget Publication: The proposed budget shall be submitted to the Board of Education at least 30 days prior to the beginning of the fiscal year (by May 31st). Within 10 days after the submission of the proposed budget, the Board of Education must publish a notice stating that the proposed budget is on file at the principal administrative offices of the district; that the proposed budget is available for inspection during reasonable business hours; that any person paying school taxes in the district may file or register an objection thereto at any time prior to its adoption; and that the Board of Education of the district will consider adoption of the proposed budget for the ensuing fiscal year on the date, time, and place specified in the notice. C.R.S. 22-44-109(1). The district presented the proposed budget to the Board of Education on May 22, 2024, notice was then published in the local newspaper on May 26, 2024.
- State Law: Requires that a public meeting be held at which the proposed budget will be considered. C.R.S. 22-44-110(1)
- Budget Adoption: The Board of Education must adopt a budget for each fiscal year prior to the beginning of the fiscal year (July 1st). C.R.S. 22-44-103(1). After adoption of the budget, the Board may modify the budget any time prior to January 31st of the fiscal year for which the budget was adopted. Changes to the budget after January 31st are authorized under supplemental budget provisions. C.R.S. 22-44-110(5). The Board of Education adopted the budget for Fiscal Year 2024-25 on June 5, 2024.
- Appropriation Resolution: The Board of Education must adopt the budget by appropriation resolution duly recorded prior to the beginning of the fiscal year. The appropriation resolution must specify the amount of money appropriated to each fund. The amounts appropriated to a fund must not exceed the amount thereof as specified in the adopted budget. C.R.S. 22-44-107(1)(2). The Board of Education cannot expend any money in excess of the amount appropriated by resolution for a particular fund. C.R.S. 22-44-115. The Board of Education signed the appropriation resolution for the Fiscal Year 2024-25 budget on June 6, 2024.
- Budget Filing: The budget is also to remain on file at the main administrative office of the district throughout the year and must be open for public inspection during reasonable business hours. C.R.S. 22-44-111(1)
- Failure to Adopt a Budget: If either the budget or the appropriation resolution is not adopted, then 90 percent of the last duly adopted budget and appropriation resolution shall be deemed to be budgeted and appropriated. C.R.S. 22-44-104

Budget Amendments or Revisions

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

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



Participation in the Budget Process

Invitation to Participate

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

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

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

Contact Information

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

- Board Member.
- The principal of a neighborhood school.
- District Accountability Committee (DAC) members via the Contact form on the district website.

- The communications office in the district Educational Support Center.

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

Board Policies and Procedures

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



Basis of Budgeting

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

Modified Accrual Basis for Governmental Funds

The district's governmental funds use the modified accrual basis of budgeting. Property tax revenue is considered to be available if collected by the district within 60 days after year-end. The District considers revenues to be available if they are collected within 180 days after year-end if attributable to state and federal governments. Otherwise, revenue is recognized and available when it is received. Expenditures are recognized when funds are either expended or encumbered. Appropriations not spent or encumbered lapse at the end of the fiscal year. Encumbrances are treated as expenditures for budgeting purposes in those funds using the modified accrual basis and are documented by purchase orders or contracts. Fund equity is referred to as fund balance under this basis of accounting and budgeting.

Fund Accounting

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

following fund categories are presented in the budget as follows:

Governmental Funds

General Fund

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

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

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

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

Bond Redemption Debt Service Fund

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

Building Capital Projects Fund

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

Capital Reserve Capital Projects Fund

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

Special Revenue Funds

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

Before, After and Summer Enrichment Program Fund

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

Governmental Designated Purpose Grants Fund

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

Interscholastic Athletic Fund

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

Food Service Fund

This fund accounts for all financial activities associated with the district's school breakfast, lunch, snack, and summer food programs

Pupil Activity Special Revenue Fund

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

Other Special Revenue Fund

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

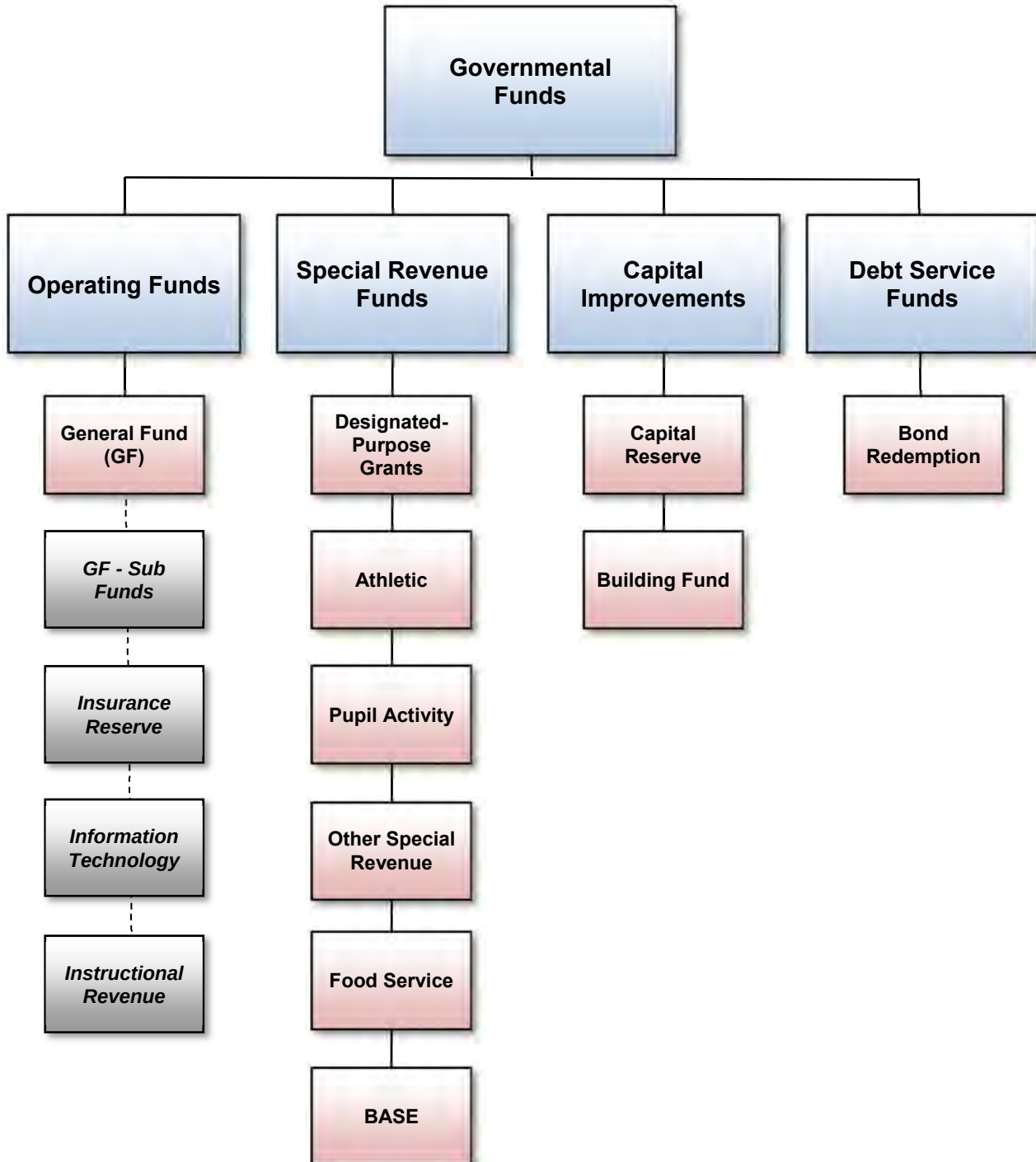


FINANCIAL SECTION

District Funds Summary

District Funds by Fund Type

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



Revenue and Expenditures - All Funds

Classification Structure

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

Major Revenue Sources

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

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

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

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

Major Expenditure Categories

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

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

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

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

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

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

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

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

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

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



**SUMMARY OF ALL FUNDS - CONSOLIDATED
FISCAL YEARS 2020-2021 TO 2027-2028**

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Forecast	Forecast	Forecast
Beginning Fund Balance	\$ 324,793,785	\$ 299,918,223	\$ 313,939,279	\$ 253,148,922	\$ 286,634,472	\$ 291,125,645	\$ 314,837,251	\$ 338,310,415
Local Support								
Property Tax	212,456,795	231,720,380	234,580,640	261,101,191	289,323,865	294,965,398	300,199,050	305,977,424
Specific Ownership Taxes	13,025,604	12,142,272	14,197,956	13,183,230	13,000,000	13,000,000	13,000,000	13,000,000
Other Local	5,761,760	11,222,181	16,110,484	13,594,279	13,180,571	13,161,181	13,486,441	13,819,800
State Support								
State Equalization	207,217,662	230,882,915	247,014,339	253,710,058	255,049,164	254,943,481	260,053,908	259,588,334
State Categorical	20,571,536	33,619,870	42,066,900	55,606,855	55,914,336	52,391,409	52,921,244	54,221,313
Audit Adjustment & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	63,029,535	57,905,484	52,446,755	62,563,902	46,457,715	38,461,233	37,978,237	36,492,945
Other Support								
Tuition & Fees	2,157,075	3,882,351	3,612,044	3,682,526	3,089,460	3,283,399	3,336,694	3,391,239
Community Use	2,286,172	2,579,413	2,743,868	2,770,934	2,762,059	2,830,286	2,889,923	2,951,003
Transfer In From Other Funds	21,810,591	30,730,654	43,957,368	35,733,329	35,052,993	35,445,858	36,353,356	37,267,038
Earnings on Investment	557,281	(1,471,779)	8,488,580	7,953,358	8,378,233	6,606,085	7,065,030	7,534,606
Other Miscellaneous	4,624,252	3,640,648	4,400,783	543,469	791,223	796,329	803,612	811,077
Total Revenue	553,498,263	616,854,389	669,619,717	710,443,131	722,999,619	715,884,659	728,087,495	735,054,779
Total Available Resources	878,292,048	916,772,612	983,558,996	963,592,053	1,009,634,091	1,007,010,304	1,042,924,746	1,073,365,194
Expenditures								
Employee Salaries	277,725,370	288,678,437	307,660,736	334,016,529	348,278,181	350,402,167	355,071,034	356,331,274
Employee Benefits	85,642,230	94,347,165	110,950,763	120,694,397	125,340,464	128,765,799	131,404,825	132,814,339
Purchased Services	30,285,062	30,655,886	35,498,661	41,638,193	41,054,884	36,156,088	37,150,228	37,786,863
Supplies & Materials	24,223,784	22,066,676	28,052,196	30,452,945	27,976,274	27,267,512	27,638,339	28,025,713
Utilities	8,031,635	9,854,087	9,385,574	10,325,167	10,128,056	10,381,258	10,640,789	10,906,808
Property/Equipment	49,556,393	26,131,973	23,127,405	33,377,690	19,067,927	7,888,767	8,085,987	8,288,135
Debt Services	47,270,625	62,347,425	130,765,973	43,767,204	43,606,366	42,334,056	43,961,929	38,214,333
Internal Charge/Reimbursements	278,370	220,806	258,206	1,026,879	2,924,755	2,997,459	3,071,974	3,148,343
Other Expenditures	251,318	420,197	496,474	15,947,296	14,978,465	(1,215,760)	(2,126,022)	(2,767,596)
Contingency Reserve	-	-	-	5,175,676	1,889,239	1,913,530	1,938,428	1,963,949
Total Expenditures	523,264,787	534,722,652	646,195,988	636,421,976	635,244,611	606,890,876	616,837,511	614,712,161
Transfers								
Allocations to Charter Schools	34,423,655	38,619,462	41,509,858	46,907,172	49,552,274	51,177,751	52,764,896	55,265,561
Charter School Service Charges	(1,125,164)	(1,239,435)	(1,253,140)	(1,290,125)	(1,341,432)	(1,341,432)	(1,341,432)	(1,341,432)
Transfer to Governmental Designated Grant Fund	-	-	-	1,100,000	-	-	-	-
Transfer to BASE Fund	2,278,610	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	1,423,719	1,517,237	3,618,320	2,598,749	2,598,749	2,598,749	2,598,749	2,598,749
Transfer to Capital Reserve	6,803,436	1,075,226	4,167,851	2,710,004	2,902,004	2,779,210	2,410,828	2,410,828
Transfer for Student Fee Waivers	7,541,064	4,457,756	13,600,960	4,237,269	4,379,632	4,489,123	4,601,351	4,716,385
Transfer of Other Funds for Prior Year Commitments	217,774	235,322	268,730	255,019	255,019	261,394	267,929	274,627
Transfer to Information Technology Fund	-	19,952,046	18,685,177	21,192,801	20,448,152	20,959,356	21,483,340	22,020,424
Transfer to Insurance Reserve	3,545,988	3,493,067	3,616,330	3,639,487	4,469,437	4,358,026	4,991,159	5,246,025
Total Transfers	55,109,082	68,110,681	84,214,086	81,350,376	83,263,835	85,282,177	87,776,820	91,191,167
Total Year End Expenditures & Transfers	578,373,869	602,833,333	730,410,074	717,772,352	718,508,446	692,173,053	704,614,331	705,903,328
Reserves Designated								
TABOR Reserve	11,011,444	12,280,497	13,683,193	13,088,173	15,048,414	15,147,024	15,402,756	15,554,096
Reserved for Multi-Year Obligations	10,975,952	10,216,410	9,557,112	13,865,407	13,567,590	13,567,988	13,261,100	12,946,786
Contingency Reserve - 3% Per Board Policy	10,126,932	11,511,871	-	-	-	-	-	-
Encumbrances and Carryover	262,476	683,795	-	-	-	-	-	-
Designated Reserve Commitments	228,298,247	236,203,050	178,052,975	178,358,797	228,660,375	273,692,543	323,315,697	379,994,125
School Carryforward	3,205,597	2,957,437	6,701,313	-	-	-	-	-
CPP Reserve	-	-	-	-	-	-	-	-
Assigned	1,784,470	2,428,023	-	-	-	-	-	-
Designated Override Reserve	22,456,911	23,620,469	20,907,727	13,858,796	13,784,714	1,679,451	1,747,400	1,722,291
Unassigned	11,796,150	14,037,727	24,246,602	26,648,528	20,064,552	10,750,245	(15,416,538)	(42,755,432)
Ending Fund Balance	\$ 299,918,179	\$ 313,939,279	\$ 253,148,922	\$ 245,819,701	\$ 291,125,645	\$ 314,837,251	\$ 338,310,415	\$ 367,461,866
Total Appropriations	878,292,048	916,772,612	983,558,996	963,592,053	1,009,634,091	1,007,010,304	1,042,924,746	1,073,365,194

*Listed above is a consolidated summary of all funds for an eight year period from Fiscal Year 2020-21 through Fiscal Year 2027-28. Revenue is listed by major source and expenditures are summarized by objects.

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

**SUMMARY OF ALL FUNDS - TOTAL RESOURCES
FISCAL YEARS 2023-2024 TO 2024-2025**

	2023-2024 Amended Budget			2024-2025 Adopted Budget		
	Beginning Fund Balance	Revenues / Transfers In	Total Resources	Beginning Fund Balance	Revenues / Transfers In	Total Resources
Operating Funds						
General Fund	81,049,044	480,800,288	561,849,332	89,557,269	500,232,372	589,789,641
Insurance Reserve Fund	4,058,252	3,688,051	7,746,303	5,000,000	4,509,437	9,509,437
Information Technology Fund	5,812,666	21,252,311	27,064,977	5,460,000	20,448,152	25,908,152
Instructional Revenue Fund	9,773,682	4,237,269	14,010,951	7,243,853	4,379,632	11,623,485
Special Revenue Funds						
Governmental Designated-Purpose Grants Fund	-	79,599,925	79,599,925	-	59,479,059	59,479,059
Interscholastic Athletic Fund	1,677,632	3,664,999	5,342,631	1,975,853	3,666,849	5,642,702
Pupil Activity Special Revenue Fund	4,969,951	4,701,488	9,671,439	4,684,596	3,817,993	8,502,589
Other Special Revenue Fund	3,687,170	2,448,681	6,135,851	2,967,573	2,869,466	5,837,039
Food Service Fund	11,853,982	14,387,729	26,241,711	12,381,793	16,064,906	28,446,699
Before, After, and Summer Enrichment Program Fund (BASE)	4,686,897	7,525,731	12,212,628	4,567,043	7,440,013	12,007,056
Capital Improvement Funds						
Capital Reserve Capital Projects Fund	30,687,909	7,385,488	38,073,397	28,418,314	7,935,562	36,353,876
Building Capital Projects Fund	23,213,404	631,658	23,845,062	13,787,870	52,150	13,840,020
Debt Service Fund						
Bond Redemption Debt Service Fund	71,678,333	80,119,513	151,797,846	110,590,308	92,104,028	202,694,336
Total Resources	\$ 253,148,922	\$ 710,443,131	\$ 963,592,053	\$ 286,634,472	\$ 722,999,619	\$1,009,634,091

* Details of declining fund balance explained in the Other Funds section where applicable.

* Revenues consist of State, Local, Federal, and Other Support which are explained in more detail on pages 85-86 and the Other Funds section.

* Major variances in Revenue/Transfers noted in the relevant Other Funds Section.

**SUMMARY OF ALL FUNDS - TOTAL EXPENDITURES AND TRANSFERS OUT
FISCAL YEARS 2023-2024 TO 2024-2025**

	2023-2024 Amended Budget			2024-2025 Adopted Budget		
	Expenditures	Transfers Out	Total Expenditures & Transfers	Expenditures	Transfers Out	Total Expenditures & Transfers
Operating Funds						
General Fund	413,579,803	80,265,376	493,845,179	444,031,046	83,263,835	527,294,881
Insurance Reserve Fund	4,233,494	-	4,233,494	4,509,437	-	4,509,437
Information Technology Fund	21,598,049	(15,000)	21,583,049	24,486,294	-	24,486,294
Instructional Revenue Fund	5,854,338	-	5,854,338	3,486,136	-	3,486,136
Special Revenue Funds						
Governmental Designated Purpose Grants Fund	79,599,925	-	79,599,925	59,479,059	-	59,479,059
Interscholastic Athletic Fund	3,711,298	-	3,711,298	4,475,779	-	4,475,779
Pupil Activity Special Revenue Fund	4,640,186	-	4,640,186	3,825,521	-	3,825,521
Other Special Revenue Fund	3,893,194	1,100,000	4,993,194	3,647,198	-	3,647,198
Food Service Fund	15,298,705	-	15,298,705	16,443,590	-	16,443,590
Before, After, and Summer Enrichment Program Fund (BASE)	7,492,896	-	7,492,896	7,789,529	-	7,789,529
Capital Improvement Funds						
Capital Reserve Capital Projects Fund	12,207,101	-	12,207,101	8,553,002	-	8,553,002
Building Capital Projects Fund	23,485,062	-	23,485,062	13,840,020	-	13,840,020
Debt Service Fund						
Bond Redemption Debt Service Fund	40,827,925	-	40,827,925	40,678,000	-	40,678,000
Total Expenditures & Transfers Out	\$ 636,421,976	\$ 81,350,376	\$ 717,772,352	\$ 635,244,611	\$ 83,263,835	\$ 718,508,446

* Details of increase in expenditures detailed on individual fund pages.

* Transfers out of General Fund include Charter School allocations in addition to the Transfers in the Total Resources chart above.

**SUMMARY OF OPERATING AND SPECIAL REVENUE FUNDS REVENUE BY SOURCE
EXPENDITURES BY OBJECT AND FUND RESERVES
FISCAL YEAR 2024-2025**

	General Fund	Insurance Reserve Fund	Information Technology Fund	Instructional Revenue Fund	Sub-Total Operating Funds
Beginning Fund Balance and Net Assets	\$ 89,557,269	\$ 5,000,000	\$ 5,460,000	\$ 7,243,853	\$ 107,261,122
Local Support					
Property Tax	198,019,837	-	-	-	198,019,837
Specific Ownership Taxes	13,000,000	-	-	-	13,000,000
Other Local	-	40,000	-	-	40,000
State Support					
State Equalization	255,049,164	-	-	-	255,049,164
State Categorical	27,964,978	-	-	-	27,964,978
Audit Adjustment & Other	-	-	-	-	-
Federal Support					
Federal Revenue	-	-	-	-	-
Other Support					
Tuition & Fees	700,000	-	-	-	700,000
Community Use	260,000	-	-	-	260,000
Transfer In From Other Funds	-	4,469,437	20,448,152	4,379,632	29,297,221
Earnings on Investment	4,778,393	-	-	-	4,778,393
Other Miscellaneous	460,000	-	-	-	460,000
Total Revenue	500,232,372	4,509,437	20,448,152	4,379,632	529,569,593
Total Available Resources	589,789,641	9,509,437	25,908,152	11,623,485	636,830,715
Expenditures					
Employee Salaries	312,065,932	295,553	8,146,302	-	320,507,787
Employee Benefits	98,177,500	93,691	2,475,910	-	100,747,101
Purchased Services	16,114,227	3,948,793	9,386,357	-	29,449,377
Supplies & Materials	9,868,611	101,900	218,175	3,486,136	13,674,822
Utilities	10,079,226	-	30,050	-	10,109,276
Property/Equipment	504,784	-	5,051,000	-	5,555,784
Debt Services	-	-	-	-	-
Internal Charges/Reimbursements	(4,095,861)	69,000	(1,030,500)	-	(5,057,361)
Other Expenditures	344,988	500	9,000	-	354,488
Contingency Reserve	971,639	-	200,000	-	1,171,639
Total Expenditures	444,031,046	4,509,437	24,486,294	3,486,136	476,512,913
Transfers					
Allocations to Charter Schools	49,552,274	-	-	-	49,552,274
Charter School Service Charges	(1,341,432)	-	-	-	(1,341,432)
Transfer to Governmental Designated Grant Fund	-	-	-	-	-
Transfer to BASE Fund	-	-	-	-	-
Transfer for Athletic Subsidy	2,598,749	-	-	-	2,598,749
Transfer to Capital Reserve	2,902,004	-	-	-	2,902,004
Transfer for Student Fee Waivers	4,379,632	-	-	-	4,379,632
Transfer of Other Funds for Prior Year Commitments	255,019	-	-	-	255,019
Transfer to Information Technology Fund	20,448,152	-	-	-	20,448,152
Transfer to Insurance Reserve	4,469,437	-	-	-	4,469,437
Total Transfers	83,263,835	-	-	-	83,263,835
Total Year End Expenditures & Transfers	527,294,881	4,509,437	24,486,294	3,486,136	559,776,748
Reserves Designated					
TABOR Reserve	15,048,414	-	-	-	15,048,414
Reserved for Multi-Year Obligations	11,665,208	-	-	-	11,665,208
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-
Designated Reserve Commitments	3,876,738	5,000,000	1,421,858	6,599,773	16,898,369
School Carryforward	-	-	-	-	-
CPP Reserve	-	-	-	-	-
Assigned					
Designated Override Reserve	11,839,848	-	-	1,537,576	13,377,424
Unassigned	20,064,552	-	-	-	20,064,552
Ending Fund Balance	62,494,760	5,000,000	1,421,858	8,137,349	77,053,967

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

**SUMMARY OF OPERATING AND SPECIAL REVENUE FUNDS REVENUE BY SOURCE
EXPENDITURES BY OBJECT AND FUND RESERVES
FISCAL YEAR 2024-2025**

	Governmental Designated Purpose Grants Fund	Interscholastic Athletic Fund	Pupil Activity Special Revenue Fund	Other Special Revenue Fund	Food Service Fund	Before, After & Summer Enrichment Program Fund	Sub-Total Special Revenue Funds
Beginning Fund Balance and Net Assets	\$ -	\$ 1,975,853	\$ 4,684,596	\$ 2,967,573	\$ 12,381,793	\$ 4,567,043	\$ 26,576,858
Local Support							
Property Tax	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-
Other Local	284,075	249,100	1,697,514	1,958,000	892,518	7,440,013	12,521,220
State Support							
State Equalization	-	-	-	-	-	-	-
State Categorical	24,266,333	-	-	61,701	3,621,324	-	27,949,358
Audit Adjustment & Other	-	-	-	-	-	-	-
Federal Support							
Federal Revenue	34,928,651	-	-	-	11,529,064	-	46,457,715
Other Support							
Tuition & Fees	-	524,000	1,865,460	-	-	-	2,389,460
Community Use	-	295,000	-	565,542	-	-	860,542
Transfer In From Other Funds	-	2,598,749	255,019	-	-	-	2,853,768
Earnings on Investment	-	-	-	-	10,000	-	10,000
Other Miscellaneous	-	-	-	284,223	12,000	-	296,223
	59,479,059	3,666,849	3,817,993	2,869,466	16,064,906	7,440,013	93,338,286
	59,479,059	5,642,702	8,502,589	5,837,039	28,446,699	12,007,056	119,915,144
Expenditures							
Employee Salaries	14,571,104	2,018,716	87,867	750,899	5,376,964	4,790,014	27,595,564
Employee Benefits	20,534,334	482,210	23,668	245,572	1,716,987	1,534,513	24,537,284
Purchased Services	2,430,350	356,885	1,068,894	193,190	545,955	627,551	5,222,825
Supplies & Materials	1,561,018	610,218	2,305,975	1,550,207	7,186,984	147,710	13,362,112
Utilities	1,500	-	-	-	-	17,280	18,780
Property/Equipment	990,422	31,000	39,151	20,000	515,000	5,000	1,600,573
Debt Services	-	-	-	-	-	-	-
Internal Charges/Reimbursements	5,693,140	251,850	225,380	51,450	1,095,200	665,056	7,982,076
Other Expenditures	13,697,191	7,300	74,586	835,880	6,500	2,405	14,623,862
Contingency Reserve	-	717,600	-	-	-	-	717,600
Total Expenditures	59,479,059	4,475,779	3,825,521	3,647,198	16,443,590	7,789,529	95,660,676
Transfers							
Allocations to Charter Schools	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-
Transfer to Governmental Designated Grant Fund	-	-	-	-	-	-	-
Transfer to BASE Fund	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-
Transfer of Other Funds for Prior Year Commitments	-	-	-	-	-	-	-
Transfer to Information Technology Fund	-	-	-	-	-	-	-
Transfer to Insurance Reserve	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	59,479,059	4,475,779	3,825,521	3,647,198	16,443,590	7,789,529	95,660,676
Reserves Designated							
TABOR Reserve	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-
Designated Reserve Commitments	-	1,166,923	4,405,271	2,189,841	12,003,109	4,217,527	23,982,671
School Carryforward	-	-	-	-	-	-	-
CPP Reserve	-	-	-	-	-	-	-
Assigned	-	-	-	-	-	-	-
Designated Override Reserve	-	-	271,797	-	-	-	271,797
Unassigned	-	-	-	-	-	-	-
Ending Fund Balance	-	1,166,923	4,677,068	2,189,841	12,003,109	4,217,527	24,254,468

**SUMMARY OF ALL FUNDS
REVENUE BY SOURCE
EXPENDITURES BY OBJECT AND FUND RESERVES FISCAL YEAR 2024-2025**

	Total Operating/ Special Revenue Funds	Bond Redemption Fund	Capital Reserve Fund	Building Fund	Total All Funds
Beginning Fund Balance	\$ 133,837,980	\$ 110,590,308	\$ 28,418,314	\$ 13,787,870	\$ 286,634,472
Local Support					
Property Tax	198,019,837	91,304,028	-	-	289,323,865
Specific Ownership Taxes	13,000,000	-	-	-	13,000,000
Other Local	12,561,220	-	619,351	-	13,180,571
State Support					
State Equalization	255,049,164	-	-	-	255,049,164
State Categorical	55,914,336	-	-	-	55,914,336
Audit Adjustment & Other	-	-	-	-	-
Federal Support					
Federal Revenue	46,457,715	-	-	-	46,457,715
Other Support					
Tuition & Fees	3,089,460	-	-	-	3,089,460
Community Use	1,120,542	-	1,641,517	-	2,762,059
Transfer In From Other Funds	32,150,989	-	2,902,004	-	35,052,993
Earnings on Investment	4,788,393	800,000	2,737,690	52,150	8,378,233
Other Miscellaneous	756,223	-	35,000	-	791,223
Total Revenue	622,907,879	92,104,028	7,935,562	52,150	722,999,619
Total Available Resources	756,745,859	202,694,336	36,353,876	13,840,020	1,009,634,091
Expenditures					
Employee Salaries	348,103,351	-	174,830	-	348,278,181
Employee Benefits	125,284,385	-	56,079	-	125,340,464
Purchased Services	34,672,202	16,000	4,525,232	1,841,450	41,054,884
Supplies & Materials	27,036,934	-	312,340	627,000	27,976,274
Utilities	10,128,056	-	-	-	10,128,056
Property/Equipment	7,156,357	-	540,000	11,371,570	19,067,927
Debt Services	-	40,662,000	2,944,366	-	43,606,366
Internal Charge/Reimbursements	2,924,715	-	40	-	2,924,755
Other Expenditures	14,978,350	-	115	-	14,978,465
Contingency Reserve	1,889,239	-	-	-	1,889,239
Total Expenditures	572,173,589	40,678,000	8,553,002	13,840,020	635,244,611
Transfers					
Allocations to Charter Schools	49,552,274	-	-	-	49,552,274
Charter School Service Charges	(1,341,432)	-	-	-	(1,341,432)
Transfer to Governmental Designated Grant Fund	-	-	-	-	-
Transfer to BASE Fund	-	-	-	-	-
Transfer for Athletic Subsidy	2,598,749	-	-	-	2,598,749
Transfer to Cap Reserve	2,902,004	-	-	-	2,902,004
Transfer for Student Fee Waivers	4,379,632	-	-	-	4,379,632
Transfer of Other Funds for Prior Year Commitments	255,019	-	-	-	255,019
Transfer to Information Technology Fund	20,448,152	-	-	-	20,448,152
Transfer to Insurance Reserve	4,469,437	-	-	-	4,469,437
Total Transfers	83,263,835	-	-	-	83,263,835
Total Year End Expenditures & Transfers	655,437,424	40,678,000	8,553,002	13,840,020	718,508,446
Reserves Designated					
TABOR Reserve	15,048,414	-	-	-	15,048,414
Reserved for Multi-Year Obligations	11,665,208	-	1,902,382	-	13,567,590
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-
Encumbrances and Carryover Designated	40,881,040	162,016,336	25,762,999	-	228,660,375
School Carryforward	-	-	-	-	-
CPP Reserve	-	-	-	-	-
Assigned	-	-	-	-	-
Designated Override Reserve	13,649,221	-	135,493	-	13,784,714
Unassigned	20,064,552	-	-	-	20,064,552
Ending Fund Balance	101,308,435	162,016,336	27,800,874	-	291,125,645

General Fund Assumptions

Assumptions and Planning Criteria

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

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

Major Revenue Sources

Program funding mandated by state statute C.R.S. 22-54-104 requires school districts to be funded on a per pupil basis. Funding is driven by the PSFA and is based on enrollment and a statewide base amount per pupil. Additional factors are then applied to the formula to arrive at each district's funding. For the Fiscal Year 2024-25 budget, the district's funded pupil count projection was determined by the planning department and may differ slightly from spreadsheets found on the Colorado Department of Education's (CDE) website. The funded pupil count is projected to be 34,569 which includes 3,805 Charter school students. The district uses an extended 5 year enrollment plan for forecasting future funding, planned expenditures, and new school needs.

Public School Finance Act

The statewide base in Fiscal Year 2024-25 will be \$8,496, an increase of \$420 (or 5.20 percent) over the Fiscal Year 2022-23 base of \$8,076. Total Program per pupil district revenues, as adjusted by the funding factors below, is expected to be \$11,259 per funded pupil equating to \$389.2 million in Total Program Funding for Fiscal Year 2024-25.

State Funding Factors

Personnel Cost Factor: Varies by school district and is based on enrollment. The factor ranges from 79.92 to 90.50 percent. It is currently at 90.50 percent for Adams 12 Five Star Schools.

Cost-of-Living Factor: Reflects differences among districts for costs of goods, services, and housing. The factor ranges from 1.011 to 1.650 percent and is applied only to the statewide base per pupil funding allocated for personnel costs. It is currently 1.226 percent for Adams 12 Five Star Schools.

Non-Personnel Cost Factor: The difference between 100 percent and the Personnel Cost Factor (currently 9.50 percent).

District Size Factor: Based on enrollment and per pupil expenditures with the largest size factors given to districts with low enrollment. The factor ranges from 1.0297 to 2.4312 percent. It is 1.0297 percent for Adams 12 Five Star Schools in Fiscal Year 2024-25.

Budget Stabilization Factor: This is a method used by the state to balance its budget. It was first introduced when economic conditions placed financial hardships on the state and caused extensive reductions. In Fiscal Year 2024-25 Budget Stabilization Factor is zero in the funding formula.

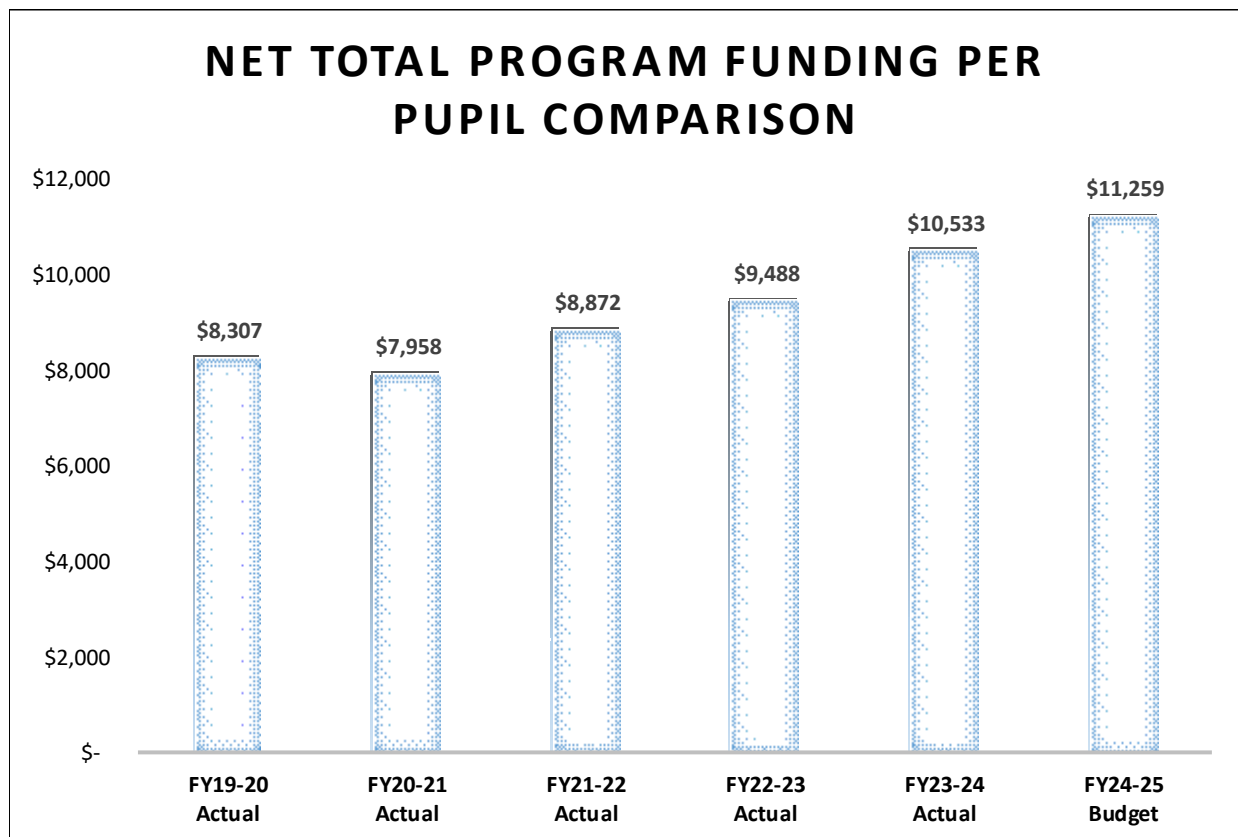
At-Risk Funding

Beginning in Fiscal Year 2021-22 state legislation changed the definition of at-risk pupils by adding those pupils eligible for reduced-priced lunch under the federal school lunch program and removing the subset of English Language Learner (ELL) pupils. The projected district at-risk enrollment is 17,761.8 students, and will provide nearly \$25.2 million in additional funding for Fiscal Year 2024-25.

ELL Funding

Beginning in Fiscal Year 2021-22, the Total Program Funding calculation includes funding for students identified as English Language Learners. In prior fiscal years, English Language Learners who did not qualify for free and reduced lunch were included in the at-risk funding calculation. ELL funding is equal to 8.00 percent of preliminary per pupil funding multiplied by ELL enrollment. The projected district ELL enrollment is 3,941.0 and will provide nearly \$3.2 million in additional funding for Fiscal Year 2024-25.

Total Program Funding Formula



Property Taxes

Property tax revenue consists of: 1) Property tax levy to finance local share of Total Program funding, 2) Mill levy overrides, and 3) Abatements. Property tax revenues are projected to be \$198.0 million for Fiscal Year 2024-25.

Each school district is required to impose a property tax levy to finance its local share of Total Program Funding. The mill rate is set by the state and is currently 27.000 mills. With a projected assessed valuation of \$4.1 billion for properties within the district, the base property tax revenue is \$128.2 million.

Mill levy overrides are additional revenues that have been approved by district voters. Adams 12 Five Star Schools have successfully passed five mill levy overrides that total \$69.2 million in additional annual revenues. Abatements are estimated to be \$0.5 million.

Specific Ownership Taxes

Specific ownership taxes are collected by counties when vehicles are purchased and registered. A portion of the tax collected must be used as a source of program funding as required by the Public School Finance Act. The overall tax amounts are projected to be \$13.0 million.

Special Education Funding

Funding for Special Education programs is made available through the Colorado Exceptional Children's Educational Act (ECEA) of 2013 as part of the categorical funding. Total projected funding of \$14.2 million is planned for Fiscal Year 2024-25.

Career and Technical Education

Funding for career and technical education is provided through the State Board for Community Colleges and Occupational Education. Funding is to cover the cost of instruction personnel, supplies, equipment, and instructional services provided by cooperating agencies or institutions. Estimated revenue of \$2.2 million is projected for Fiscal Year 2024-25.

English Language Proficiency Act (ELPA)

The ELPA program is a state categorical program. The goal of the program is to increase the English language proficiency and academic performance of English Language Learners. Funding is based on identified English Language Learners during Student October Count. Estimated revenue of \$1.6 million is projected in Fiscal Year 2024-25. This revenue is in addition to the funding from the ELL factor in the Total Program Funding.

Other Revenue Support

Other revenues consist of tuition and fees from Special Education services billing for out-of-district students, preschool tuition, summer school tuition, community use of antenna leases, and the Five Star and 1st Bank stadiums, earnings on investments, and other miscellaneous revenue which consists of credit card rebates, transcript purchases, Print Studio revenue, and revenue from the use of the district's wash station. Estimated other revenue of \$1.4 million is projected for Fiscal Year 2024-25.

Expenditures

The General Fund accounts for the vast majority of the district's expenditures. General Fund expenditures and transfers are budgeted at \$527.3 million for Fiscal Year 2024-25. This is an overall increase of \$33.4 million from the Fiscal Year 2023-24 Amended Budget.

The majority of the expenditure increase is due to negotiated salary increases for each employee group. The District Twelve Educator's Association negotiated a change to the certified salary schedule, salaries now start at \$58,870 increasing \$870 from Fiscal Year 2023-24. Changes to steps and lanes within the salary schedule, as well as a COLA adjustment and a one-time payment in December, will ensure certified staff receive no less than a 5.2 percent total increase. Classified and Administrative staff will receive a 5.2 percent increase. For classified staff, 1.6 percent of the increase relates to step and 1.6 percent is a COLA adjustment applied to the salary schedule. A one-time 2 percent payment will be paid out in October. For administrative staff, the 3.2 percent will be applied to the salary schedule and the one-time 2 percent payment will be paid out in September. Benefit expenses increased by 5.0

percent for medical insurance premiums. The PERA employer rate for Fiscal Year 2024-25 remains at 21.40 percent.

The loss of federal funding caused the district to analyze priorities to determine which programs and priorities that were previously funded with one-time dollars, should continue with general fund dollars. Due to declining enrollment 22.0 classroom FTE were reduced and 0.5 elementary school assistant principal was reduced. Including a preschool programming transition, the school-based reductions included 22.0 certified FTE, 15.35 classified FTE, and 0.5 administrative FTE.

57.0 certified FTE and 6.0 administrative FTE were retained as the general fund will fund programs due to expiring grants and loss of one-time funding. These positions include social and emotional teachers, academic interventionists, learning specialists, deans, assistant principals, counselors, and elementary specials teachers.

Additionally, school-based positions were added to account for Independence Academy moving to its own building. In all 22.24 certified FTE and 6.0 classified FTE positions were added including learning specialists, CLDE teachers, the high school newcomer center, expansion of extended high school programming, CTE expansion, and completing the preschool programming transition.

The net of additions and reductions for school-based positions is 0.24 certified FTE adds, a decrease of 9.35 classified FTE, and no change to administrative FTE.

Central office adjustments were also made to assist in continuing to fund school-based programs. Other adjustments include a variety of increases in both recurring and one time expenditures. The total increase in expenses beyond salary and benefits is \$4.7 million, primarily due to a loss in indirect offsets from federal grants. As expected, the district is also budgeting more funds for potential contracted services especially in the areas of special education.

Transfers

The transfers to other funds total \$83.3 million. This includes \$2.9 million for the Capital Reserve Fund, \$4.5 million for the Insurance Reserve Fund, \$20.4 million for the Information Technology Fund, \$2.6 million for the Athletic Fund, \$4.4 million for the Instructional Revenue Fund, \$0.3 million to the Pupil Activity Special Revenue Fund, and \$48.2 million to the district's 4 charter schools.

Reserves

The ending fund balance for Fiscal Year 2024-25 is projected to decrease by \$5.5 million to \$62.5 million. As mentioned above, the loss of indirect revenue and increased costs of purchased services, is increasing faster than the revenue, which is growing closer to the rate of inflation only. The district has sufficient reserves to cover the shortfall in the near-term. The multi-year obligation budgeted at \$11.7 million covers post-employment benefit stipends paid to former eligible certified and classified employees. Approximately 65 certified and 40 classified staff budgeted for this benefit in Fiscal Year 2024-25, and the forecast remains the same for the next 3 years. The increase in multi-year obligations is offset by the continued use of fund balance within designated override balance. Reserves have been established to meet requirements under Article X, Section 20 of the Colorado Constitution (TABOR). The TABOR reserve is estimated to be \$15.0 million. Policy 2.4.1.b requires a sum no less than 4.0 percent and no more than 8.0 percent of general fund revenue will be held as unassigned fund balance. The Fiscal Year 2024-25 budget includes unassigned fund balance of 4.0 percent.

Post-Employment Benefits

Previously, the district provided employees with a financial incentive for early retirement. Certified and Classified employees with at least thirteen years of service in the district could elect early retirement. These benefits are based on years of service and a percentage of current base salary. This option is no longer available for Certified employees hired after January 2007, or Classified employees hired after January 2011. The budget is adopted at levels that will support annual payments to individuals after they retire as required by Board of Education approved agreements, resolutions, and retirement incentive plans. Currently, the General Fund pays retirement incentive payments for most of the eligible employees regardless of whether the employee was paid from the General Fund during all of their employment. The exception is the Before, After, and Summer Enrichment and Food Service funds, which pay their own post-employment benefits. In Fiscal Year 2024-25, \$5.8 million is budgeted for post-employment benefits in the General Fund.

Other Post-Employment Benefits (OPEB)

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

General Fund Multi-Year Projections

The revenue projections assume base per pupil revenue increasing by inflation, 2.6 percent in Fiscal Year 2025-26 and 3.3 percent in Fiscal Year 2026-27. This increase in revenue, is offset by the impact of continued declining enrollment, the district continues to maintain the use of 5 year averaging over the reporting period, however, the variance between average funded pupils and enrollment is decreasing. Increases in expenditures assume salary adjustments for a step and step equivalent, health insurance premium adjustments of 5.0 percent each year, the PERA contribution remains constant at 21.4 percent in the reporting years, staffing adjustments associated with enrollment and programmatic changes, and contractual increases in annual software license renewals. Compensation increases will create additional pressure on district expenditures and conversations regarding staffing levels will occur to accommodate increased salary costs. The fund balance is expected to decrease in the forecasted fiscal years and currently shows negative fund balances in fiscal years 2025-26 through 2027-28. We expect decisions to be made at the November 2024 elections and the legislative session that will negate the decrease in fund balance. At this time, the district does not have sufficient information to predict these changes. The district monitors and manages fund balance to ensure future uncertainties are addressed without significant interruptions to core educational services.

General Fund revenues and the beginning fund balance are projected to be \$589.8 million in Fiscal Year 2024-25. Estimated expenditures of \$444.0 million and transfers out to other funds of \$83.3 million will leave an estimated ending fund balance of \$62.5 million at the end of the Fiscal Year 2024-25. For the Fiscal Year 2025-26 through 2027-28, per-pupil revenue is projected to increase due to inflation, and this is offset by the continued decline in enrollment. Expenditures in the forecasted years will increase due to increased compensation pressure and inflationary adjustments associated with purchased services and supplies. In all forecasted fiscal years, assumptions include maintaining staffing and annual step and step equivalent increases.

Mill Levy Override Elections

Adams 12 Five Star Schools was successful in passing 5 mill levy override elections. These mill levy override elections provide \$69.3 million annually as funding resources for the district.

Year	Amount of Override
1991	\$5,400,000
2000	10,200,000
2004	9,900,000
2008	9,900,000
2018	33,891,315
Total	\$69,291,314

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

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



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

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



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



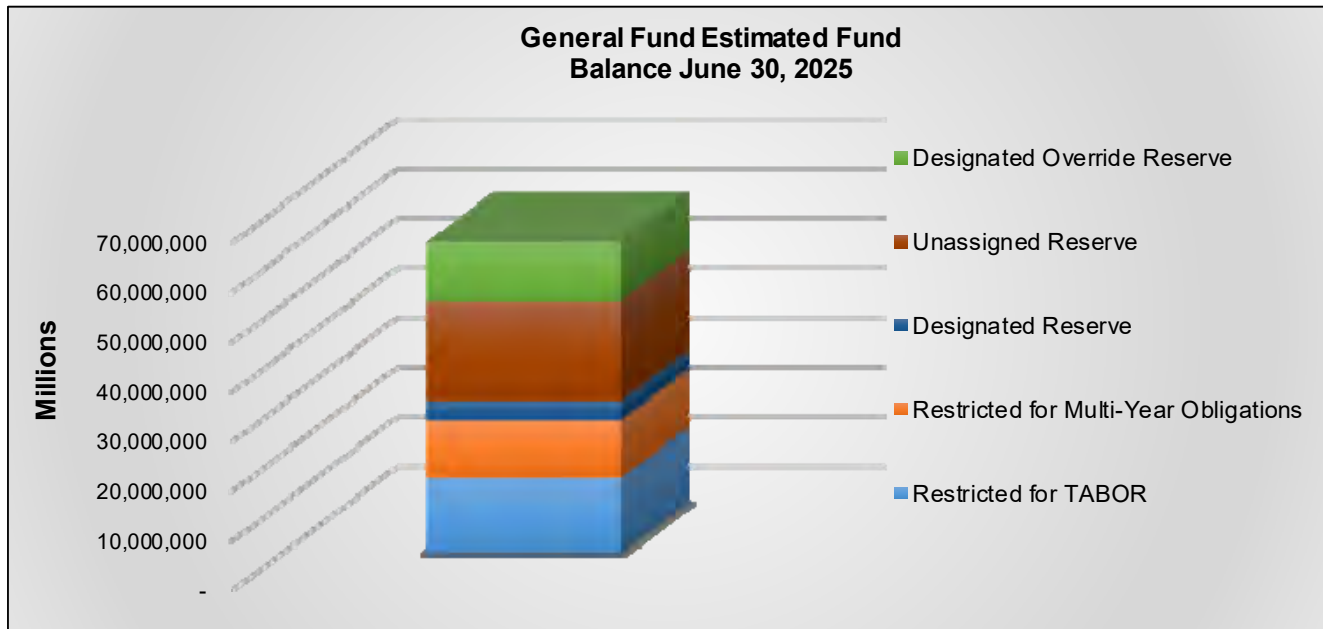
- Smaller Class Sizes
- Teacher Leadership
- Gifted and Talented
- Retention of highly qualified staff
- Increase safety and security

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



**GENERAL FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND BALANCE
FISCAL YEARS 2020-2021 TO 2024-2025**

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Amended Budget	2024-2025 Adopted Budget
Beginning Fund Balance	\$ 81,246,746	\$ 72,574,855	\$ 84,652,940	\$ 81,049,044	\$ 89,557,269
Revenues	381,593,573	426,228,880	463,231,224	480,800,288	500,232,372
Transfers In	-	-	-	-	-
Total Revenue Sources	381,593,573	426,228,880	463,231,224	480,800,288	500,232,372
Total Resources Available	462,840,319	498,803,735	547,884,164	561,849,332	589,789,641
Expenditures	335,156,382	346,034,748	393,409,755	413,579,803	444,031,046
Transfers Out	55,109,082	68,116,047	73,425,363	80,265,376	83,263,835
Total Expenditures and Transfers Out	390,265,464	414,150,795	466,835,118	493,845,179	527,294,881
Total Revenue Over (Under) Total Expenditures and Transfers Out	(8,671,891)	12,078,085	(3,603,894)	(13,044,891)	(27,062,509)
Ending Fund Balance:	\$ 72,574,855	\$ 84,652,940	\$ 81,049,046	\$ 68,004,153	\$ 62,494,760



Fiscal Year 2024-2025 Estimated Ending Fund Balance	Amount
Restricted for TABOR	15,048,414
Restricted for Multi-Year Obligations	11,665,208
Designated Reserve	3,876,738
Designated Override Reserve	11,839,848
Unassigned Reserve	20,064,552
Total	\$ 62,494,760

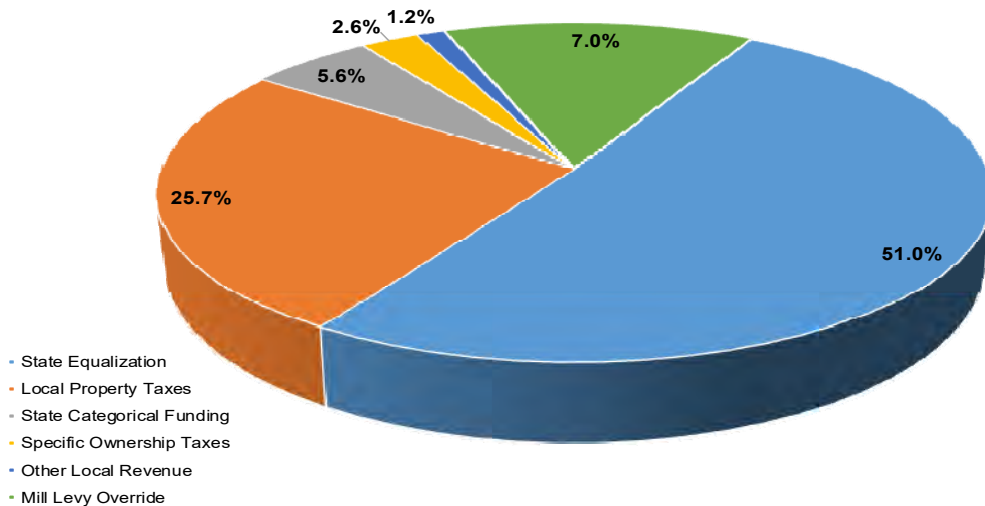
GENERAL FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND
RESERVE FISCAL YEARS 2020-2021 TO 2027-2028

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Forecast	Forecast	Forecast
Beginning Fund Balance	\$ 81,246,746	\$ 72,574,855	\$ 84,652,940	\$ 81,049,044	\$ 89,557,269	\$ 62,494,760	\$ 37,562,477	\$ 11,651,426
Local Support								
Property Taxes	146,505,571	157,859,166	159,946,277	181,881,678	198,019,837	202,748,329	205,215,469	210,044,008
Specific Ownership Taxes	13,025,604	12,142,272	14,197,956	13,183,230	13,000,000	13,000,000	13,000,000	13,000,000
Other Local	-	-	-	19,076	-	19,076	19,076	19,076
State Support								
State Equalization	207,217,662	230,882,915	247,014,339	253,710,058	255,049,164	254,943,481	260,053,908	259,588,334
State Categorical	13,095,196	25,204,069	37,387,759	26,566,127	27,964,978	28,692,067	29,638,905	30,320,600
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	1,029,983	1,315,654	1,083,809	947,619	700,000	821,963	821,963	821,963
Community Use	345,841	257,792	219,439	230,000	260,000	260,000	260,000	260,000
Transfer In From Other Funds	-	-	-	-	-	-	-	-
Earnings on Investment	162,819	(1,718,965)	2,953,591	4,100,000	4,778,393	2,614,451	2,614,451	2,614,451
Other Miscellaneous	210,897	285,977	428,054	162,500	460,000	460,000	460,000	460,000
Total Revenues	381,593,573	426,228,880	463,231,224	480,800,288	500,232,372	503,559,367	512,083,772	517,128,432
Total Available Resources	462,840,319	498,803,735	547,884,164	561,849,332	589,789,641	566,054,127	549,646,249	528,779,858
Expenditures								
Employee Salaries	237,514,751	245,891,722	268,631,866	292,383,821	312,065,932	314,562,459	319,280,896	320,877,300
Employee Benefits	73,835,679	81,266,950	99,047,820	92,083,286	98,177,500	101,019,400	103,030,934	104,058,708
Purchased Services	15,744,999	7,966,284	12,265,359	11,900,098	16,114,227	12,958,527	13,049,237	13,140,582
Supplies & Materials	6,071,558	7,348,291	8,391,883	10,204,699	9,868,611	9,937,691	10,007,255	10,077,306
Utilities	7,907,403	9,533,150	9,339,458	10,284,259	10,079,226	10,331,207	10,589,487	10,854,224
Property/Equipment	812,125	743,801	849,385	1,652,526	504,784	517,404	530,339	543,597
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	(6,913,390)	(6,894,657)	(5,301,113)	(7,024,056)	(4,095,861)	(4,198,258)	(4,303,214)	(4,410,794)
Other Expenditures	183,257	179,207	185,097	399,974	344,988	(2,914,887)	(2,987,759)	(3,062,453)
Contingency Reserve	-	-	-	1,695,196	971,639	995,930	1,020,828	1,046,349
Total Expenditures	335,156,382	346,034,748	393,409,755	413,579,803	444,031,046	443,209,473	450,218,003	453,124,819
Transfers								
Allocations to Charter Schools	34,423,655	38,619,462	41,509,858	46,907,172	49,552,274	51,177,751	52,764,896	55,265,561
Charter School Service Charges	(1,125,164)	(1,234,069)	(1,244,454)	(1,275,125)	(1,341,432)	(1,341,432)	(1,341,432)	(1,341,432)
Transfer to Governmental Designated Grant Fund	-	-	-	-	-	-	-	-
Transfer to BASE Fund	2,278,610	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	1,423,719	1,517,237	3,618,320	2,598,749	2,598,749	2,598,749	2,598,749	2,598,749
Transfer to Capital Reserve	6,803,436	1,075,226	4,167,851	2,710,004	2,902,004	2,779,210	2,410,828	2,410,828
Transfer for Student Fee Waivers	7,541,064	4,457,756	2,857,268	4,237,269	4,379,632	4,489,123	4,601,351	4,716,385
Transfer to Other Funds for Prior Year Commitments	217,774	235,322	215,013	255,019	255,019	261,394	267,929	274,627
Transfer to Information Technology Fund	-	19,952,046	18,685,177	21,192,801	20,448,152	20,959,356	21,483,340	22,020,424
Transfer to Insurance Reserve	3,545,988	3,493,067	3,616,330	3,639,487	4,469,437	4,358,026	4,991,159	5,246,025
Total Transfers	55,109,082	68,116,047	73,425,363	80,265,376	83,263,835	85,282,177	87,776,820	91,191,167
Total Year End Expenditures & Transfers	390,265,464	414,150,795	466,835,118	493,845,179	527,294,881	528,491,650	537,994,823	544,315,986
Reserves Designated								
TABOR Reserve	10,126,932	11,511,871	13,553,318	13,088,173	15,048,414	15,147,024	15,402,756	15,554,096
Reserved for Multi-Year Obligations	10,975,952	10,216,410	9,557,112	11,665,208	11,665,208	11,665,208	11,665,208	11,665,208
Contingency Reserve - 3% Per Board Policy	10,126,932	11,511,871	-	-	-	-	-	-
Encumbrances and Carryover	262,476	683,795	-	-	-	-	-	-
Designated Reserve Commitments	1,839,435	8,874,579	12,390,801	4,762,396	3,876,738	-	-	-
School Carryforward	3,205,597	2,957,437	6,701,313	-	-	-	-	-
CPP Reserve	-	-	-	-	-	-	-	-
Assigned	1,784,470	2,428,023	-	-	-	-	-	-
Designated Override Reserve	22,456,911	22,431,227	14,599,900	11,839,848	11,839,848	-	-	-
Unassigned	11,796,150	14,037,727	24,246,602	26,648,528	20,064,552	10,750,245	(15,416,538)	(42,755,432)
Ending Fund Balance	\$ 72,574,855	\$ 84,652,940	\$ 81,049,046	\$ 68,004,153	\$ 62,494,760	\$ 37,562,477	\$ 11,651,426	\$ (15,536,128)
Total Appropriations	\$462,840,319	\$498,803,735	\$547,884,164	\$561,849,332	\$589,789,641	\$566,054,127	\$549,646,249	\$528,779,858

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

GENERAL FUND
SUMMARY OF REVENUES
FISCAL YEARS 2020-2021 TO 2024-2025

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget
Local Revenues					
Base Property Taxes	\$ 82,292,065	\$ 93,150,515	\$ 94,076,698	\$ 113,569,538	\$ 128,228,523
Mill Levy Override Elections	63,655,851	64,220,968	65,229,702	67,616,078	69,291,314
Delinquent Taxes	557,655	487,683	639,877	696,062	500,000
Specific Ownership Taxes	13,025,604	12,142,272	14,197,956	13,183,230	13,000,000
Community Use	345,841	257,792	219,439	230,000	260,000
Investment Earnings	162,819	(1,718,965)	2,953,591	4,100,000	4,778,393
Tuition/Fees	1,029,983	1,315,654	1,083,809	947,619	700,000
Other Local	210,897	285,977	428,054	181,576	460,000
Total Local Revenues	161,280,715	170,141,896	178,829,126	200,524,103	217,218,230
State Revenues					
State Equalization	207,217,662	230,882,915	247,014,339	253,710,058	255,049,164
Special Education	9,127,092	9,935,665	12,667,442	14,425,959	15,363,408
Transportation	2,235,208	2,151,439	2,114,581	2,109,379	2,264,143
Career and Technical Education	1,323,064	2,151,324	1,918,977	2,056,473	1,973,506
Gifted and Talented Program	373,459	375,628	350,949	373,322	383,775
English Language Proficiency Act	-	1,300,285	1,300,285	1,647,981	1,822,666
Universal Preschool	-	-	-	5,573,047	5,573,047
State Other	35,601	9,289,728	19,035,525	379,966	584,433
Total State Revenues	220,312,086	256,086,984	284,402,098	280,276,185	283,014,142
Total Revenues	381,592,801	426,228,880	463,231,225	480,800,288	500,232,372
Transfers In	-	-	-	-	-
Total Revenues and Transfers In	\$ 381,592,801	\$ 426,228,880	\$ 463,231,225	\$ 480,800,288	\$ 500,232,372



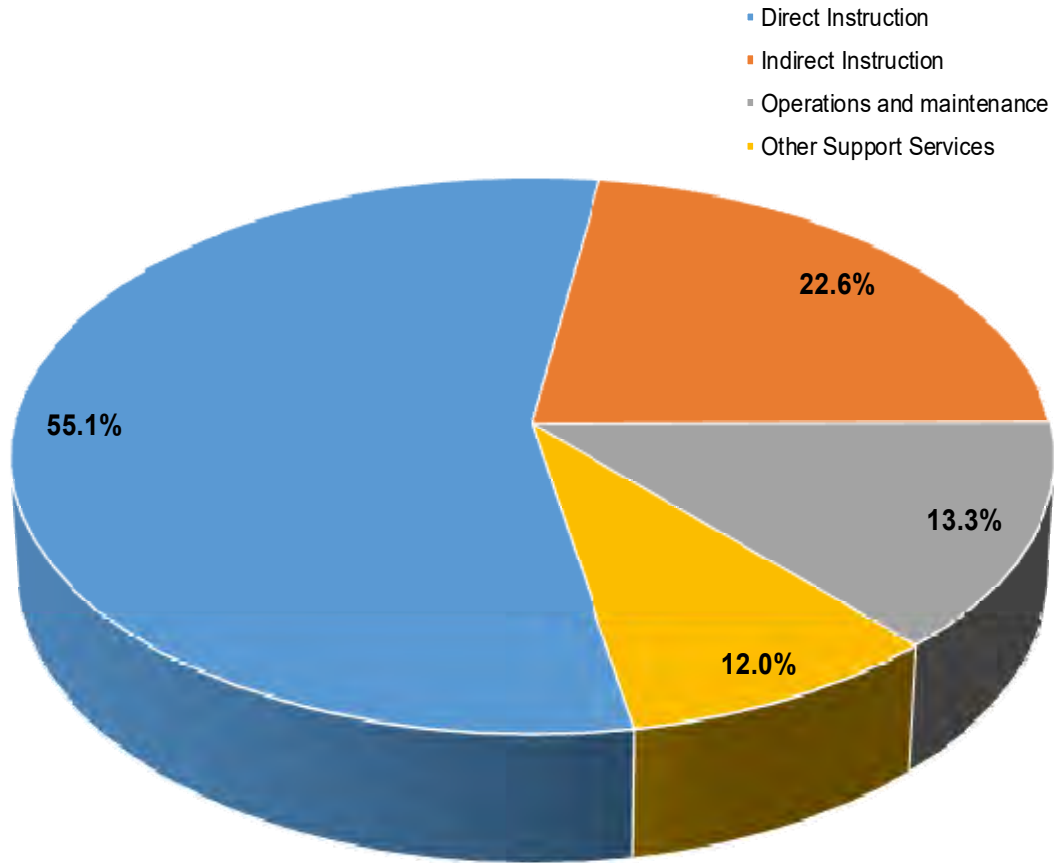
General Fund Revenue Summary	Amount	Percent
State Equalization	\$ 255,049,164	51.0%
Local Property Taxes	\$ 128,728,523	25.7%
State Categorical Funding	\$ 27,964,978	5.7%
Specific Ownership Taxes	\$ 13,000,000	2.6%
Other Local Revenue	\$ 6,198,393	1.2%
Mill Levy Override	\$ 69,291,314	13.9%
Transfers In	\$ -	0.0%
Total Revenue	\$ 500,232,372	100.0%

ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND EXPENDITURES BY PROGRAM
FISCAL YEARS 2020-2021 TO 2024-2025

	2020-2021 Actual	2021-2022 Actual	2022-2023 Actual	2023-2024 Budget	2024-2025 Budget	Percent by Type
Direct Instruction						
Elementary Education	\$ 65,160,798	\$ 66,991,926	\$ 73,668,187	\$ 76,511,344	\$ 81,728,351	18.4%
K-8 Education	16,930,023	17,518,667	20,020,153	20,992,059	21,091,982	4.8%
Middle School Education	31,386,949	31,029,717	31,093,356	32,032,632	32,120,626	7.2%
High School Education	44,291,295	44,443,236	47,581,645	49,199,498	47,481,306	10.7%
Special Education	36,450,476	37,288,031	40,454,572	47,351,761	51,809,484	11.7%
Online programs	-	2,787,176	2,610,250	3,184,146	2,865,036	0.6%
CTE programs	2,848,024	3,172,245	4,125,065	4,677,272	4,683,841	1.1%
Other regular education	7,237,889	10,425,833	10,761,004	11,675,783	2,883,397	0.6%
Total - Direct Instruction	204,305,454	213,656,831	230,314,232	245,624,495	244,664,023	55.1%
Indirect Instruction						
Student Support Services	21,193,107	21,424,156	22,902,650	26,233,687	28,203,789	6.4%
Instructional Staff Services	23,401,171	25,261,569	31,246,607	35,555,897	36,010,350	8.1%
School Administration	28,078,843	30,617,112	32,168,633	37,934,805	36,030,172	8.1%
Total - Indirect Instruction	72,673,121	77,302,837	86,317,890	99,724,389	100,244,311	22.6%
Total Instruction	276,978,575	290,959,668	316,632,122	345,348,884	344,908,334	77.7%
Other Programs						
General administration	2,319,696	2,672,036	3,046,992	3,702,126	3,584,969	0.8%
Business services	2,821,090	3,477,627	3,598,397	3,816,886	3,659,559	0.8%
Purchasing and warehouse	1,514,505	1,235,874	1,583,552	1,693,133	1,699,764	0.4%
Printing services	256,672	77	-	-	-	0.0%
Operations and maintenance	29,552,590	33,381,160	36,856,284	38,633,335	40,194,582	9.1%
Student transportation	9,385,593	10,600,630	11,181,565	13,788,918	12,965,227	2.9%
Central support	15,705,169	4,900,409	5,354,325	8,007,412	5,831,402	1.3%
Other support services	2,010,562	(1,134,970)	1,972,245	3,194,343	-	0.0%
Community services	882,267	976,978	921,656	1,230,036	1,326,058	0.3%
Facilities and construction	491,385	330,648	1,525,573	1,641,527	1,527,814	0.3%
School-wide plan	(3,667,787)	(3,744,362)	(3,118,049)	(4,765,867)	(4,762,525)	-1.1%
Indirect costs	(3,093,935)	(3,787,008)	(2,882,644)	(2,710,930)	-	0.0%
PERA on-behalf	-	6,165,981	16,737,737	-	-	0.0%
Other District-Wide	-	-	-	-	33,095,862	7.5%
Total Other Programs	58,177,807	55,075,080	76,777,633	68,230,919	99,122,712	22.3%
Total Expenditures Before Transfers	335,156,382	346,034,748	393,409,755	413,579,803	444,031,046	100.0%
Transfers Out	55,109,082	68,116,047	73,425,363	80,265,376	83,263,835	
Total Expenditures and Transfers	\$ 390,265,464	\$ 414,150,795	\$ 466,835,118	\$ 493,845,179	\$ 527,294,881	

- Other District-Wide category includes budget additional pay items not already placed in each location's budget. These allocations will be moved

ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND EXPENDITURES BY PROGRAM
FISCAL YEAR 2024-2025



General Fund Expenditures by Program		Amount	Percent
Direct Instruction	\$	244,664,023	55.1%
Indirect Instruction		100,244,311	22.6%
Operations and maintenance		58,991,211	13.3%
Other Support Services		40,131,501	9.0%
Total	\$	444,031,046	100.0%

ADAMS 12 FIVE STAR
SCHOOLS GENERAL
FUND
SUMMARY OF EXPENDITURES
BY OBJECT FISCAL YEARS
2020-2021 TO 2024-2025

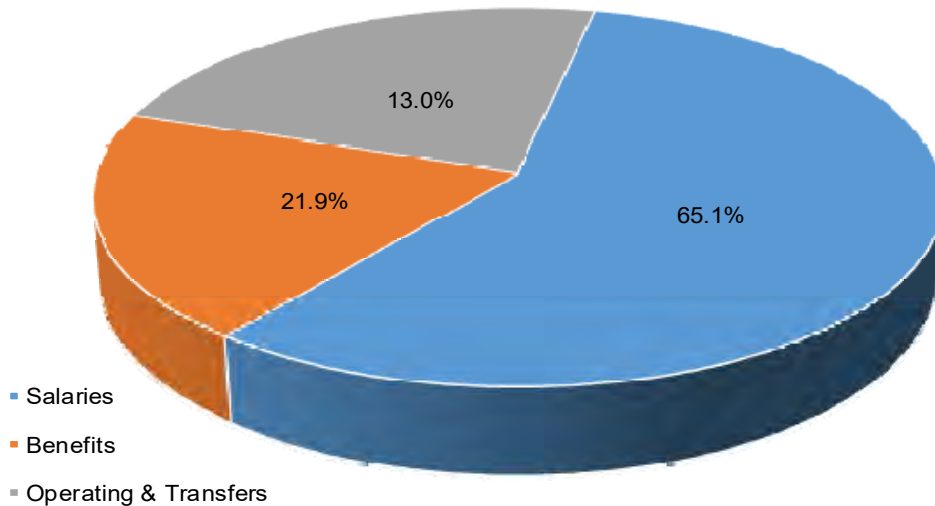
	2020-2021		2021-2022	
	Actual	% of Total	Actual	% of Total
Salaries				
Administrative	\$ 16,296,603	4.6%	\$ 17,135,106	4.5%
Certified	162,252,577	45.5%	168,777,006	44.8%
Professional/Technical	13,032,851	3.7%	9,626,838	2.6%
Paraprofessionals	16,928,722	4.7%	19,020,467	5.0%
Office Support	11,451,299	3.2%	11,723,479	3.1%
Crafts, Trades, and Services	17,552,699	4.9%	19,608,826	5.2%
Total Salaries	237,514,751	66.6%	245,891,722	65.2%
Benefits				
PERA and Medicare	50,135,780	14.0%	52,072,266	13.8%
Insurances and Other Benefits	23,699,899	6.6%	29,194,684	7.7%
Total Benefits	73,835,679	20.6%	81,266,950	21.5%
Total Salaries and Benefits	311,350,430	87.2%	327,158,672	86.7%
Operating Budgets	23,805,953	6.7%	18,876,078	5.0%
Transfers to Other Funds	55,109,082	6.1%	68,116,047	8.3%
Total - Expenditures and Transfers	\$ 390,265,465		\$ 414,150,797	

Continued on next page

**ADAMS 12 FIVE STAR
SCHOOLS GENERAL
FUND
SUMMARY OF EXPENDITURES
BY OBJECT FISCAL YEARS
2020-2021 TO 2024-2025**

	2022-2023		2023-2024		2024-2025	
	Actual	% of Total	Amended Budget	% of Total	Adopted Budget	% of Total
Salaries						
Administrative	\$ 17,855,115	53.8%	\$ 19,945,644	3.8%	\$ 19,171,277	4.2%
Certified	\$ 183,863,913	554.5%	\$ 192,468,186	36.9%	\$ 194,564,437	42.6%
Professional/Technical	\$ 11,256,919	33.9%	\$ 12,474,396	2.4%	\$ 12,865,607	2.8%
Paraprofessionals	\$ 20,656,341	62.3%	\$ 28,211,950	5.4%	\$ 25,999,220	5.7%
Office Support	\$ 12,929,937	39.0%	\$ 15,512,099	3.0%	\$ 13,588,980	3.0%
Crafts, Trades, and Services	\$ 21,538,441	65.0%	\$ 23,218,423	4.4%	\$ 23,378,952	5.1%
Total Salaries	268,100,666	808.5%	291,830,698	55.9%	289,568,473	63.4%
Benefits						
PERA and Medicare	\$ 58,435,708	176.2%	65,030,307	12.5%	67,906,971	14.9%
Insurances and Other Benefits	\$ 40,075,223	120.9%	26,885,464	5.1%	30,270,529	6.6%
Total Benefits	98,510,931	297.1%	91,915,771	17.6%	98,177,500	21.5%
Total Salaries and Benefits	366,611,597	1105.6%	383,746,469	73.5%	387,745,973	84.9%
Operating Budgets	25,668,533	77.4%	103,875,852	19.9%	33,787,614	7.4%
Transfers to Other Funds	73,425,363	100.0%	80,265,376	6.6%	83,263,835	7.7%
Total - Expenditures and Transfers	\$ 73,425,363		\$ 567,887,697		\$ 504,797,422	

Fiscal Year 2024-2025 Expenditures by Object



**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF FULL TIME EQUIVALENT (FTE) STAFFING
FISCAL YEARS 2020-2021 TO 2024-2025**

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2024-2025 Net Change
Schools						
Elementary Schools	841.73	895.64	868.15	884.20	891.59	7.39
K-8 Schools	208.25	216.03	210.66	213.19	218.64	5.45
Middle Schools	423.41	410.69	387.28	377.83	395.62	17.79
High Schools/Alternative Schools	727.67	685.33	734.84	741.96	721.62	(20.34)
Total Schools	2,201.06	2,207.69	2,200.93	2,217.18	2,227.47	10.29
Instructional Departments						
Adams 12 Five Star Online Program	-	63.90	-			-
Advanced Academics and Gifted Services	2.50	2.50	17.75	18.00	18.00	-
Co-Curricular Activities	2.50	2.50	2.50	2.50	2.50	-
Co-Curricular Electives	-	1.00	1.00	1.00	1.00	-
Counseling, CTE and Concurrent Enrollment	1.00	4.00	5.00	5.25	5.75	0.50
Culturally & Linguistically Diverse Education	100.10	103.87	127.32	131.60	138.51	6.91
Curriculum and Instruction	15.00	16.00	16.00	37.00	57.96	20.96
Early Childhood Student Support Services	189.97	188.40	187.05	125.12	121.32	(3.80)
Induction	1.00	1.00	1.00	1.00	1.00	-
Instructional Technology and Library Services	3.00	3.00	3.00	3.00	3.00	-
Learning Services	87.80	87.30	91.80	9.80	10.80	1.00
Multi-Tiered System of Support	-	-	-	46.00	60.80	14.80
PEAK	5.67	5.67	5.67	5.67	5.92	0.25
School Effectiveness and Accountability	6.00	6.00	6.00	6.00	6.00	-
Student Engagement Initiatives	58.63	63.40	62.37	61.90	61.53	(0.37)
Student Support Services	529.23	535.71	548.61	654.80	671.86	17.06
Teacher and Principal Professional Learning	1.75	0.75	25.60	43.65	50.65	7.00
Total Instructional Departments	1,004.15	1,085.00	1,100.67	1,152.29	1,216.60	64.31
Support Departments						
Athletic Venues	4.87	4.62	4.62	4.62	4.62	-
Board of Education	1.00	1.00	1.00	1.00	0.50	(0.50)
Business Services	3.14	3.14	4.10	4.33	4.19	(0.14)
Communication Services	6.70	6.20	7.20	6.20	5.40	(0.80)
Custodial Services	186.08	189.08	189.08	188.48	188.48	-
Energy and Sustainability	2.95	2.95	3.00	3.00	3.00	-
Equity & Engagement	-	-	-	3.38	4.75	1.37
Facilities Planning and Development	0.75	0.75	9.00	9.00	11.00	2.00
Financial Services	21.00	22.00	22.00	22.00	23.00	1.00
Human Resources	25.50	26.50	28.27	28.27	30.84	2.57
Information Technology/IT Maintenance	40.00	-	-	-	-	-
Instructional Materials Center	4.00	-	-	-	-	-
Office of Policy and Legal Services	2.50	2.50	2.50	2.80	3.10	0.30
Office of Superintendent	1.50	1.50	1.50	1.50	1.50	-
Office of Deputy Superintendent	2.85	4.75	7.00	3.00	3.00	-
Operations and Maintenance	56.50	57.50	57.50	57.50	58.00	0.50
Newcomer Center	-	-	-	-	11.00	11.00
Print Studio/Records	8.00	-	-	-	-	-
Procurement	4.00	5.00	6.00	6.00	6.00	-
Pupil Transportation Services	185.50	186.50	186.50	186.50	176.50	(10.00)
Safe & Secure Environment	0.50	0.50	1.00	1.00	1.00	-
Safety Services	13.98	15.58	15.58	18.58	18.08	(0.50)
Warehouse	11.00	10.00	9.00	9.00	10.00	1.00
Total Support Departments	582.32	540.07	554.85	556.16	563.96	7.80
Total General Fund FTE	3,787.53	3,832.76	3,856.45	3,925.63	4,008.03	82.40

Explanation of Changes in Staffing

Schools

Elementary schools were allocated additional 4.50 FTE to increase their fourth specials teachers to full 1.00 FTE instead of increments of 0.50 FTE. In addition, a total of 3.50 FTE for Family Outreach Liaison posters were moved from Governmental Grants to individual school budgets.

A 1.00 FTE Counselor was added to each K-8 school to support mental health needs. The schools had 1.00 FTE Deans added to each K-8 school as moved from Governmental Grants to individual school budgets. This was offset by the overall declining enrollment FTE reductions.

A 1.00 FTE Counselor and 1.00 FTE Deans added to certain Middle school as moved from Governmental Grants to individual school budgets. Additional increases were from middle schools increasing staff from net incline enrollment.

Due to overall declining enrollment FTE was reduced at High Schools.

Instructional Departments

- In Fiscal Year 2024-25, 47.00 FTE were moved from ESSER funding to the following general fund department budgets:
 - 7.00 Learning Specialists to Student Support Services.
 - 13.00 Social Emotional Learning Specialists and 1.00 Coordinator to the Multi-Tiered Systems of Support.
 - 17.00 Academic Interventionist and 4.00 Reading Interventionists to the Curriculum and Instruction.
 - 4.00 teachers and 1.00 Instructional Coach to the Newcomer Center.
- Learning Services added 1.00 Executive Director of Elementary and K-8 School.
- In preparation for Fiscal Year 2024-25, Preschool school based staffing model was evaluated, Bright Horizons Preschool FTE were increased to accommodate a tuition based model, and special education staff in the Student Support Services were reorganized to meet the needs of PK-12 students. The result was a 6.26 FTE increase in the Preschool Department and Student Support Services Department.
- In order to align Instructional Coaches among Title and non-title schools, 7.00 Instructional Coaches were added to the general fund Teacher and Principal Professional Learning Department to support Title schools.

Support Departments

- In Board of Education, reduced Sr Executive Assistant from a 1.0 FTE to .5 FTE. With the retirement long standing assistant the board will be sharing a .5 FTE Sr Executive Assistant with Central Administration department.
- Changes to the Business Service department include adjusting the Executive Director to 1.00 (previously split between multiple funds), the Free and Reduced Coordinator to 0.17, moving the Admissions Specialist to IT Fund, and moving the Planning Manager to Construction and Facilities Design Department.
- Communication Services- FTE has been reduced by (.8) FTE due to the reduction of a 1.0 Multicultural Eng & Trans Spec FTE that is now located in the Equity and Engagement department as a Family Outreach Liaison. Communication department also added a .2 Sr Executive Assistant FTE in which it shares with the Legal Department.
- Equity and Engagement department added 1.00 Family Outreach Liaison, and 0.37 Business Support Technician.
- Financial Services staff changes include reduction of 1.00 Accounting Manager, and additional 1.00 Payroll Specialist, and 1.00 Accountant.
- Human Resources department added a Staff Mental Health/Wellness Coordinator, Lead Benefits Specialist, and a lead Payroll Specialist. Other changes include an increase to HR Partner by 0.50,

and reductions to Employment Specialist by 1.00 FTE and Educational Interpreter D/HH from 0.94 FTE to 0.84 FTE.

- Office of Policy and Legal Services-Increased by .3 FTE as the department shares their Sr Executive Assistant with the Communication department.
- 0.50 FTE of Business Support Technician moved from Safety Services to Operations and Maintenance.
- In the Transportation Department, 10.00 FTE of vacant/unfilled Driver positions were reduced.
- Creation of the Newcomer Center increased multiple positions for 11.00 FTE.
- 1.00 Warehouse Worker moved from Other Special Revenue Fund to General Fund.

Insurance Reserve - Sub Fund of the General Fund

Statement of Program

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

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

The district has procured insurance policies from the Colorado School Districts Self Insurance Pool (CSDSIP) for property and liability coverage and Pinnacol Assurance for workers' compensation. Risk Management purchases Foreign Liability Insurance (FLI), a surety bond for Commercial Driver License (CDL) training, and a Workers Compensation (WC) surety bond from Arthur J. Gallagher. Risk Management works with an insurance broker to determine appropriate coverage limits and deductibles. Workers' compensation costs include insurance premiums, deductibles per claim, and claim administration fees charged by Pinnacol Assurance. The district has a \$0.5 million deductible per WC claim which is capped at an annual aggregate of \$1.5 million. The claim handling fee is 8.00 percent of paid claims, which is capped once a claim meets the \$0.5 million deductible. The beginning fund balance is estimated to be \$5.0 million for Fiscal Year 2024-25, based on additional transfer in set to occur at end of the FY2023-24 school year to keep a balance to offset large claims. This fund balance amount contains one month of reserves \$0.3 million and insurance reserves containing the remaining \$4.7 million. The budgeted transfers made to the Insurance Reserve Fund from the general fund will provide revenue of \$4.5 million to fund insurance premiums, salaries, benefits, and annual expenditures.

Expenditures for the Insurance Reserve Fund regarding Supplies & Materials, Property & Equipment, Internal Charges/Reimbursements, and Other Expenditures are expected to increase based upon history and the upcoming economic recession and current inflation.



**ADAMS 12 FIVE STAR SCHOOLS
INSURANCE RESERVE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2020-2021 TO 2027-2028**

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Forecast	Forecast	Forecast
Beginning Fund Balance	\$ 4,679,883	\$ 4,820,567	\$ 4,348,686	\$ 4,058,252	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	-	-	-	44,647	40,000	-	-	-
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	3,545,988	3,493,067	3,616,330	3,639,487	4,469,437	4,358,026	4,991,159	5,246,025
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	156,411	12,684	45,949	3,917	-	-	-	-
Total Revenues	3,702,399	3,505,751	3,662,279	3,688,051	4,509,437	4,358,026	4,991,159	5,246,025
Total Available Resources	8,382,282	8,326,318	8,010,965	7,746,303	9,509,437	9,358,026	9,991,159	10,246,025
Expenditures								
Employee Salaries	303,598	267,174	280,483	295,553	295,553	300,577	305,687	310,884
Employee Benefits	92,431	84,586	89,477	93,460	93,691	95,284	96,904	98,551
Purchased Services	3,108,411	3,567,043	3,504,289	3,726,081	3,948,793	3,787,518	4,410,612	4,655,263
Supplies & Materials	7,294	21,358	18,257	68,900	101,900	103,836	105,809	107,819
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	5,273	13,495	1,100	1,500	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	64,745	67,044	61,090	46,500	69,000	70,311	71,647	73,008
Other Expenditures	(20,037)	(43,068)	(1,983)	1,500	500	500	500	500
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	3,561,715	3,977,632	3,952,713	4,233,494	4,509,437	4,358,026	4,991,159	5,246,025
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	3,561,715	3,977,632	3,952,713	4,233,494	4,509,437	4,358,026	4,991,159	5,246,025
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Fund	4,820,567	4,348,686	4,058,252	3,512,809	5,000,000	5,000,000	5,000,000	5,000,000
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 4,820,567	\$ 4,348,686	\$ 4,058,252	\$ 3,512,809	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
Total Appropriations	\$ 8,382,282	\$ 8,326,318	\$ 8,010,965	\$ 7,746,303	\$ 9,509,437	\$ 9,358,026	\$ 9,991,159	\$ 10,246,025

Informational Technology - Sub Fund of the General Fund

Statement of Program

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

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

During Fiscal Year 2024-25, the Information Technology Fund will continue to support the many systems and services that were brought online during the pandemic so that staff and students can engage in teaching and learning during the school year. This Fund supports over 30,000 Chromebooks and 1,000 hotspots for student use. It also supports online learning platforms and digital curricula as well as a Service Desk for student and family tech support.

During the 2024-25 fiscal year, a portion of the beginning fund balance of the Information Technology Fund will be utilized to support the continued rollout of Multi-Tiered System of Support (MTSS) software to support the individual needs of our students, centralized management and replacement for staff devices, new technology to ensure the accessibility of district resources for people with disabilities, and other key technology projects.



**ADAMS 12 FIVE STAR SCHOOLS
INFORMATION TECHNOLOGY FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2020-2021 TO 2027-2028**

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Forecast	Forecast	Forecast
Beginning Fund Balance	\$ -	\$ -	\$ 5,069,337	\$ 5,812,666	\$ 5,460,000	\$ 1,421,858	\$ (2,764,649)	\$ (7,138,339)
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	-	-	-	-	-	-	-	-
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	19,952,046	18,685,177	21,192,801	20,448,152	20,959,356	21,483,340	22,020,424
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	-	27,411	67,356	59,510	-	-	-	-
Total Revenues	-	19,979,457	18,752,533	21,252,311	20,448,152	20,959,356	21,483,340	22,020,424
Total Available Resources	-	19,979,457	23,821,870	27,064,977	25,908,152	22,381,214	18,718,691	14,882,085
Expenditures								
Employee Salaries	-	5,174,334	6,108,525	7,087,449	8,146,302	8,358,106	8,633,923	8,832,503
Employee Benefits	-	1,484,674	1,770,184	2,105,230	2,475,910	2,582,074	2,667,282	2,728,629
Purchased Services	-	7,387,387	10,916,761	9,250,413	9,386,357	9,621,016	9,861,541	10,108,080
Supplies & Materials	-	1,735,846	512,187	847,491	218,175	223,629	229,220	234,951
Utilities	-	32,549	29,878	23,328	30,050	30,801	31,571	32,360
Property/Equipment	-	182,751	(85,462)	3,098,518	5,051,000	5,177,275	5,306,707	5,439,375
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	-	(1,087,794)	(1,243,719)	(1,022,800)	(1,030,500)	(1,056,263)	(1,082,670)	(1,109,737)
Other Expenditures	-	5,739	9,537	8,420	9,000	9,225	9,456	9,692
Contingency Reserve	-	-	-	200,000	200,000	200,000	200,000	200,000
Total Expenditures	-	14,915,486	18,017,891	21,598,049	24,486,294	25,145,863	25,857,030	26,475,853
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	(5,366)	(8,686)	(15,000)	-	-	-	-
Transfer to Governmental								
Designated Grant Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	(5,366)	(8,686)	(15,000)	-	-	-	-
Total Year End Expenditures & Transfers	-	14,910,120	18,009,205	21,583,049	24,486,294	25,145,863	25,857,030	26,475,853
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Information Technology Fund	-	4,407,617	5,526,269	5,138,077	1,421,858	(2,764,649)	(7,138,339)	(11,593,768)
CPP Reserve	-	-	-	-	-	-	-	-
Designated Override Reserve	-	661,720	286,396	343,851	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ 5,069,337	\$ 5,812,665	\$ 5,481,928	\$ 1,421,858	\$ (2,764,649)	\$ (7,138,339)	\$ (11,593,768)
Total Appropriations	\$ -	\$ 19,979,457	\$ 23,821,870	\$ 27,064,977	\$ 25,908,152	\$ 22,381,214	\$ 18,718,691	\$ 14,882,085

Instructional Revenue Fund

Statement of Program

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

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



**ADAMS 12 FIVE STAR SCHOOLS
INSTRUCTIONAL REVENUE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2020-2021 TO 2027-2028**

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Forecast	Forecast	Forecast
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 9,773,682	\$ 7,243,853	\$ 8,137,349	\$ 9,053,183	\$ 9,991,913
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	-	-	28,064	-	-	-	-	-
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	174,277	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	-	13,600,960	4,237,269	4,379,632	4,489,123	4,601,351	4,716,385
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	-	-	13,803,301	4,237,269	4,379,632	4,489,123	4,601,351	4,716,385
Total Available Resources	-	-	13,803,301	14,010,951	11,623,485	12,626,472	13,654,534	14,708,298
Expenditures								
Employee Salaries	-	-	454,358	-	-	-	-	-
Employee Benefits	-	-	149,746	-	-	-	-	-
Purchased Services	-	-	94,182	-	-	-	-	-
Supplies & Materials	-	-	3,327,882	5,854,338	3,486,136	3,573,289	3,662,621	3,754,187
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	-	-	2,948	-	-	-	-	-
Other Expenditures	-	-	504	-	-	-	-	-
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	-	-	4,029,620	5,854,338	3,486,136	3,573,289	3,662,621	3,754,187
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Transfer to Insurance Reserve	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	-	-	4,029,620	5,854,338	3,486,136	3,573,289	3,662,621	3,754,187
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Instructional Special Revenue Fund	-	-	4,336,132	7,353,793	6,599,773	7,882,985	8,821,715	9,783,913
CPP Reserve	-	-	-	-	-	-	-	-
Designated Override Reserve	-	-	5,437,549	802,820	1,537,576	1,170,198	1,170,198	1,170,198
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ 9,773,681	\$ 8,156,613	\$ 8,137,349	\$ 9,053,183	\$ 9,991,913	\$ 10,954,111
Total Appropriations	\$ -	\$ -	\$ 13,803,301	\$ 14,010,951	\$ 11,623,485	\$ 12,626,472	\$ 13,654,534	\$ 14,708,298

Other District Funds

Governmental Designated-Purpose Grants Fund

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

The total Fiscal Year 2024-25 Governmental Designated-Purpose Grant Fund budget is \$59.5 million. When compared to the Fiscal Year 2023-24 amended budget, the Grant Fund budget has a net decrease of \$20.1 million due primarily to the spending of onetime COVID-19 pandemic relief funds, Emergency Connectivity Funds, and grant carryover funds.

State Grants

Colorado Reading to Ensure Academic Development Act (READ Act)

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

School to Work Alliance Program (SWAP)

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

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

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

Career Development Incentive Program (CDIP)

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

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

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

School Health Professional Grant (SHPG)

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

Federal Grants

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

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

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

Title II, Part A: Supporting Effective Instruction

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



Other Federal Awards (continued)

Title III, Part A: Supplemental Supports for English Learners

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

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

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

21st Century Community Learning Centers (CCLC)

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

Individuals with Disabilities Education Act (IDEA)

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

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

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

Medicaid

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

ADAMS 12 FIVE STAR SCHOOLS
GOVERNMENTAL DESIGNATED-PURPOSE GRANTS FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2020-2021 TO 2027-2028

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Forecast	Forecast	Forecast
Beginning Fund Balance	\$ -	\$ -	\$ (2,294,998)	\$ -	\$ -	\$ -	\$ -	\$ -
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	-	-	-	226,823	284,075	-	-	-
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	7,372,249	8,311,336	4,389,145	24,195,827	24,266,333	19,987,485	19,477,686	20,000,944
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	49,614,340	40,897,008	42,346,358	54,077,275	34,928,651	26,643,942	25,865,514	24,077,404
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	-	-	1,100,000	-	-	-	-
Earnings on Investment	5,249	-	-	-	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	56,991,838	49,208,344	46,735,503	79,599,925	59,479,059	46,631,427	45,343,200	44,078,348
Total Available Resources	56,991,838	49,208,344	44,440,505	79,599,925	59,479,059	46,631,427	45,343,200	44,078,348
Expenditures								
Employee Salaries	25,555,125	26,330,838	21,691,513	20,825,462	14,571,104	13,638,553	12,861,155	11,999,458
Employee Benefits	7,156,044	8,120,346	6,727,697	22,139,900	20,534,334	20,836,765	21,237,764	21,455,955
Purchased Services	5,314,698	4,494,341	3,406,315	3,540,358	2,430,350	2,272,377	2,124,672	1,986,568
Supplies & Materials	4,970,892	1,550,336	4,389,000	1,093,818	1,561,018	1,459,552	1,364,681	1,275,977
Utilities	105,057	266,897	6,025	1,020	1,500	1,538	1,576	1,615
Property/Equipment	7,567,371	3,807,609	2,832,626	10,104,595	990,422	1,015,183	1,040,563	1,066,577
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	6,301,518	6,747,646	5,197,512	7,049,151	5,693,140	5,835,469	5,981,356	6,130,890
Other Expenditures	21,133	185,329	189,817	14,845,621	13,697,191	1,571,990	731,433	161,308
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	56,991,838	51,503,342	44,440,505	79,599,925	59,479,059	46,631,427	45,343,200	44,078,348
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	56,991,838	51,503,342	44,440,505	79,599,925	59,479,059	46,631,427	45,343,200	44,078,348
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Grants Fund	-	(2,294,998)	-	-	-	-	-	-
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ (2,294,998)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$ 56,991,838	\$ 49,208,344	\$ 44,440,505	\$ 79,599,925	\$ 59,479,059	\$ 46,631,427	\$ 45,343,200	\$ 44,078,348

ADAMS 12 FIVE STAR SCHOOLS
GOVERNMENTAL DESIGNATED-PURPOSE GRANT FUND
STATEMENT OF REVENUE BY GRANT
FISCAL YEARS 2020-2021 TO 2027-2028

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Support								
Property Tax	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	5,249	-	-	226,823	284,075	-	-	-
Subtotal Local Support	\$ 5,249	\$ -	\$ -	\$ 226,823	\$ 284,075	\$ -	\$ -	\$ -
State Support								
English Language Proficiency Act (ELPA)	2,772,419	3,120,898	-	-	-	-	-	-
Building Excellent Schools Today (BEST)	854,779	969,355	762,053	-	-	-	-	-
Counselor Corps	63,965	308,493	412,386	380,819	-	-	-	-
Reading To Ensure Academic Development Act (READ)	-	-	1,226,619	1,299,263	1,451,367	1,451,367	1,451,367	1,451,367
Student Work Alliance Program (SWAP)	503,661	493,851	520,846	548,520	604,161	604,161	604,161	604,161
Career Development Incentive Program	80,880	77,862	300,747	1,373,550	1,250,000	250,000	250,000	250,000
Expelled & At-Risk Stdnt Services (EARSS)	156,831	429,289	244,726	211,874	-	-	-	-
School Health Professional Grant	635,139	97,194	415,101	389,799	459,301	389,799	-	-
School Security Disbursement Grant and SAFER	-	-	-	-	309,684	-	-	-
Transformation Network Grant	-	-	204,000	202,500	387,190	120,000	-	-
Other State Grants	2,304,575	2,814,394	302,667	19,789,502	19,804,630	17,172,158	17,172,158	17,172,158
Subtotal State Support	\$ 7,372,249	\$ 8,311,336	\$ 4,389,145	\$ 24,195,827	\$ 24,266,333	\$ 19,987,485	\$ 19,477,686	\$ 4,000,944
Federal Support								
Title I: Education for the Disadvantaged	4,340,180	5,051,728	5,353,575	7,062,091	6,342,862	6,291,343	6,291,343	6,291,343
Title IC: Migrant Education	11,674	675	25,000	25,000	25,000	25,000	25,000	25,000
Title II: Improving Teacher Quality	874,647	806,151	1,003,341	1,210,902	1,156,135	1,150,909	1,150,909	1,150,909
Title III: Instruction for Limited English Proficient Students	507,327	556,568	455,384	684,173	549,219	516,549	516,549	516,549
Title IV: Well Rounded Education	274,548	444,215	390,610	545,183	531,495	436,430	436,430	436,430
Title VI: Indian Education	41,059	39,756	37,063	31,411	43,978	40,000	40,000	40,000
Title IX: McKinneyVento Homeless	72,424	65,299	65,532	84,468	81,170	75,000	75,000	75,000
21st Century Community Learning Centers (CCLC)	942,351	989,174	846,116	840,000	-	-	-	-
Individuals with Disabilities Education Act (IDEA)	6,980,992	7,169,812	7,206,259	7,672,108	8,139,400	7,574,815	7,574,815	7,574,815
Perkins - Vocational Secondary	223,496	263,744	279,619	278,219	278,500	278,500	278,500	278,500
Medicaid	5,141,993	4,929,551	5,081,527	7,615,400	8,631,234	6,226,944	6,226,944	6,226,944
Turnaround Network Project	-	-	311,295	302,214	417,684	150,000	-	-
Other Federal Grants	9,477,952	752,427	7,733,356	16,175,770	8,731,974	3,878,452	3,250,024	3,250,024
Subtotal Federal Support	\$ 28,888,643	\$ 21,069,100	\$ 28,788,678	\$ 42,526,939	\$ 34,928,651	\$ 26,643,942	\$ 25,865,514	\$ 24,077,404
Federal Support through COVID 19 Funds								
Coronavirus Relief Funds (CRF)	6,383,917	-	-	-	-	-	-	-
Elementary and Secondary School Emergency Relief ESSER I	2,861,598	792,475	-	-	-	-	-	-
Elementary and Secondary School Emergency Relief ESSER II	11,478,249	3,345,347	30,361	-	-	-	-	-
American Rescue Plan - Elementary and Secondary School Emergency Relief (ESSER III)	-	13,879,455	10,052,655	8,884,378	-	-	-	-
ARP Homeless Children and Youth	1,933	142,617	21,641	159,589	-	-	-	-
American Rescue Plan IDEA Fund	-	307,839	1,322,532	-	-	-	-	-
Workforce and Child Care Stabilization Grant	-	1,360,175	2,130,490	332,563	-	-	-	-
Other Federal COVID 19 Grants	-	-	-	2,173,806	-	-	-	-
Subtotal Federal Support through COVID 19 Funds	\$ 20,725,697	\$ 19,827,908	\$ 13,557,679	\$ 11,550,336	\$ -	\$ -	\$ -	\$ -
Transfers In	-	-	-	1,100,000	-	-	-	-
Total Available Resources	\$ 56,991,838	\$ 49,208,344	\$ 46,735,502	\$ 79,599,925	\$ 59,479,059	\$ 46,631,427	\$ 45,343,200	\$ 28,078,348

Interscholastic Athletic - Special Revenue Fund

Statement of Program

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

Currently, Adams 12 Five Star Schools offers 4 sports opportunities for middle school students and 26 sports opportunities for high school students. High school students are charged an athletic fee of \$175 per sport per student and middle school students are charged an athletic fee of \$50 per sport per student, and the fee is capped to the first two sports. Revenue is also generated from gate receipts at high school and middle school student athletic events.

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

Focus Areas for the Athletic Fund

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



**ADAMS 12 FIVE STAR SCHOOLS
 INTERSCHOLASTIC ATHLETIC FUND
 SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
 FISCAL YEARS 2020-2021 TO 2027-2028**

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Forecast	Forecast	Forecast
Beginning Fund Balance	\$ 396,442	\$ 368,803	\$ 322,830	\$ 1,677,632	\$ 1,975,853	\$ 1,166,923	\$ 706,749	\$ 151,277
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	29,832	207,231	244,351	217,350	249,100	219,524	221,719	223,936
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	404,005	398,072	410,051	543,900	524,000	549,339	554,832	560,380
Community Use	154,188	312,243	291,103	305,000	295,000	308,050	311,131	314,242
Transfer In From Other Funds	1,423,719	1,517,237	3,618,320	2,598,749	2,598,749	2,598,749	2,598,749	2,598,749
Earnings on Investment	-	667	-	-	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	2,011,744	2,435,450	4,563,825	3,664,999	3,666,849	3,675,662	3,686,431	3,697,307
Total Available Resources	2,408,186	2,804,253	4,886,655	5,342,631	5,642,702	4,842,585	4,393,180	3,848,584
Expenditures								
Employee Salaries	1,205,861	1,377,991	1,642,249	1,749,616	2,018,716	2,071,203	2,139,553	2,188,763
Employee Benefits	284,767	326,164	393,648	413,252	482,210	505,104	521,773	533,774
Purchased Services	257,811	370,394	419,727	560,191	356,885	365,807	374,952	384,326
Supplies & Materials	225,309	190,820	448,745	543,699	610,218	178,718	183,186	187,766
Utilities	745	-	-	-	-	-	-	-
Property/Equipment	-	2,776	37,776	26,500	31,000	31,775	32,569	33,383
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	32,929	180,114	237,347	280,110	251,850	258,146	264,600	271,215
Other Expenditures	31,960	33,164	29,531	33,930	7,300	7,483	7,670	7,862
Contingency Reserve	-	-	-	104,000	717,600	717,600	717,600	717,600
Total Expenditures	2,039,382	2,481,423	3,209,023	3,711,298	4,475,779	4,135,836	4,241,903	4,324,689
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	2,039,382	2,481,423	3,209,023	3,711,298	4,475,779	4,135,836	4,241,903	4,324,689
Reserves Designated								
TABOR Reserve	60,352	73,063	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Athletic Fund	308,452	249,767	1,677,632	1,631,333	1,166,923	706,749	151,277	(476,105)
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 368,804	\$ 322,830	\$ 1,677,632	\$ 1,631,333	\$ 1,166,923	\$ 706,749	\$ 151,277	\$ (476,105)
Total Appropriations	\$ 2,408,186	\$ 2,804,253	\$ 4,886,655	\$ 5,342,631	\$ 5,642,702	\$ 4,842,585	\$ 4,393,180	\$ 3,848,584

Pupil Activity - Special Revenue Fund

Statement of Program

This special revenue fund is used to track revenue and expenditure activities tied to the collection of student fees and fines, afterschool activities, student clubs, and student group fundraising. Student Fees are assessed based on the Board approved fee schedule. Expenditures in this fund are associated with intrascholastic and interscholastic activities, student events fundraisers, classroom materials, student clubs or group supplies and materials, and replacement or repairs of damages to property and equipment.

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

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



**ADAMS 12 FIVE STAR SCHOOLS
PUPIL ACTIVITY SPECIAL REVENUE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2020-2021 TO 2027-2028**

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Forecast	Forecast	Forecast
Beginning Fund Balance	\$ 4,278,658	\$ 4,242,593	\$ 4,771,939	\$ 4,969,951	\$ 4,684,596	\$ 4,677,068	\$ 4,668,789	\$ 4,659,385
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	593,107	2,059,586	2,159,403	2,251,262	1,697,514	1,739,952	1,783,451	1,828,037
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	678,220	1,897,328	1,929,371	2,191,007	1,865,460	1,912,097	1,959,899	2,008,896
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	217,774	235,322	236,130	255,019	255,019	261,394	267,929	274,627
Earnings on Investment	145	2,848	-	4,200	-	-	-	-
Other Miscellaneous	-	360	4,278	-	-	-	-	-
Total Revenues	1,489,246	4,195,444	4,329,182	4,701,488	3,817,993	3,913,443	4,011,279	4,111,560
Total Available Resources	5,767,904	8,438,037	9,101,121	9,671,439	8,502,589	8,590,511	8,680,068	8,770,945
Expenditures								
Employee Salaries	21,340	103,186	99,870	81,340	87,867	90,152	93,127	95,269
Employee Benefits	5,015	22,740	26,433	18,859	23,668	24,734	25,550	26,138
Purchased Services	293,268	1,139,989	1,301,069	1,020,704	1,068,894	1,095,616	1,123,006	1,151,081
Supplies & Materials	1,156,697	2,138,471	2,420,048	2,342,751	2,305,975	2,363,624	2,422,715	2,483,283
Utilities	5,621	2,713	997	-	-	-	-	-
Property/Equipment	26,678	85,804	81,004	37,774	39,151	40,130	41,133	42,161
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	9,050	132,580	162,639	138,834	225,380	231,015	236,790	242,710
Other Expenditures	7,508	40,615	39,110	29,897	74,586	76,451	78,362	80,321
Contingency Reserve	-	-	-	970,027	-	-	-	-
Total Expenditures	1,525,177	3,666,098	4,131,170	4,640,186	3,825,521	3,921,722	4,020,683	4,120,963
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	1,525,177	3,666,098	4,131,170	4,640,186	3,825,521	3,921,722	4,020,683	4,120,963
Reserves Designated								
TABOR Reserve	44,677	125,863	129,875	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Pupil Activity Special Revenue Fund	4,198,050	4,118,554	4,256,194	4,434,311	4,405,271	4,241,702	4,164,349	4,180,055
CPP Reserve	-	-	-	-	-	-	-	-
Designated Override Balance	-	527,522	583,882	596,942	271,797	427,087	495,036	469,927
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 4,242,727	\$ 4,771,939	\$ 4,969,951	\$ 5,031,253	\$ 4,677,068	\$ 4,668,789	\$ 4,659,385	\$ 4,649,982
Total Appropriations	\$ 5,767,904	\$ 8,438,037	\$ 9,101,121	\$ 9,671,439	\$ 8,502,589	\$ 8,590,511	\$ 8,680,068	\$ 8,770,945

Other Special Revenue Fund

Statement of Program

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

Revenues and expenditures include:

- Revenues and expenditures from local grants (used in accordance with the guidelines required in funding documents).
- Revenues and expenditures from fundraising, donations, and school activity collections (used in accordance with event guidelines).
- Community use of school facilities.
- Salaries and benefits for community use personnel.

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



**ADAMS 12 FIVE STAR SCHOOLS
OTHER SPECIAL REVENUE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2020-2021 TO 2027-2028**

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Forecast	Forecast	Forecast
Beginning Fund Balance	\$ 3,534,588	\$ 2,470,664	\$ 2,849,056	\$ 3,687,170	\$ 2,967,573	\$ 2,189,841	\$ 2,157,120	\$ 2,115,370
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	2,033,546	1,562,487	2,309,767	1,596,338	1,958,000	2,006,950	2,057,124	2,108,552
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	832	38,220	-	61,701	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	3,044	8,924	14,536	-	-	-	-	-
Community Use	177,447	488,893	686,284	552,343	565,542	579,681	594,173	609,027
Transfer In From Other Funds	-	-	-	-	-	-	-	-
Earnings on Investment	984	1,600	-	-	-	-	-	-
Other Miscellaneous	53,189	232,485	313,059	300,000	284,223	291,329	298,612	306,077
Total Revenues	2,268,210	2,295,221	3,361,866	2,448,681	2,869,466	2,877,960	2,949,909	3,023,656
Total Available Resources	5,802,798	4,765,885	6,210,922	6,135,851	5,837,039	5,067,801	5,107,029	5,139,026
Expenditures								
Employee Salaries	861,838	490,133	721,671	1,233,593	750,899	770,422	795,846	814,150
Employee Benefits	254,870	146,665	212,263	412,128	245,572	255,809	264,251	270,329
Purchased Services	271,473	209,666	242,190	368,671	193,190	198,020	202,971	208,045
Supplies & Materials	1,110,853	998,268	1,181,279	1,229,193	1,550,207	1,588,962	1,628,686	1,669,403
Utilities	-	129	-	-	-	-	-	-
Property/Equipment	730,846	23,816	23,236	15,275	20,000	20,500	21,013	21,538
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	81,134	37,013	50,909	14,223	51,450	52,736	54,054	55,405
Other Expenditures	21,297	11,139	38,487	620,111	835,880	24,232	24,838	25,459
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	3,332,311	1,916,829	2,470,035	3,893,194	3,647,198	2,910,681	2,991,659	3,064,329
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Governmental	-	-	-	-	-	-	-	-
Designated Grant Fund	-	-	-	1,100,000	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	53,717	-	-	-	-	-
Total Transfers	-	-	53,717	1,100,000	-	-	-	-
Total Year End Expenditures & Transfers	3,332,311	1,916,829	2,523,752	4,993,194	3,647,198	2,910,681	2,991,659	3,064,329
Reserves Designated								
TABOR Reserve	65,719	64,684	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Other Special Revenue Fund	2,404,768	2,784,372	3,687,170	1,142,657	2,189,841	2,157,120	2,115,370	2,074,697
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 2,470,487	\$ 2,849,056	\$ 3,687,170	\$ 1,142,657	\$ 2,189,841	\$ 2,157,120	\$ 2,115,370	\$ 2,074,697
Total Appropriations	\$ 5,802,798	\$ 4,765,885	\$ 6,210,922	\$ 6,135,851	\$ 5,837,039	\$ 5,067,801	\$ 5,107,029	\$ 5,139,026

Food Service - Special Revenue Fund

Statement of Program

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

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

Fund balance for the Food Service Fund is projected to be above the three months of operating reserves after Fiscal Year 2024-25. The district has a multi-year plan to reduce the fund balance and return to the required reserve limits. This plan includes expenditures for updating equipment and covering the anticipated increase in labor and supply chain costs.



Focus Areas for Food Service

- Provide healthy and nutritious meals to support student learning.
- Continue to focus on operational efficiencies and consistency throughout the 49 Nutrition Program, which include 47 full service kitchens and 2 satellite programs.
- Continue to assist schools to conform and comply with USDA Reauthorization Acts as they are released, and the Authorized Personnel in School Kitchens Superintendent policy.
- Provide opportunities and resources to assist in teaching students healthy behaviors and to contribute to the overall learning environment.

**ADAMS 12 FIVE STAR SCHOOLS
FOOD SERVICE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2020-2021 TO 2027-2028**

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Forecast	Forecast	Forecast
Beginning Fund Balance	\$ 3,156,533	\$ 6,615,689	\$ 11,010,660	\$ 11,853,982	\$ 12,381,793	\$ 12,003,109	\$ 11,585,230	\$ 11,097,768
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	178,057	742,125	4,078,136	1,028,701	892,518	914,831	937,702	961,145
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	104,091	103,633	251,776	4,844,901	3,621,324	3,711,857	3,804,653	3,899,769
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	13,415,195	17,008,476	10,100,397	8,486,627	11,529,064	11,817,291	12,112,723	12,415,541
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	-	32,600	-	-	-	-	-
Earnings on Investment	-	2,997	-	17,500	10,000	17,500	17,500	17,500
Other Miscellaneous	6,304	21,154	15,529	10,000	12,000	10,000	10,000	10,000
Total Revenues	13,703,647	17,878,385	14,478,438	14,387,729	16,064,906	16,471,479	16,882,578	17,303,955
Total Available Resources	16,860,180	24,494,074	25,489,098	26,241,711	28,446,699	28,474,588	28,467,808	28,401,723
Expenditures								
Employee Salaries	3,634,416	4,545,168	4,751,770	5,115,364	5,376,964	5,516,765	5,698,818	5,829,891
Employee Benefits	1,197,962	1,447,041	1,566,354	1,629,543	1,716,987	1,789,212	1,848,256	1,890,766
Purchased Services	275,215	553,726	392,801	403,699	545,955	559,604	573,594	587,934
Supplies & Materials	4,201,052	5,755,103	5,823,516	6,709,666	7,186,984	7,366,659	7,550,825	7,739,596
Utilities	612	714	221	-	-	-	-	-
Property/Equipment	245,365	261,600	149,316	340,000	515,000	527,875	541,072	554,599
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	684,405	914,557	945,880	1,095,200	1,095,200	1,122,580	1,150,645	1,179,411
Other Expenditures	5,464	5,505	5,258	5,233	6,500	6,663	6,830	7,001
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	10,244,491	13,483,414	13,635,116	15,298,705	16,443,590	16,889,358	17,370,040	17,789,198
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	10,244,491	13,483,414	13,635,116	15,298,705	16,443,590	16,889,358	17,370,040	17,789,198
Reserves Designated								
TABOR Reserve	8,635	26,097	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Food Service Fund	6,607,054	10,984,563	11,853,982	10,943,006	12,003,109	11,585,230	11,097,768	10,612,525
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 6,615,689	\$ 11,010,660	\$ 11,853,982	\$ 10,943,006	\$ 12,003,109	\$ 11,585,230	\$ 11,097,768	\$ 10,612,525
Total Appropriations	\$ 16,860,180	\$ 24,494,074	\$ 25,489,098	\$ 26,241,711	\$ 28,446,699	\$ 28,474,588	\$ 28,467,808	\$ 28,401,723

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

Statement of Program

The Before, After, and Summer Enrichment Program (BASE) is a fee-based program that operates year round. BASE services include the Before and After School care, Non-school days, Break Programs and the Summer BASE.

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

The American Rescue Plan Act (ARPA) of 2021 stabilization grant was provided to licensed child care centers throughout the State of Colorado. ARPA funds were designed to stabilize the child care industry as a critical step to paving the way for a strong economic recovery, supporting children, families and child care industry.

Funding received from ARPA stabilized the BASE Department fund, restored the fund balance, equivalent to 3-months of expenditures, retained employees and provided over \$320,000 in financial tuition assistance to BASE families thus far.

Focus Areas for BASE

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



ADAMS 12 FIVE STAR SCHOOLS
BEFORE, AFTER, AND SUMMER ENRICHMENT PROGRAM FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2020-2021 TO 2027-2028

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Forecast	Forecast	Forecast
Beginning Fund Balance	\$ 275,160	\$ 1,074,731	\$ 2,724,998	\$ 4,686,897	\$ 4,567,043	\$ 4,217,527	\$ 3,828,376	\$ 3,377,388
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	2,772,282	5,517,350	6,689,563	7,525,731	7,440,013	7,626,013	7,816,663	8,012,080
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	2,278,610	-	-	-	-	-	-	-
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	70	61	21	-	-	-	-	-
Total Revenues	5,050,962	5,517,411	6,689,584	7,525,731	7,440,013	7,626,013	7,816,663	8,012,080
Total Available Resources	5,326,122	6,592,142	9,414,582	12,212,628	12,007,056	11,843,540	11,645,039	11,389,468
Expenditures								
Employee Salaries	3,009,551	2,471,807	3,069,721	4,603,452	4,790,014	4,914,554	5,076,734	5,193,499
Employee Benefits	1,042,290	827,950	899,761	1,596,543	1,534,513	1,598,983	1,651,749	1,689,739
Purchased Services	177,625	321,467	407,525	621,942	627,551	643,240	659,321	675,804
Supplies & Materials	23,857	114,594	196,654	194,697	147,710	151,403	155,188	159,068
Utilities	11,861	17,935	8,995	16,560	17,280	17,712	18,155	18,609
Property/Equipment	1,020	3,318	952	7,500	5,000	5,125	5,253	5,384
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	(15,333)	108,620	142,981	449,692	665,056	681,682	698,724	716,192
Other Expenditures	520	1,453	1,096	2,510	2,405	2,465	2,527	2,590
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	4,251,391	3,867,144	4,727,685	7,492,896	7,789,529	8,015,164	8,267,651	8,460,885
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	4,251,391	3,867,144	4,727,685	7,492,896	7,789,529	8,015,164	8,267,651	8,460,885
Reserves Designated								
TABOR Reserve	151,529	165,522	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated BASE Fund	923,202	2,559,476	4,686,897	4,719,732	4,217,527	3,828,376	3,377,388	2,928,583
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 1,074,731	\$ 2,724,998	\$ 4,686,897	\$ 4,719,732	\$ 4,217,527	\$ 3,828,376	\$ 3,377,388	\$ 2,928,583
Total Appropriations	\$ 5,326,122	\$ 6,592,142	\$ 9,414,582	\$ 12,212,628	\$ 12,007,056	\$ 11,843,540	\$ 11,645,039	\$ 11,389,468

Bond Redemption - Debt Service Fund

Statement of Program

The Bond Redemption Fund is used to account for property taxes levied to provide for payment of long-term debt. The district's long-term debt, in the form of general obligation bonds including interest, totals \$413.9 million as of June 30, 2024. The budgeted amount for this debt service in Fiscal Year 2024-25 is \$40.7 million. Property taxes provide the revenue for this fund.

State statute limits the amount of general obligation debt a school district may issue to the greater of 20.0 percent of the latest valuation for assessment of the taxable property in the district, or 6.0 percent of the most recent determination of the actual value of the taxable property in the district, as certified by the county assessor to the board of commissioners (C.R.S. 22-42-104). In the fiscal year ending June 30, 2023, the debt limitation for the school district under the 6.0 percent of actual valuation is \$2.2 billion, which is \$2.0 billion in excess of the school district's net outstanding general obligation debt of \$0.3 billion.

The property tax collections are sufficient to cover the debt payment structure. The Board of Education certifies the mill levy in December of each fiscal year that is used for annual property tax assessments, with the majority of taxes collected during the months of February to June.

Debt payments are made in December and June each year. The ending fund balance is maintained at the minimum requirement level to make the debt service payments for the subsequent eighteen months and to allow for strategic early retirements.

Projections for future years include planned revenue to support the debt payments through Fiscal Year 2027-28. Principal and interest payments have remained consistent over the time presented.

Bond Ratings

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

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

Standard and Poor's ratings range from "AAA" to "D". The ratings from "AA" to "CCC" may be modified by the addition of a plus (+) or minus (-) sign to show relative standing within the major rating categories. A long-term debt rating of "A+" differs from the highest-rated obligations only to a small degree. The obligor's capacity to meet its financial commitment on the obligation is very strong. An obligation rated "A" is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher-rated categories. However, the obligor's capacity to meet its financial commitment on the obligation is still strong.

Debt Guidelines

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

- Constructing or erecting school buildings.
- Enlarging, improving, remodeling, repairing, or making additions to any school building.

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

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

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

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

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

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

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

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

**ADAMS 12 FIVE STAR SCHOOLS
BOND REDEMPTION DEBT SERVICE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2020-2021 TO 2027-2028**

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Forecast	Forecast	Forecast
Beginning Fund Balance	\$ 90,302,546	\$111,657,094	\$124,376,814	\$ 71,678,333	\$110,590,308	\$162,016,336	\$215,946,532	\$271,108,157
Local Support								
Property Taxes	65,951,224	72,606,803	74,087,109	79,219,513	91,304,028	92,217,069	94,983,581	95,933,416
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	-	-	-	-	-	-	-	-
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	-	-	-	-	-	-	-
Earnings on Investment	214,849	(408,682)	907,278	900,000	800,000	1,168,002	1,556,794	1,954,463
Other Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	66,166,073	72,198,121	74,994,387	80,119,513	92,104,028	93,385,071	96,540,375	97,887,879
Total Available Resources	156,468,619	183,855,215	199,371,201	151,797,846	202,694,336	255,401,407	312,486,907	368,996,036
Expenditures								
Employee Salaries	-	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-	-
Purchased Services	14,500	15,251	16,750	16,000	16,000	16,000	16,000	16,000
Supplies & Materials	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	-	-	-	-	-	-	-	-
Debt Service	44,797,025	59,463,150	127,676,118	40,811,925	40,662,000	39,438,875	41,362,750	35,550,175
Internal Charge/Reimbursements	-	-	-	-	-	-	-	-
Other Expenditures	-	-	-	-	-	-	-	-
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	44,811,525	59,478,401	127,692,868	40,827,925	40,678,000	39,454,875	41,378,750	35,566,175
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	44,811,525	59,478,401	127,692,868	40,827,925	40,678,000	39,454,875	41,378,750	35,566,175
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Bond Fund	111,657,094	124,376,814	71,678,333	110,969,921	162,016,336	215,946,532	271,108,157	333,429,861
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$111,657,094	\$124,376,814	\$ 71,678,333	\$110,969,921	\$162,016,336	\$215,946,532	\$271,108,157	\$333,429,861
Total Appropriations	\$156,468,619	\$183,855,215	\$199,371,201	\$151,797,846	\$202,694,336	\$255,401,407	\$312,486,907	\$368,996,036

Capital Reserve - Capital Projects Fund

Statement of Program

The Capital Reserve Fund is funded by rental revenue, common area maintenance fees, cash in lieu payments, oil & gas royalties from district owned properties, and a transfer from the General Fund. In Fiscal Year 2024-25, Cash in Lieu is expected to increase due to the construction of large housing developments in Adams County. Revenue from leases at the Education Support Center will increase due to new negotiated rates during the last tenant contract renewal.

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

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

Major projects expected for Fiscal Year 2024-25 include the continued repair work to the fields at North Stadium and Northglenn High School, multiple roofing repairs, installation of transportation software, continued payments of busses and fleet vehicles, and lease payments for the Five Star Online Academy building.

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

Fund balance is expected to decrease over forecasted Fiscal Year 2025-26 through 2027-28, due to continued needs for building repairs and safety and security needs.



Major Financed Purchases

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

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

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

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

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

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

Certificates of Participation

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

The Certificates of Participation provide for the following payments:

<u>Fiscal Year Ending June 30th</u>	<u>Amount</u>
2025	\$2,456,800
2026	\$2,461,200
2027	\$2,445,750
2028	\$2,439,500
<i>Subtotal</i>	<i>\$9,803,250</i>
<u>Less Interest</u>	<u>(\$873,250)</u>
Total Principal	\$8,930,000

**ADAMS 12 FIVE STAR SCHOOLS
CAPITAL RESERVE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2020-2021 TO 2027-2028**

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Forecast	Forecast	Forecast
Beginning Fund Balance	\$ 26,253,435	\$ 28,658,695	\$ 28,482,100	\$ 30,687,909	\$ 28,418,314	\$ 27,800,874	\$ 27,093,444	\$ 26,296,070
Local Support								
Property Taxes	-	1,254,411	547,254	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	154,936	1,114,981	601,200	684,351	619,351	634,835	650,706	666,974
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	1,608,696	1,520,485	1,547,042	1,683,591	1,641,517	1,682,555	1,724,619	1,767,734
Transfer In From Other Funds	6,803,436	1,075,226	4,167,851	2,710,004	2,902,004	2,779,210	2,410,828	2,410,828
Earnings on Investment	26,991	505,848	3,445,096	2,300,000	2,737,690	2,806,132	2,876,285	2,948,192
Other Miscellaneous	2,276,409	2,160,905	274,609	7,542	35,000	35,000	35,000	35,000
Total Revenues	10,870,468	7,631,856	10,583,052	7,385,488	7,935,562	7,937,732	7,697,438	7,828,728
Total Available Resources	37,123,903	36,290,551	39,065,152	38,073,397	36,353,876	35,738,606	34,790,882	34,124,798
Expenditures								
Employee Salaries	74,810	278,455	72,186	135,003	174,830	179,376	185,295	189,557
Employee Benefits	25,615	85,083	25,241	46,992	56,079	58,434	60,362	61,750
Purchased Services	1,526,891	2,578,813	902,819	6,689,422	4,525,232	4,638,363	4,754,322	4,873,180
Supplies & Materials	1,576,021	349,576	272,638	287,340	312,340	320,149	328,153	336,357
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	2,755,453	1,616,793	4,014,484	2,092,940	540,000	553,500	567,338	581,521
Debt Service	2,473,600	2,884,275	3,089,855	2,955,279	2,944,366	2,895,181	2,599,179	2,664,158
Internal Charge/Reimbursements	32,747	15,332	-	25	40	41	42	43
Other Expenditures	72	124	20	100	115	118	121	124
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	8,465,209	7,808,451	8,377,243	12,207,101	8,553,002	8,645,162	8,494,812	8,706,690
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	8,465,209	7,808,451	8,377,243	12,207,101	8,553,002	8,645,162	8,494,812	8,706,690
Reserves Designated								
TABOR Reserve	326,114	171,241	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	2,200,199	1,902,382	1,902,780	1,595,892	1,281,578
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Capital Reserve Fund	28,332,580	28,310,859	30,687,909	23,390,762	25,762,999	25,108,498	24,618,012	24,054,364
CPP Reserve	-	-	-	-	-	-	-	-
Designated Override Reserve	-	-	-	275,335	135,493	82,166	82,166	82,166
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 28,658,694	\$ 28,482,100	\$ 30,687,909	\$ 25,866,296	\$ 27,800,874	\$ 27,093,444	\$ 26,296,070	\$ 25,418,108
Total Appropriations	\$ 37,123,903	\$ 36,290,551	\$ 39,065,152	\$ 38,073,397	\$ 36,353,876	\$ 35,738,606	\$ 34,790,882	\$ 34,124,798

**ADAMS 12 FIVE STAR SCHOOLS
CAPITAL CONSTRUCTION PLAN
FISCAL YEAR 2017-2025**

CAPITAL CONSTRUCTION PLAN 2017-2025	Expected Completion	Expenditures to Date (through June 30, 2024)	Remaining Budget Amount	Total
Major Renovations & New School Addition				
Thunder Vista	Nov-18	\$ 46,246,032	\$ -	\$ 46,246,032
STEM Lab Reconstruction	Nov-19	27,479,468	-	27,479,468
Independence Academy Campus	Sep-24	6,074,681	3,925,551	10,000,232
Expansions/Additions	Nov-18	14,316,128	-	14,316,128
North Park Program	Jun-22	35,750	-	35,750
Land Purchase Program	Feb-22	2,821,000	-	2,821,000
Major Renovations & New School Addition Subtotal		\$ 96,973,060	\$ 3,925,551	\$ 100,898,611
Aging Buildings				
Interior Renovations	Sep-23	\$ 26,237,886	\$ -	\$ 26,237,886
Stadium Renovations	Sep-24	13,330,078	574,104	13,904,182
District Wide Renovations	Sep-24	110,865,503	172,897	111,038,400
Exterior Renovations	Nov-24	38,044,181	97,831	38,142,012
Aging Buildings Subtotal		\$ 188,477,648	\$ 844,832	\$ 189,322,480
Educational Opportunities				
CTE Expansion	Nov-20	\$ 27,805,534	\$ 35,100	\$ 27,840,634
Early Childhood Education Renovation	Nov-19	623,053	-	623,053
Educational Opportunities Subtotal		\$ 28,428,587	\$ 35,100	\$ 28,463,687
Classroom Needs				
Instructional Upgrades	Sep-24	\$ 14,041,840	\$ 158,411	\$ 14,200,251
Classroom Needs Subtotal		\$ 14,041,840	\$ 158,411	\$ 14,200,251
Technology				
Technology Refresh	Aug-23	\$ 3,457,750	\$ -	\$ 3,457,750
Communications and Alert System	Dec-24	9,767,233	6,856,531	16,623,764
Fiber Project	Jun-21	19,429,350	580,136	20,009,486
Controls Project	Dec-24	6,751,017	209,063	6,960,080
Device Upgrades	Dec-23	1,499,130	870	1,500,000
Wireless Upgrade Program	Sep-23	7,045,554	154,446	7,200,000
Technology Subtotal		\$ 47,950,034	\$ 7,801,046	\$ 55,751,080
Transportation				
Buses	Nov-23	\$ 3,208,098	\$ -	\$ 3,208,098
Transportation Subtotal		\$ 3,208,098	\$ -	\$ 3,208,098
Safety & Security				
Cameras	Jun-23	\$ 411,213	\$ -	\$ 411,213
Lockdown/Lockout	Dec-24	99,657	551,313	650,970
Fire/Intercom/Access	Mar-21	4,545,463	-	4,545,463
Safety & Security Subtotal		\$ 5,056,333	\$ 551,313	\$ 5,607,646
Facility Renovation & Construction Plan Subtotal		\$ 384,135,599	\$ 13,316,253	\$ 397,451,852
General and Administration	Jun-22	\$ 13,034,359	\$ -	\$ 13,034,359
Future Planned Projects	Dec-24	-	523,767	523,767
Bond Closing Costs	Dec-18	1,486,242	-	1,486,242
Charter School Allocation	Mar-17	15,338,082	-	15,338,082
Facility Renovation & Construction Plan Total		\$ 413,994,282	\$ 13,840,020	\$ 427,834,302

Capital Construction Plan costs are funded from the 2016 Bond and are used to improve existing facilities, upgrade learning environments, and extend the life of district facilities. Some projects are considered completed; however, they have remaining budgets for any unexpected EENF's. Funds are allocated based on draw schedules.

Building - Capital Projects Fund

Statement of Program

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

Bond Issuance History

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



Long-Range Planning Advisory Committee

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

Assessing the Need

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

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

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

Building - Capital Projects Fund

Capital Construction Plan

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

The last seven years of bond work focused on:

- Relieving overcrowding with the construction of Thunder Vista, a new PK-8 in Broomfield, which opened in the 2018-19 school year.
- Eliminating modular classrooms at Arapahoe Ridge and Cotton Creek elementary schools, which brought all students into one building by expanding the existing facilities.
- Reconstructing the east and west wings of the STEM Lab School.
- Expansion of district Career and Technical Education programs through the renovation of Future Forward at Bollman and the construction of the Future Forward at Washington Square campus, greatly increasing CTE offerings to students across the district.
- Site improvements at over 20 district schools; improving parking, playgrounds, and building aesthetics for students, staff and the surrounding community.
- \$15.3 million given to three district charter schools for interior and exterior campus improvements, as well as instructional equipment upgrades.
- Creation of a districtwide internet fiber network, allowing seamless internet connectivity for students and teachers and removing the burden of relying on an external internet service provider.
- Instructional equipment upgrades for all schools including innovative technology, furniture, and other classroom equipment used by students and teachers everyday.

Throughout 2024-2025, the bond will focus on:

- Completion of the \$10.0 million campus for Independence Academy, planned to open August 2024, which will greatly expand access to programming for at-risk middle and high school students throughout the district.
- Continued work on \$3.0 million of intercom upgrades at schools across the district, replacing existing equipment and modernizing intercom systems to ensure communication throughout buildings
- Ongoing building security and door access projects, including \$2.2 million to install door sensors on all exterior doors at every district school, allowing district security to actively monitor access to all buildings in real time.
- Completion of a number of exterior site improvement projects including total roof replacement at Legacy High School, and the resurface of the North Stadium parking lot.

BUILDING FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2020-2021 TO 2027-2028

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Forecast	Forecast	Forecast
Beginning Fund Balance	\$100,435,455	\$ 58,970,177	\$ 36,881,225	\$ 23,213,404	\$ 13,787,870	\$ -	\$ -	\$ -
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	-	-	-	-	-	-	-	-
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	-	-	-	-	-	-	-
Earnings on Investment	146,244	141,908	1,182,615	631,658	52,150	-	-	-
Other Miscellaneous ¹	1,920,972	899,611	3,251,928	-	-	-	-	-
Total Revenues	2,067,216	1,041,519	4,434,543	631,658	52,150	-	-	-
Total Available Resources	102,502,671	60,011,696	41,315,768	23,845,062	13,840,020	-	-	-
Expenditures								
Employee Salaries	1,940,132	1,281,849	136,524	505,876	-	-	-	-
Employee Benefits	588,672	378,265	42,139	155,204	-	-	-	-
Purchased Services	3,221,335	1,866,985	1,628,874	3,540,614	1,841,450	-	-	-
Supplies & Materials	715,103	212,765	1,070,107	1,076,353	627,000	-	-	-
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	37,067,028	19,390,210	15,222,988	16,000,562	11,371,570	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	80	254	1,732	-	-	-	-	-
Other Expenditures	144	143	-	-	-	-	-	-
Contingency Reserve	-	-	-	2,206,453	-	-	-	-
Total Expenditures	43,532,494	23,130,471	18,102,364	23,485,062	13,840,020	-	-	-
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	43,532,494	23,130,471	18,102,364	23,485,062	13,840,020	-	-	-
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Building Fund	58,970,177	36,881,225	23,213,404	360,000	-	-	-	-
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 58,970,177	\$ 36,881,225	\$ 23,213,404	\$ 360,000	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$102,502,671	\$ 60,011,696	\$ 41,315,768	\$ 23,845,062	\$ 13,840,020	\$ -	\$ -	\$ -

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

Instruction Special Revenue Fund

Statement of Program

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

Beginning in Fiscal Year 2019-20, due to the passage of HB19-1262, which increased state funding for Kindergarten students from 0.58 to 1.00 FTE in pupil funding, the district no longer charges or collects tuition for full-day Kindergarten students. Fiscal Year 2020-21 was the last year the General Fund transferred funds into the Instructional Revenue Fund to cover half the cost of certified staff and paraprofessional associated with kindergarten classrooms. Beginning in Fiscal Year 2021-22 those expenditures are now budgeted as part of the General Fund. In Fiscal Year 2022-23 fund balance was transferred to the Instructional Revenue Fund, a sub fund of the General Fund. Textbook and other curriculum expenditures are now reported in this sub fund.



**ADAMS 12 FIVE STAR SCHOOLS
INSTRUCTIONAL SPECIAL REVENUE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2020-2021 TO 2027-2028**

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Forecast	Forecast	Forecast
Beginning Fund Balance	\$ 10,234,339	\$ 8,464,355	\$ 10,743,692	\$ -	\$ -			
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	-	18,421	-	-	-	-	-	-
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	41,823	262,373	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	7,541,064	4,457,756	-	-	-	-	-	-
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	7,582,887	4,738,550	-	-	-	-	-	-
Total Available Resources	17,817,226	13,202,905	10,743,692	-	-	-	-	-
Expenditures								
Employee Salaries	3,603,948	465,780	-	-	-	-	-	-
Employee Benefits	1,158,885	156,701	-	-	-	-	-	-
Purchased Services	78,836	184,540	-	-	-	-	-	-
Supplies & Materials	4,165,148	1,651,248	-	-	-	-	-	-
Utilities	336	-	-	-	-	-	-	-
Property/Equipment	345,234	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	485	97	-	-	-	-	-	-
Other Expenditures	-	847	-	-	-	-	-	-
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	9,352,872	2,459,213	-	-	-	-	-	-
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	10,743,692	-	-	-	-	-
Transfer to Insurance Reserve	-	-	-	-	-	-	-	-
Total Transfers	-	-	10,743,692	-	-	-	-	-
Total Year End Expenditures & Transfers	9,352,872	2,459,213	10,743,692	-	-	-	-	-
Reserves Designated								
TABOR Reserve	227,486	142,156	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Instructional Special Revenue Fund	8,236,868	10,601,536	-	-	-	-	-	-
CPP Reserve	-	-	-	-	-	-	-	-
Designated Override Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 8,464,354	\$ 10,743,692	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$ 17,817,226	\$ 13,202,905	\$ 10,743,692	\$ -	\$ -	\$ -	\$ -	\$ -

Charter School Section

Charter Schools

Prospect Ridge Academy

Prospect Ridge Academy is a K-12 charter school located in the northern part of the district. The school offers an intensified math and science focus along with Core Knowledge programming. There are two buildings featuring modern classrooms, facilities, and libraries for life-long learning.



Stargate School

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



Westgate Community School

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



New America School

The New America School Thornton Campus enrolls more than 300 students each year in a location convenient for students in Adams and Denver counties, as well as other communities in metropolitan Denver. We have unique opportunities for young parents, former dropouts, and students working full-time to earn high school credits and a diploma



**ADAMS 12 FIVE STAR SCHOOLS
CHARTER SCHOOLS SUMMARY
STATEMENT OF REVENUES, EXPENDITURES, AND FUND BALANCE
FISCAL YEAR 2024-2025**

Charter School budgets are expected by June 30th, 2024.



School Section

School Based Budgeting Practices and Assumptions

Assumptions and Budgeting Practices

School budgets were prepared using the following considerations:

- Staffing based on standardized classroom ratios using forecasted enrollment. Due to declining enrollment projections, staff were reduced at some locations.
- FTE listed is broken down to individual school/department, so the FTE is rounded up to the nearest hundredths.
- Allocations given for special programming such as International Baccalaureate (IB) and STEM schools.
- General Operating Expenses categorized as Purchased Services, Supplies, Equipment, and Other Expenditures to include costs for classroom supplies, professional development, printing, transportation, maintenance, software renewals, and other school needs.
- For schools eligible for Title I, the offset of Title I dollars allocated to the school is included in Other Expenditures.
- In Fiscal Year 2024-25, all Elementary schools provided specials as 1.00 FTE in Art, Music, and Physical Education classes to positively impact student growth and achievement.
- In Fiscal Year 2024-25, a 1.00 FTE Dean moved from grants to be added to K-8 and Middle schools.
- In Fiscal Year 2024-25, a 1.00 FTE Counselor was added to each of the four K-8 schools.
- In Fiscal Year 2024-25, a 0.50 FTE Instructional Coach was moved from title schools the Staff Development department.



ARAPAHOE RIDGE ELEMENTARY SCHOOL

13095 North Pecos Street
Westminster, CO 80234
<https://arapahoe.adams12.org>

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



Mission and Vision:

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

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

Additional Information:

- Classified FTE increased 0.38 due to school self-funding a Family Outreach Liaison.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,863,261	\$ 2,117,540	\$ 2,069,366	\$ 2,072,268
Benefits	619,932	772,521	650,821	653,825
Purchased Services	2,708	1,108	2,235	756
Supplies	23,416	38,120	44,126	35,040
Equipment	-	2,049	22,067	-
Other	12,004	12,195	13,686	15,366
Total Expenditures	\$ 2,521,322	\$ 2,943,534	\$ 2,802,301	\$ 2,777,255
<u>BUDGETED STAFFING</u>				
Certified	22.50	20.50	21.50	21.50
Paraprofessionals	3.50	4.03	4.78	4.78
Classified	2.06	2.05	2.06	2.44
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	29.56	28.08	29.84	30.22
Projected Student Enrollment	400	396	435	384
Cost per Student	\$ 6,303	\$ 7,433	\$ 6,442	\$ 7,232

CENTENNIAL ELEMENTARY SCHOOL

13200 Westlake Drive
Broomfield, CO 80020
<https://centennial.adams12.org>

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



Mission and Vision:

We are all Centennial: students, family, staff, and community. We come together as a community of learners dedicated to educating the whole child: physically, emotionally, and intellectually. We will provide active and innovative instruction in problem solving, 21st century skills, and critical thinking. Students will demonstrate their new learning in all areas of their lives to become well-rounded, productive citizens. We will incorporate learning styles and differentiate instruction while students will continue to progress as learners, and are given multiple opportunities to demonstrate their learning.

Additional Information:

- Certified FTE decreased by total of 1.50 due to 1.00 Teacher due to enrollment decline and 0.50 Instructional Coach moved to Staff Development department.
- Paraprofessionals FTE increased by a total of 0.64 due to a 1.0 Family Outreach Family Outreach Liaison returned from Government Designated-Purpose Grant Fund and decreased 0.36 Student Monitor after review of school needs.
- Eligible for Title I funding.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 1,910,454	\$ 1,955,854	\$ 2,105,764	\$ 1,978,101
Benefits	597,030	719,199	659,578	621,081
Purchased Services	14,375	4,850	10,264	4,240
Supplies	35,106	74,276	96,894	37,655
Equipment	796	1,200	-	-
Other	(148,838)	(75,894)	(170,574)	(148,775)
Total Expenditures	\$ 2,408,923	\$ 2,679,484	\$ 2,701,926	\$ 2,492,302
BUDGETED STAFFING				
Certified	21.50	20.50	21.00	19.50
Paraprofessionals	3.51	4.66	3.51	4.15
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	29.01	29.16	28.51	27.65
Projected Student Enrollment	317	358	306	285
Cost per Student	\$ 7,599	\$ 7,485	\$ 8,830	\$ 8,745

CHERRY DRIVE ELEMENTARY SCHOOL

11500 Cherry Drive
Thornton, CO 80233
<https://cherry.adams12.org>

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



Mission and Vision:

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

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

Additional Information:

- Certified FTE decreased by 1.00 due to decline in projected enrollment.
- Certified FTE increased by 0.10 as school self-funded a Psychologist.
- Paraprofessionals FTE increased by 0.64 to meet Student Monitor needs.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 1,161,838	\$ 1,410,090	\$ 1,653,152	\$ 1,573,494
Benefits	385,453	521,265	516,627	493,650
Purchased Services	7,714	3,773	1,713	568
Supplies	35,259	40,334	47,329	29,555
Equipment	-	12,436	1,124	-
Other	18,632	11,001	15,591	15,237
Total Expenditures	\$ 1,608,896	\$ 1,998,899	\$ 2,235,536	\$ 2,112,504
BUDGETED STAFFING				
Certified	14.90	15.00	16.50	15.60
Paraprofessionals	2.72	2.53	2.52	3.16
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	21.12	21.03	22.52	22.26
Projected Student Enrollment	243	271	292	266
Cost per Student	\$ 6,621	\$ 7,376	\$ 7,656	\$ 7,942

CORONADO HILLS ELEMENTARY SCHOOL

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

Principal: Cathy Cahill
Main Office: 720-972-5320



Mission and Vision:

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

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

Additional Information:

- Certified FTE increased by 1.50 due to incline in projected enrollment.
- Paraprofessionals FTE increased by 0.75 to meet Student Monitor needs.
- Eligible for Title I funding.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,166,476	\$ 2,221,030	\$ 2,310,882	\$ 2,434,621
Benefits	699,676	804,894	730,604	768,637
Purchased Services	2,098	3,495	1,575	875
Supplies	37,105	42,061	65,130	70,822
Equipment	4,985	32,572	5,000	34,128
Other	(231,175)	(206,904)	(257,324)	(252,568)
Total Expenditures	\$ 2,679,165	\$ 2,897,147	\$ 2,855,867	\$ 3,056,515
<u>BUDGETED STAFFING</u>				
Certified	26.50	23.00	23.50	25.00
Paraprofessionals	4.08	4.37	4.00	4.75
Classified	2.50	2.50	2.56	2.56
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	35.08	31.87	32.06	34.31
Projected Student Enrollment	419	376	372	384
Cost per Student	\$ 6,394	\$ 7,705	\$ 7,677	\$ 7,960

COTTON CREEK ELEMENTARY SCHOOL

11100 Vrain Street
Westminster, CO 80031
<https://cotton.adams12.org>

Principal: Alizabeth Gooding
Main Office: 720-972-5340



Mission and Vision:

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

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

Additional Information:

- Certified FTE increased by 0.25 due school funding a Gifted and Talented Teacher.
- Paraprofessionals FTE increased by 0.25 to meet Student Monitor needs.
- Administrative FTE increased by 0.50 for Assistant Principal allocation due to amount of specials program.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 2,300,887	\$ 2,414,031	\$ 2,294,501	\$ 2,374,453
Benefits	775,735	885,090	720,193	746,209
Purchased Services	4,197	4,483	1,519	925
Supplies	36,692	29,001	68,995	50,788
Equipment	15,931	-	10,934	10,000
Other	17,639	18,860	16,437	19,074
Total Expenditures	\$ 3,151,081	\$ 3,351,465	\$ 3,112,579	\$ 3,201,449
<u>BUDGETED STAFFING</u>				
Certified	27.50	25.50	24.50	24.75
Paraprofessionals	3.99	4.00	4.50	4.75
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	1.50	1.50	2.00
Total Budgeted Staffing	35.49	33.00	32.50	33.50
Projected Student Enrollment	453	484	444	482
Cost per Student	\$ 6,956	\$ 6,925	\$ 7,010	\$ 6,642

COYOTE RIDGE ELEMENTARY SCHOOL

13770 Broadlands Drive
Broomfield, CO 80023
<https://coyote.adams12.org>

Principal: Carolyn Webb
Main Office: 720-972-5780



Mission and Vision:

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

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

Additional Information:

- Paraprofessionals FTE increased by total of 1.18 due to added a 0.63 Student Monitors and 0.55 Classroom Assistants to meet school needs.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,857,829	\$ 2,142,018	\$ 2,039,516	\$ 2,064,325
Benefits	597,984	749,056	640,872	650,748
Purchased Services	2,286	2,636	1,583	853
Supplies	32,227	29,838	118,453	48,877
Equipment	38,133	12,617	-	-
Other	14,187	14,524	16,147	15,915
Total Expenditures	\$ 2,542,646	\$ 2,950,690	\$ 2,816,571	\$ 2,780,718
<u>BUDGETED STAFFING</u>				
Certified	21.70	21.75	21.50	21.50
Paraprofessionals	3.28	3.62	3.74	4.92
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	28.48	28.87	28.74	29.92
Projected Student Enrollment	382	405	367	383
Cost per Student	\$ 6,656	\$ 7,286	\$ 7,675	\$ 7,260

EAGLEVIEW ELEMENTARY SCHOOL

4601 Summit Grove Parkway
Thornton, CO 80241
<https://eagleview.adams12.org>

Principal: Lyndi Peterson
Main Office: 720-972-5760



Mission and Vision:

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

Additional Information:

- Certified FTE increased by 0.50 due specials teachers updated to full 1.00 allocations.
- Paraprofessionals FTE increased by 0.62 to meet Classroom Assistant needs.
- Administrative FTE increased by 0.50 for Assistant Principal allocation due to amount of specials programs.

	2021-2022	2022-2023	2023-2024	2024-2025
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,229,722	\$ 2,146,761	\$ 2,286,843	\$ 2,282,157
Benefits	737,478	797,783	718,585	719,930
Purchased Services	4,855	6,068	5,139	3,859
Supplies	70,302	45,762	46,729	40,288
Equipment	-	16,963	22,413	-
Other	22,645	23,750	26,121	33,809
Total Expenditures	\$ 3,065,002	\$ 3,037,086	\$ 3,105,830	\$ 3,080,043
<u>BUDGETED STAFFING</u>				
Certified	28.50	23.50	23.00	23.50
Paraprofessionals	4.74	5.48	3.66	4.28
Classified	2.88	2.88	2.80	2.80
Administrative and Professional/Technical	2.00	1.50	1.50	2.00
Total Budgeted Staffing	38.11	33.36	30.96	32.58
Projected Student Enrollment	478	500	455	454
Cost per Student	\$ 6,412	\$ 6,074	\$ 6,826	\$ 6,784

FEDERAL HEIGHTS ELEMENTARY SCHOOL

2500 West 96th Avenue
Federal Heights, CO 80260
<https://federal.adams12.org>

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



Mission and Vision:

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

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

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

Additional Information:

- Certified FTE increased by total 0.50 due to increase of 1.0 Teacher and decrease of 0.50 for Instructional Coach moved to Staff Development department.
- Paraprofessionals FTE increased by 0.15 to meet Media Technician needs
- Eligible for Title I funding.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 1,755,366	\$ 1,938,167	\$ 2,314,693	\$ 2,272,784
Benefits	579,507	696,093	728,457	715,401
Purchased Services	1,654	1,165	1,658	2,650
Supplies	42,007	39,918	56,453	131,562
Equipment	3,495	1,296	-	-
Other	(252,609)	(234,053)	(248,836)	(270,908)
Total Expenditures	\$ 2,129,420	\$ 2,442,586	\$ 2,852,425	\$ 2,851,489
BUDGETED STAFFING				
Certified	22.00	22.13	23.00	23.50
Paraprofessionals	4.15	3.31	3.31	3.45
Classified	2.37	2.15	2.30	2.34
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	30.52	29.59	30.61	31.29
Projected Student Enrollment	344	352	362	374
Cost per Student	\$ 6,190	\$ 6,939	\$ 7,880	\$ 7,624

GLACIER PEAK ELEMENTARY SCHOOL

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

Principal: Jeanna Costa
Main Office: 720-972-5940



Mission and Vision:

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

Additional Information:

- Certified FTE decreased by 1.50 due to decline in projected enrollment.
- Paraprofessionals FTE decreased by total of 0.12 due to reducing 0.07 Media Assistant and 0.31 Student Monitor, while increasing 0.26 Classroom Assistants to meet school needs.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 1,823,223	\$ 2,126,543	\$ 2,281,763	\$ 2,231,226
Benefits	609,133	780,331	716,149	701,118
Purchased Services	1,437	4,937	7,533	3,709
Supplies	27,375	30,513	52,048	72,956
Equipment	3,292	4,480	-	-
Other	12,336	13,789	13,658	13,688
Total Expenditures	\$ 2,476,796	\$ 2,960,594	\$ 3,071,151	\$ 3,022,697
BUDGETED STAFFING				
Certified	22.50	23.50	25.00	23.50
Paraprofessionals	3.28	5.04	5.01	4.89
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	29.28	32.04	33.51	31.89
Projected Student Enrollment	370	444	493	459
Cost per Student	\$ 6,694	\$ 6,668	\$ 6,230	\$ 6,585

HILLCREST ELEMENTARY SCHOOL

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

Principal: Erika Fiorenza
Main Office: 720-972-5380



Mission and Vision:

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

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

Additional Information:

- Certified FTE decreased by 0.50 due to Instructional Coach moved to Staff Development Department.
- Classified FTE increased by 0.75 Classroom Assistant after review of school needs.
- Eligible for Title I funding.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 1,891,977	\$ 1,939,564	\$ 2,309,675	\$ 2,183,629
Benefits	649,044	728,096	728,538	688,310
Purchased Services	16,029	3,979	18,501	10,578
Supplies	33,188	25,587	83,634	90,204
Equipment	6,067	8,391	-	-
Other	(218,236)	(199,445)	(235,702)	(225,306)
Total Expenditures	\$ 2,378,068	\$ 2,506,173	\$ 2,904,646	\$ 2,747,415
BUDGETED STAFFING				
Certified	23.00	22.00	22.00	21.50
Paraprofessionals	3.28	4.37	4.93	5.00
Classified	2.25	2.00	2.25	3.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	30.53	30.37	31.18	31.50
Projected Student Enrollment	343	367	372	359
Cost per Student	\$ 6,933	\$ 6,829	\$ 7,808	\$ 7,653

HUNTERS GLEN ELEMENTARY SCHOOL

13222 Corona Street
Thornton, CO 80241
<https://hunters.adams12.org>

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



Mission and Vision:

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

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

Additional Information:

- Certified FTE increased by 0.50 due to specials teachers updated to full 1.00 allocations.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 1,719,223	\$ 2,068,518	\$ 2,155,607	\$ 2,176,728
Benefits	577,583	726,853	675,505	684,941
Purchased Services	8,839	31,724	26,827	49,341
Supplies	23,946	23,199	64,980	48,648
Equipment	-	-	-	-
Other	8,837	9,370	36,673	38,761
Total Expenditures	\$ 2,338,428	\$ 2,859,665	\$ 2,959,592	\$ 2,998,419
BUDGETED STAFFING				
Certified	19.30	21.50	23.00	23.50
Paraprofessionals	2.75	2.85	3.54	3.63
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	25.55	27.85	30.04	30.63
Projected Student Enrollment	320	353	415	430
Cost per Student	\$ 7,308	\$ 8,101	\$ 7,132	\$ 6,973

LEROY DRIVE ELEMENTARY SCHOOL

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

Principal: Caitlin Caligiuri
Main Office: 720-972-5460



Mission and Vision:

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

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

Additional Information:

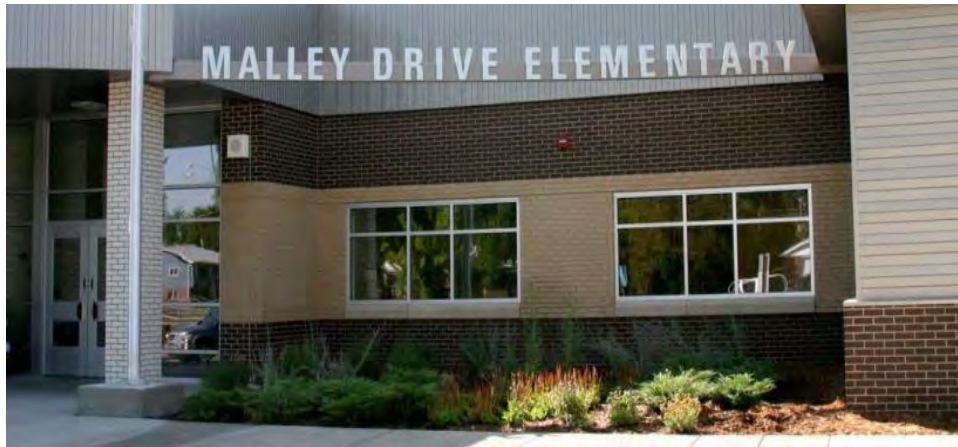
- Certified FTE increased by total of 1.50 due to the 1.00 for Teacher round added along with a 0.50 specials teachers updated to full 1.00 allocations.
- Paraprofessionals FTE increased by 2.63 Classroom Assistant after review of school needs.
- Eligible for Title I funding.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 1,937,580	\$ 2,022,994	\$ 2,340,054	\$ 2,417,924
Benefits	648,644	741,527	727,597	763,969
Purchased Services	5,876	2,650	3,012	2,425
Supplies	57,347	55,895	138,791	75,096
Equipment	2,952	28,417	46,791	-
Other	(157,463)	(81,695)	(221,116)	(202,026)
Total Expenditures	\$ 2,494,935	\$ 2,769,788	\$ 3,035,129	\$ 3,057,388
BUDGETED STAFFING				
Certified	23.00	21.50	23.00	24.50
Paraprofessionals	3.88	3.93	3.80	6.43
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	30.88	29.43	30.80	34.93
Projected Student Enrollment	328	374	411	413
Cost per Student	\$ 7,607	\$ 7,406	\$ 7,385	\$ 7,403

MALLEY DRIVE ELEMENTARY SCHOOL

1300 East Malley Drive
Northglenn, CO 80233
<https://malley.adams12.org>

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



Mission and Vision:

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

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

Additional Information:

- Certified FTE decreased by 0.50 due to Instructional Coach moved to Staff Development Department.
- Paraprofessionals FTE increased by 0.91 Classroom Assistant after review of school needs.
- Classified FTE increased by 0.19 as school added Office Assistant hours.
- Eligible for Title I funding.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 2,056,948	\$ 1,817,596	\$ 2,265,225	\$ 2,238,584
Benefits	677,652	679,326	713,707	707,800
Purchased Services	7,370	1,906	3,301	2,646
Supplies	30,981	56,128	56,764	49,581
Equipment	135	5,841	49,228	55,935
Other	(142,861)	(67,910)	(198,841)	(208,553)
Total Expenditures	\$ 2,630,226	\$ 2,492,886	\$ 2,889,384	\$ 2,845,993
BUDGETED STAFFING				
Certified	23.00	21.50	23.00	22.50
Paraprofessionals	3.29	3.91	4.13	5.04
Classified	2.00	2.38	2.19	2.38
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	30.29	29.79	31.31	31.92
Projected Student Enrollment	342	348	357	370
Cost per Student	\$ 7,691	\$ 7,163	\$ 8,094	\$ 7,692

MCELWAIN ELEMENTARY SCHOOL

1020 Dawson Drive
Thornton, CO 80229
<https://mcelwain.adams12.org>

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



Mission and Vision:

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

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

Additional Information:

- Certified FTE increased by total of 0.68 due to 1.00 for Teacher round added along with removal of the 0.32 school funded Speech Language Pathologist.
- Paraprofessionals FTE increased by 1.25 Classroom Assistant after review of school needs.
- Eligible for Title I funding.

	2021-2022	2022-2023	2023-2024	2024-2025
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,922,511	\$ 2,043,891	\$ 2,214,107	\$ 2,301,846
Benefits	641,887	757,532	699,238	730,588
Purchased Services	3,196	2,608	3,794	1,659
Supplies	35,103	21,385	68,878	73,235
Equipment	-	5,469	15,935	-
Other	(177,907)	(174,842)	(252,496)	(256,450)
Total Expenditures	\$ 2,424,791	\$ 2,656,043	\$ 2,749,456	\$ 2,850,878
<u>BUDGETED STAFFING</u>				
Certified	23.00	22.00	22.20	22.88
Paraprofessionals	4.50	3.51	4.50	5.75
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	31.50	29.51	30.70	32.63
Projected Student Enrollment	346	340	342	358
Cost per Student	\$ 7,008	\$ 7,812	\$ 8,039	\$ 7,963

MERIDIAN ELEMENTARY SCHOOL

14256 McKay Park Circle
Broomfield, CO 80023
<https://meridian.adams12.org>

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



Mission and Vision:

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

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

Additional Information:

- Certified FTE decreased by 2.00 due to decline in projected enrollment
- Paraprofessionals FTE decreased by 0.23 Student Monitor after review of school needs.
- Classified FTE increased by 0.63 as school added Office Assistant hours.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 2,540,677	\$ 2,637,404	\$ 2,525,733	\$ 2,436,433
Benefits	810,460	941,564	794,189	767,243
Purchased Services	3,778	2,655	2,276	1,727
Supplies	26,981	44,189	78,870	69,762
Equipment	17,850	3,403	-	-
Other	18,009	19,670	16,062	32,832
Total Expenditures	\$ 3,417,755	\$ 3,648,886	\$ 3,417,130	\$ 3,307,997
BUDGETED STAFFING				
Certified	27.70	27.50	27.50	25.50
Paraprofessionals	3.50	3.82	3.89	3.66
Classified	2.50	2.50	2.50	3.13
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	35.70	35.82	35.89	34.29
Projected Student Enrollment	491	544	541	483
Cost per Student	\$ 6,961	\$ 6,708	\$ 6,316	\$ 6,849

MOUNTAIN VIEW ELEMENTARY SCHOOL

12401 Perry Street
Broomfield, CO 80020
<https://mountain.adams12.org>

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



Mission and Vision:

Mountain View is proud to be a safe community who knows our students as individuals and learners. Our environment is intentionally designed to inspire every child to take risks, grow, be challenged, and realize their potential. Mountain View is a high achieving, high performing school that serves a diverse population. Most importantly, we pride ourselves on being a caring community where our students ROCK. The Deaf and Hard of Hearing program serves preschool through fifth-grade students. The program is based on the total communication philosophy, which embraces all communication choices and utilizes approaches that are most effective for each individual student.

Additional Information:

- Certified FTE increased by total 0.50 due to increase of 1.0 Teacher and decrease of 0.50 for Instructional Coach moved to Staff Development Department.
- Paraprofessionals FTE increased by 0.64 Student Monitor after review of school needs.
- Administrative FTE increased by 0.50 for Assistant Principal allocation due to amount of specials programs.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,323,270	\$ 2,271,744	\$ 2,318,693	\$ 2,333,393
Benefits	773,482	828,774	725,996	731,700
Purchased Services	4,755	1,169	2,082	883
Supplies	21,871	51,458	138,211	22,725
Equipment	-	-	-	-
Other	13,758	15,449	8,090	17,343
Total Expenditures	\$ 3,137,136	\$ 3,168,594	\$ 3,193,072	\$ 3,106,044
<u>BUDGETED STAFFING</u>				
Certified	29.30	23.50	23.00	23.50
Paraprofessionals	3.19	4.23	5.77	6.41
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	1.50	1.50	2.00
Total Budgeted Staffing	36.49	31.23	32.27	33.91
Projected Student Enrollment	461	483	483	492
Cost per Student	\$ 6,805	\$ 6,560	\$ 6,611	\$ 6,313

NORTH MOR ELEMENTARY SCHOOL

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

Principal: Sara Roberts
Main Office: 720-972-5540



Mission and Vision:

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

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

Additional Information:

- Certified FTE decreased by 3.50 due to decline in projected enrollment.
- Paraprofessionals FTE increased by total 1.80 as a 1.00 Family Outreach Liaison returned from Government Designated-Purpose Grant Fund along with a 0.80 Classroom Assistant.
- Eligible for Title I funding.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 1,783,563	\$ 1,906,085	\$ 1,945,630	\$ 1,766,416
Benefits	607,742	712,290	609,604	559,698
Purchased Services	3,444	389	3,143	575
Supplies	48,766	48,274	67,050	27,268
Equipment	650	4,807	14,514	-
Other	(138,405)	(75,867)	(165,791)	(171,517)
Total Expenditures	\$ 2,305,761	\$ 2,595,979	\$ 2,474,150	\$ 2,182,440
BUDGETED STAFFING				
Certified	20.60	19.10	20.00	16.50
Paraprofessionals	3.94	5.28	3.45	5.25
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	28.54	28.38	27.45	25.75
Projected Student Enrollment	317	323	308	266
Cost per Student	\$ 7,274	\$ 8,037	\$ 8,033	\$ 8,205

NORTH STAR ELEMENTARY SCHOOL

8740 North Star Drive
Thornton, CO 80260
<https://northstar.adams12.org>

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



Mission and Vision:

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

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

Additional Information:

- Paraprofessionals FTE increased by 0.23 Media Technician after review of school needs.
- Eligible for Title I funding.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 1,612,757	\$ 1,758,781	\$ 1,817,141	\$ 1,800,524
Benefits	557,557	679,064	572,578	568,437
Purchased Services	1,581	1,052	3,091	1,373
Supplies	28,792	35,712	43,921	24,511
Equipment	-	2,049	15,000	-
Other	(185,264)	(168,138)	(220,184)	(204,795)
Total Expenditures	\$ 2,015,423	\$ 2,308,519	\$ 2,231,547	\$ 2,190,050
BUDGETED STAFFING				
Certified	18.50	19.00	17.00	17.00
Paraprofessionals	4.42	4.05	4.53	4.76
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	26.92	27.05	25.53	25.76
Projected Student Enrollment	278	303	286	263
Cost per Student	\$ 7,250	\$ 7,619	\$ 7,803	\$ 8,327

PRAIRIE HILLS ELEMENTARY SCHOOL

13801 Garfield Place
Thornton, CO 80602
<https://prairie.adams12.org>

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



Mission and Vision:

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

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

Additional Information:

- Certified FTE decreased by 1.00 due to decline in projected enrollment.
- Paraprofessionals FTE increased by 0.38 Classroom Assistants after review of school needs.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 2,024,581	\$ 2,264,511	\$ 1,983,144	\$ 1,969,351
Benefits	647,133	815,305	619,184	617,370
Purchased Services	3,641	4,444	10,048	13,712
Supplies	27,853	41,906	83,524	74,171
Equipment	-	-	41,999	-
Other	13,137	16,360	16,031	20,664
Total Expenditures	\$ 2,716,345	\$ 3,142,526	\$ 2,753,930	\$ 2,695,268
BUDGETED STAFFING				
Certified	22.50	21.50	21.50	20.50
Paraprofessionals	2.61	2.68	2.66	3.04
Classified	2.13	2.00	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	28.74	27.68	27.66	27.04
Projected Student Enrollment	402	425	441	382
Cost per Student	\$ 6,757	\$ 7,394	\$ 6,245	\$ 7,056

RIVERDALE ELEMENTARY SCHOOL

10724 Elm Drive
Thornton, CO 80233
<https://riverdale.adams12.org>

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



Mission and Vision:

At Riverdale Elementary we are career-bound scholars going from good to better to best to achieve success. We recently wrote a new mission statement and school change reading: Good, better, best, never let it rest, till your good is better, and your better is best.

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

Additional Information:

- Certified FTE decreased by 2.00 due to decline in projected enrollment.
- Paraprofessionals FTE decreased by 0.50 Student Monitors after review of school needs.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,602,826	\$ 1,759,790	\$ 1,903,888	\$ 1,715,515
Benefits	543,400	637,454	596,163	539,584
Purchased Services	3,161	11,445	6,316	5,875
Supplies	60,200	64,809	77,684	56,760
Equipment	20,272	42,846	1,241	2,200
Other	17,358	19,544	32,199	28,643
Total Expenditures	\$ 2,247,217	\$ 2,535,888	\$ 2,617,491	\$ 2,348,577
<u>BUDGETED STAFFING</u>				
Certified	20.50	20.50	19.50	17.50
Paraprofessionals	2.25	2.55	2.55	2.05
Classified	2.25	2.25	2.25	2.25
Administrative and Professional/Technical	1.50	1.50	1.60	1.60
Total Budgeted Staffing	26.50	26.80	25.90	23.40
Projected Student Enrollment	335	351	351	325
Cost per Student	\$ 6,708	\$ 7,225	\$ 7,457	\$ 7,226

ROCKY MOUNTAIN ELEMENTARY SCHOOL

3350 West 99th Avenue
Westminster, CO 80031
<https://rocky.adams12.org>

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



Mission and Vision:

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

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

Additional Information:

- Certified FTE increased by total 2.50 due to increase of 3.0 Teacher and decrease of 0.50 for Instructional Coach moved to Staff Development Department.
- Paraprofessionals FTE increased by 1.10 as school funded 0.50 Family Outreach Liaison returned from Government Designated-Purpose Grant Fund and school increased 0.60 Classroom Assistant.
- Eligible for Title I funding.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 1,413,403	\$ 1,635,878	\$ 1,891,306	\$ 1,990,427
Benefits	482,467	609,574	590,955	626,523
Purchased Services	1,507	3,038	3,680	9,600
Supplies	38,505	41,175	56,918	56,567
Equipment	-	-	-	-
Other	(177,451)	(173,560)	(202,852)	(183,333)
Total Expenditures	\$ 1,758,430	\$ 2,116,106	\$ 2,340,007	\$ 2,499,784
BUDGETED STAFFING				
Certified	18.60	17.40	17.00	19.50
Paraprofessionals	3.22	2.75	3.88	4.97
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	25.82	24.15	24.88	28.47
Projected Student Enrollment	266	291	279	282
Cost per Student	\$ 6,611	\$ 7,272	\$ 8,387	\$ 8,864

SILVER CREEK ELEMENTARY SCHOOL

15101 Fillmore Street
Thornton, CO 80602
<https://silvercreek.adams12.org>

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



Mission and Vision:

To empower each child to S.O.A.R.* to Excellence in all we do. Through the use of ongoing assessment of school, district, and state standards, we will provide each student individualized instruction. We celebrate and recognize students for academic achievement and growth, positive behavior and improvement, effort, and positive character traits and SOARING behavior. *S.O.A.R.- Safety, Organized, Attitude, Respect
Silver Creek has an active parent community that works to support the school by providing countless volunteers for programs like Watch D.O.G.S. (Dads of Great Students), Crossing Guard and Parent Teacher Organization (PTO). Together, Silver Creek students, parents, and staff collaborate to exceed social, emotional, and academic expectations in order to prepare students to become 21st-century learners and thinkers.

Additional Information:

- Certified FTE decreased by 3.00 due to decline in projected enrollment
- Paraprofessionals FTE increased by 0.86 Student Monitors after review of school needs.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 2,555,127	\$ 2,712,031	\$ 2,657,840	\$ 2,457,978
Benefits	823,280	964,857	833,829	772,563
Purchased Services	773	103	1,311	754
Supplies	48,929	66,548	129,860	73,639
Equipment	270	16,766	-	-
Other	22,951	19,753	37,259	28,971
Total Expenditures	\$ 3,451,330	\$ 3,780,058	\$ 3,660,099	\$ 3,333,905
BUDGETED STAFFING				
Certified	29.50	28.50	28.50	25.50
Paraprofessionals	4.28	4.27	4.61	5.46
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	37.78	36.77	37.11	34.96
Projected Student Enrollment	523	583	560	521
Cost per Student	\$ 6,599	\$ 6,484	\$ 6,536	\$ 6,399

SKYVIEW ELEMENTARY SCHOOL

5021 East 123rd Avenue
Thornton, CO 80241
<https://skyview.adams12.org>

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



Mission and Vision:

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

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

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

Additional Information:

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

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,743,546	\$ 1,829,156	\$ 1,975,634	\$ 1,890,585
Benefits	547,519	648,800	618,864	594,117
Purchased Services	2,540	14,525	6,575	7,626
Supplies	38,040	52,452	54,090	39,291
Equipment	-	12,452	25,000	-
Other	16,999	18,125	17,113	24,325
Total Expenditures	\$ 2,348,644	\$ 2,575,509	\$ 2,697,276	\$ 2,555,944
<u>BUDGETED STAFFING</u>				
Certified	21.50	20.50	19.50	19.50
Paraprofessionals	2.69	3.19	3.00	3.01
Classified	2.30	2.30	2.23	2.23
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	27.99	27.49	26.23	26.24
Projected Student Enrollment	354	358	357	341
Cost per Student	\$ 6,635	\$ 7,194	\$ 7,555	\$ 7,495

STELLAR ELEMENTARY SCHOOL

3901 East 124th Avenue
Thornton, CO 80241
<https://stellar.adams12.org>

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



Mission and Vision:

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

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

Additional Information:

- Paraprofessionals FTE increased Media Technician by 0.13 after review of school needs.
-

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,901,825	\$ 1,973,565	\$ 2,079,130	\$ 2,070,438
Benefits	608,002	701,174	649,035	648,663
Purchased Services	1,162	410	1,781	2,827
Supplies	50,763	35,063	98,365	40,207
Equipment	-	1,528	-	-
Other	13,787	14,876	16,616	40,897
Total Expenditures	\$ 2,575,539	\$ 2,726,617	\$ 2,844,927	\$ 2,803,032
<u>BUDGETED STAFFING</u>				
Certified	23.50	20.75	21.50	21.50
Paraprofessionals	2.82	3.07	3.66	3.79
Classified	2.05	2.00	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	29.87	27.32	28.66	28.79
Projected Student Enrollment	403	394	395	416
Cost per Student	\$ 6,391	\$ 6,920	\$ 7,202	\$ 6,738

STUKEY ELEMENTARY SCHOOL

11080 Grant Drive
Northglenn, CO 80233
<https://stukey.adams12.org>

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



Mission and Vision:

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

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

Additional Information:

- Certified FTE decreased by 0.50 for Instructional Coach moved to Staff Development Department.
- Paraprofessionals FTE increased by total 1.07 as 1.00 Family Outreach Liaison returned from Government Designated-Purpose Grant Fund and school increased by 0.07 Classroom Assistant after review of school needs.
- Eligible for Title I funding.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 1,687,415	\$ 1,907,047	\$ 2,091,161	\$ 2,003,330
Benefits	579,089	719,575	656,552	629,495
Purchased Services	1,782	2,935	7,368	1,110
Supplies	37,391	49,644	76,001	86,656
Equipment	-	-	37,707	10,000
Other	(172,989)	(154,707)	(185,494)	(219,210)
Total Expenditures	\$ 2,132,688	\$ 2,524,494	\$ 2,683,295	\$ 2,511,381
BUDGETED STAFFING				
Certified	20.40	22.00	20.00	19.50
Paraprofessionals	3.38	3.15	3.38	4.44
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	27.78	29.15	27.38	27.94
Projected Student Enrollment	298	332	315	309
Cost per Student	\$ 7,157	\$ 7,604	\$ 8,518	\$ 8,127

TARVER ELEMENTARY SCHOOL

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

Principal: Donald Beuke
Main Office: 720-972-5640



Mission and Vision:

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

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

Additional Information:

- Certified FTE decreased by 1.00 due to decline in projected enrollment.
- Paraprofessionals FTE increased by 0.13 Classroom Assistants after review of school needs.
- Classified FTE increased by 0.38 for adding an Office Clerk.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 1,818,454	\$ 2,024,233	\$ 2,043,393	\$ 1,966,267
Benefits	591,305	701,345	640,918	619,273
Purchased Services	2,879	372	6,639	2,956
Supplies	26,502	65,250	113,939	77,052
Equipment	-	-	-	-
Other	12,508	16,029	17,267	16,966
Total Expenditures	\$ 2,451,648	\$ 2,807,229	\$ 2,822,156	\$ 2,682,514
BUDGETED STAFFING				
Certified	23.00	21.50	21.50	20.50
Paraprofessionals	2.75	3.27	3.53	3.66
Classified	2.00	2.00	2.00	2.38
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	29.25	28.27	28.53	28.04
Projected Student Enrollment	382	397	404	386
Cost per Student	\$ 6,418	\$ 7,071	\$ 6,986	\$ 6,950

THE STUDIO SCHOOL

10604 Grant Drive
Northglenn, CO 80233
<https://studioschool.adams12.org>

Principal: Kristine Sampson
Main Office: 720-972-3620



Mission and Vision:

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

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

Additional Information:

- Certified FTE decreased by 1.50 due to decline in projected enrollment.
- Paraprofessionals FTE increased by 0.28 Classroom Assistants after review of school needs.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,457,117	\$ 1,631,078	\$ 1,665,780	\$ 1,597,263
Benefits	487,647	583,168	521,090	496,266
Purchased Services	30,678	45,488	42,574	96,033
Supplies	35,113	27,343	171,501	103,323
Equipment	-	1,724	-	-
Other	16,975	18,044	20,610	27,491
Total Expenditures	\$ 2,027,530	\$ 2,306,845	\$ 2,421,555	\$ 2,320,376
<u>BUDGETED STAFFING</u>				
Certified	15.80	15.80	16.30	14.80
Paraprofessionals	2.61	3.22	2.97	3.25
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	21.91	22.52	22.77	21.55
Projected Student Enrollment	256	273	241	218
Cost per Student	\$ 7,920	\$ 8,450	\$ 10,048	\$ 10,644

THORNTON ELEMENTARY SCHOOL

991 Eppinger Boulevard
Thornton, CO 80229
<https://thorntone.adams12.org>

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



Mission and Vision:

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

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

Additional Information:

- Certified FTE decreased by total 1.18 due to decline in enrollment and 0.50 Instructional Coach moved to Staff Development Department.
- Paraprofessionals FTE increased by 0.22 Classroom Assistants after review of school needs.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,609,916	\$ 1,997,227	\$ 2,438,053	\$ 2,341,132
Benefits	521,714	735,645	771,447	740,646
Purchased Services	7,715	5,916	5,764	4,617
Supplies	78,540	50,228	38,072	32,546
Equipment	-	16,247	-	45,551
Other	(174,082)	(149,456)	(203,637)	(232,984)
Total Expenditures	\$ 2,043,804	\$ 2,655,808	\$ 3,049,699	\$ 2,931,508
<u>BUDGETED STAFFING</u>				
Certified	21.40	20.55	24.50	23.32
Paraprofessionals	4.13	4.00	6.98	7.19
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	29.53	28.55	35.48	34.51
Projected Student Enrollment	267	293	356	323
Cost per Student	\$ 7,655	\$ 9,064	\$ 8,567	\$ 9,076

WESTVIEW ELEMENTARY SCHOOL

1300 Roseanna Drive
Northglenn, CO 80234
<https://westview.adams12.org>

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



Mission and Vision:

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

Additional Information:

- Certified FTE increased by total 0.50 due to increase of 1.00 Teacher and decrease of 0.50 for Instructional Coach moved to Staff Development Department.
- Paraprofessionals FTE increased by total 1.47 for a 1.00 Family Outreach Liaison returned from Government Designated-Purpose Grant Fund and school added 0.47 Classroom Assistant after review of school needs.
- Eligible for Title I funding.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,711,360	\$ 1,753,914	\$ 2,179,177	\$ 2,277,195
Benefits	564,583	651,239	680,623	714,151
Purchased Services	1,653	1,866	1,500	8,657
Supplies	34,506	33,394	76,151	37,007
Equipment	2,470	12,112	-	-
Other	(109,082)	(25,586)	(157,716)	(174,631)
Total Expenditures	\$ 2,205,490	\$ 2,426,939	\$ 2,779,735	\$ 2,862,379
<u>BUDGETED STAFFING</u>				
Certified	22.00	20.50	22.50	23.00
Paraprofessionals	3.57	3.56	3.36	4.83
Classified	2.12	2.13	2.13	2.13
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	29.69	28.19	29.99	31.96
Projected Student Enrollment	323	346	354	367
Cost per Student	\$ 6,828	\$ 7,014	\$ 7,852	\$ 7,799

WOODGLEN ELEMENTARY SCHOOL

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

Principal: Judi Madsen
Main Office: 720-972-5700



Mission and Vision:

Our vision is to be a community of learners who are – Willing, Organized, Optimistic, Diverse, Grateful, Leaders, Engaged, and Nurturing. Each child learns, grows and becomes a positive member of our community. Woodglen Elementary is a flourishing, community-focused school within the east-central portion of the Adams 12 Five Star Schools district. We are dedicated to providing high quality instruction and engaging learning opportunities to students in pre-school through fifth grade. We strive to maintain an atmosphere that is warm and welcoming for students, parents, staff, and community members. It's important that our families feel well connected to our school so that the students thrive.

Additional Information:

- Certified FTE decreased by 1.00 due to decline in projected enrollment.
- Administrative FTE decreased by 0.50 due to decline in projected enrollment.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 1,697,557	\$ 1,888,056	\$ 1,859,048	\$ 1,711,073
Benefits	559,516	678,964	580,545	537,036
Purchased Services	1,544	2,401	8,505	2,215
Supplies	32,654	78,718	103,545	76,084
Equipment	-	528	-	-
Other	7,340	10,913	20,592	21,710
Total Expenditures	\$ 2,298,611	\$ 2,659,581	\$ 2,572,235	\$ 2,348,118
BUDGETED STAFFING				
Certified	21.50	18.90	18.50	17.50
Paraprofessionals	2.63	2.38	2.62	2.62
Classified	2.13	2.13	2.13	2.13
Administrative and Professional/Technical	1.50	1.50	2.00	1.50
Total Budgeted Staffing	27.76	24.91	25.25	23.75
Projected Student Enrollment	353	327	334	330
Cost per Student	\$ 6,512	\$ 8,133	\$ 7,701	\$ 7,116

HULSTROM K-8 SCHOOL

11551 Wyco Drive
Northglenn, CO 80233
<https://hulstrom.adams12.org>

Principal: Colleen Urlik
Main Office: 720-972-5400



Mission and Vision:

Our mission is to inspire gifted and advanced students to passionately pursue their unlimited potentials.

Our vision is to nurture gifted and advanced students within a diverse community of creative and critical thinkers that recognizes, respects, and responds to their unique needs. Hulstrom K-8 specializes in gifted and talented education focused on the whole child. Our philosophy is rooted in providing students with rigorous curriculum and personalized instruction focused on academics, enrichment, and social emotional learning. As a result of the high expectations and quest for excellence, Hulstrom K-8 is consistently named one of the top performing schools in the state of Colorado.

Additional Information:

- Certified FTE increased by 1.00 as granted an additional full time Counselor.
- Paraprofessionals FTE increased by 2.13 Classroom Assistants after review of school needs.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,073,203	\$ 3,539,700	\$ 3,753,879	\$ 3,867,453
Benefits	1,026,306	1,279,869	1,167,288	1,223,751
Purchased Services	25,860	16,716	6,858	5,851
Supplies	61,046	44,621	128,638	61,712
Equipment	32,660	3,811	20,854	-
Other	17,658	20,746	20,821	20,971
Total Expenditures	\$ 4,236,733	\$ 4,905,463	\$ 5,098,338	\$ 5,179,738
<u>BUDGETED STAFFING</u>				
Certified	38.60	37.76	38.00	39.00
Paraprofessionals	4.50	4.13	4.75	6.88
Classified	4.00	4.00	4.00	4.00
Administrative and Professional/Technical	2.00	2.00	3.00	3.00
Total Budgeted Staffing	49.10	47.89	49.75	52.88
Projected Student Enrollment	668	631	646	655
Cost per Student	\$ 6,342	\$ 7,774	\$ 7,892	\$ 7,908

STEM LAB K-8 SCHOOL

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

Principal: Eyan Shields
Main Office: 720-972-3340



Mission and Vision:

STEM Lab provides problem-based learning for our students. STEM Lab students have opportunities to be problem solvers, risk takers, critical thinkers, and innovators by taking positions on real world problems.

STEM Lab gives students a compass by focusing each student's plan of study on achieving the essential learning outcomes and assess progress and connect knowledge with choices and action in school and life to sustain post-secondary workforce - Inspire global and civic knowledge and competence thru engagement. STEM Lab also works to teach the Arts of Inquiry and Innovation while engaging the big questions and fostering civic, intercultural, and ethical learning.

Additional Information:

- Certified FTE increased by 1.00 as granted an additional full time Counselor.
- Paraprofessionals FTE increased by 0.26 Classroom Assistants after review of school needs.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,388,010	\$ 3,825,832	\$ 3,935,120	\$ 3,975,508
Benefits	1,125,155	1,370,705	1,228,079	1,258,323
Purchased Services	3,877	4,982	1,890	874
Supplies	36,370	37,459	104,221	80,992
Equipment	-	32,166	54,785	-
Other	13,604	16,239	21,674	21,091
Total Expenditures	\$ 4,567,015	\$ 5,287,383	\$ 5,345,769	\$ 5,336,788
<u>BUDGETED STAFFING</u>				
Certified	39.30	39.00	40.00	41.00
Paraprofessionals	4.88	4.88	5.78	6.04
Classified	4.00	4.00	4.00	4.00
Administrative and Professional/Technical	2.00	2.00	3.00	3.00
Total Budgeted Staffing	50.18	49.88	52.78	54.04
Projected Student Enrollment	669	653	691	686
Cost per Student	\$ 6,827	\$ 8,097	\$ 7,736	\$ 7,780

STEM LAUNCH K-8 SCHOOL

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

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



Mission and Vision:

The mission is to inspire achievement through rigorous, innovative, and authentic experiences. We offer a full range of rigorous educational opportunities in science, technology, engineering, mathematics, literacy, and social studies with full support of music, art, and physical education. Student skills are developed for social, political, and economic participation in a diverse, independent, and changing world. All students will have access to dynamic engineering curriculum and authentic experiences with industry partnerships to solve real engineering problems. Students will be immersed in the problem-solving process and be able to test and redesign their ideas.

Additional Information:

- Certified FTE increased by 1.00 as granted an additional full time Counselor.
- Certified FTE increased by 0.50 for Teacher due to projected enrollment incline.
- Paraprofessionals FTE increased by 0.18 Classroom Assistants after review of school need.
- Eligible for Title I funding.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,865,538	\$ 3,778,128	\$ 4,431,097	\$ 4,513,969
Benefits	1,323,124	1,420,315	1,379,258	1,415,865
Purchased Services	14,950	23,401	7,951	5,904
Supplies	116,080	56,544	65,497	62,849
Equipment	-	-	-	-
Other	(322,599)	(95,263)	(396,283)	(432,370)
Total Expenditures	\$ 4,997,092	\$ 5,183,126	\$ 5,487,520	\$ 5,566,217
<u>BUDGETED STAFFING</u>				
Certified	50.00	46.30	46.50	48.00
Paraprofessionals	3.13	2.48	3.51	3.69
Classified	6.00	5.00	5.00	5.00
Administrative and Professional/Technical	4.00	2.00	3.00	3.00
Total Budgeted Staffing	63.13	55.78	58.01	59.69
Projected Student Enrollment	773	743	704	728
Cost per Student	\$ 6,465	\$ 6,976	\$ 7,795	\$ 7,646

THUNDER VISTA PK-8 SCHOOL

3461 Preble Creek Parkway
Broomfield, CO 80023
<https://thundervista.adams12.org>

Principal: Jody Roper
Main Office: 720-972-7300



Mission and Vision:

At Thunder Vista, we empower future ready and compassionate learners who live with intention.

We collaborate to foster continuous improvement, spark fire for innovation and learning that lasts a lifetime, while encouraging each other. We believe in ourselves and others as we create a safe environment to take risks and learn from our mistakes. We believe our effort and attitude determine everything. We recognize value and celebrate others' perspectives to honor and enrich each other's stories along with value collaborative relationships. We foster service minded citizens who connect with our community.

Additional Information:

- Certified FTE increased by 1.00 as granted an additional full time Counselor
- Certified FTE decreased by 0.70 for Teacher due to projected enrollment decline.
- Paraprofessionals FTE decreased by 0.92 Classroom Assistants after review of school needs.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 3,258,721	\$ 3,867,519	\$ 4,021,416	\$ 3,953,689
Benefits	1,021,704	1,368,464	1,246,500	1,240,600
Purchased Services	9,688	9,988	2,438	1,377
Supplies	106,268	82,847	78,438	36,019
Equipment	-	4,124	5,000	-
Other	22,869	25,596	28,353	27,674
Total Expenditures	\$ 4,419,249	\$ 5,358,539	\$ 5,382,145	\$ 5,259,359
BUDGETED STAFFING				
Certified	42.25	45.00	41.20	41.50
Paraprofessionals	3.38	4.10	3.45	2.53
Classified	5.00	5.00	5.00	5.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	53.63	57.10	52.65	52.03
Projected Student Enrollment	697	791	707	691
Cost per Student	\$ 6,340	\$ 6,774	\$ 7,613	\$ 7,611

CENTURY MIDDLE SCHOOL

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

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



Mission and Vision:

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

Additional Information:

- Certified FTE decreased by 2.65 due to declining in projected enrollment.
- Paraprofessionals FTE increased by 0.65 for additional Media Technician hours.
- Classified FTE decreased by 0.50 Office Secretary after review of school needs.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 4,106,847	\$ 4,286,475	\$ 4,066,556	\$ 3,811,345
Benefits	1,362,968	1,560,876	1,276,108	1,194,942
Purchased Services	7,324	9,797	8,452	8,398
Supplies	123,539	100,876	173,744	157,338
Equipment	-	-	50,100	16,000
Other	27,790	31,723	63,718	12,043
Total Expenditures	\$ 5,628,468	\$ 5,989,746	\$ 5,638,678	\$ 5,200,066
BUDGETED STAFFING				
Certified	47.90	44.50	42.50	39.85
Paraprofessionals	0.50	1.16	0.48	1.13
Classified	5.00	5.00	5.50	5.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	56.40	53.66	51.48	48.98
Projected Student Enrollment	800	792	793	719
Cost per Student	\$ 7,036	\$ 7,563	\$ 7,111	\$ 7,232

NORTHGLENN MIDDLE SCHOOL

1123 Muriel Drive
Northglenn, CO 80233
<https://northglennm.adams12.org>

Principal: Sarah Stone
Main Office: 720-972-5080



Mission and Vision:

Our vision, in partnership with our parents and community, is to maximize the potential of every student and prepare them to compete, contribute, and succeed in the 21st century.

Uncompromising in our commitment to learning – every student, every staff member, every minute, every day. We are a community of life-long learners focused on fostering our abilities to effectively reason, problem solve, collaborate, think critically, and communicate for success in the 21st century. We believe social and academic interactions at NGMS must reflect respect, provide for physical and emotional safety, and build and maintain a building-wide learning community with clear, consistent, high expectations.

Additional Information:

- Paraprofessional FTE decreased by 0.32 as Media Assistant was reduced to meet school needs.
- Classified FTE increased by 0.70 to meet school needs of additional Secretary.
- Eligible for Title I funding.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 3,734,201	\$ 3,771,943	\$ 3,933,671	\$ 3,887,327
Benefits	1,242,972	1,401,990	1,241,064	1,228,537
Purchased Services	10,901	8,881	2,327	838
Supplies	66,714	71,344	150,685	188,602
Equipment	784	-	-	-
Other	(435,469)	(411,058)	(430,738)	(455,026)
Total Expenditures	\$ 4,620,104	\$ 4,843,102	\$ 4,897,009	\$ 4,850,278
BUDGETED STAFFING				
Certified	48.20	42.50	40.00	40.00
Paraprofessionals	1.75	1.75	1.75	1.43
Classified	5.00	5.25	5.50	6.20
Administrative and Professional/Technical	3.63	3.63	3.00	3.00
Total Budgeted Staffing	58.58	53.13	50.25	50.63
Projected Student Enrollment	734	656	653	637
Cost per Student	\$ 6,294	\$ 7,383	\$ 7,499	\$ 7,614

ROCKY TOP MIDDLE SCHOOL

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

Principal: Tim Griffin
Main Office: 720-972-2200



Mission and Vision:

We honor the everyday things that bring us together and celebrate people everywhere opening up and connecting.

Rocky Top Middle School aims to create a safe community that inspires students to achieve their potential through cutting-edge instruction and a focus on the whole child — physical, mental, and social well-being. All of Rocky Top's teachers rank as Highly Qualified and work to meet individual student needs. In the classroom, students focus on digital citizenship and use technology to enhance learning and understanding. When students leave Rocky Top, they know themselves as learners and are equipped to make a difference in the world.

Additional Information:

- Certified FTE increased by 3.60 due to incline in projected enrollment.
- Paraprofessional FTE increased by 0.50 for additional Media Technician hours.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 4,507,403	\$ 5,037,219	\$ 4,932,802	\$ 5,193,541
Benefits	1,491,045	1,825,848	1,549,744	1,628,166
Purchased Services	5,264	4,529	6,083	5,831
Supplies	59,780	48,718	122,678	113,868
Equipment	-	-	37,541	-
Other	15,797	20,892	17,284	17,872
Total Expenditures	\$ 6,079,289	\$ 6,937,207	\$ 6,666,132	\$ 6,959,278
<u>BUDGETED STAFFING</u>				
Certified	53.40	54.35	53.90	57.50
Paraprofessionals	1.00	0.50	0.50	1.00
Classified	4.50	5.00	5.00	5.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	61.90	62.85	62.40	66.50
Projected Student Enrollment	1,000	1,018	1,002	1,067
Cost per Student	\$ 6,079	\$ 6,815	\$ 6,653	\$ 6,522

SHADOW RIDGE MIDDLE SCHOOL

12551 Holly Street
Thornton, CO 80241
<https://shadowridge.adams12.org>

Principal: Matt Oehlert
Main Office: 720-972-5040



Mission and Vision:

Preparing 21st Century students to be productive and successful.

Shadow Ridge and its community are committed to a shared school-wide culture focused on increasing student achievement by supporting and challenging staff to be progressive, instructional leaders. Providing a learning environment which emphasizes critical thinking and problem solving. Developing a respectful, accountable, and organized student through consistently high expectations. Building an environment which promotes creativity, innovation, and collaboration. Shaping an adaptive, resourceful, and reflective student. Modeling and guiding students through leadership opportunities. Establishing a safe environment which promotes stability, trust, and cohesive support from all Shadow Ridge staff.

Additional Information:

- Certified FTE increased by 2.30 due to incline in projected enrollment.
- Paraprofessionals FTE increased by 0.12 for additional Media Technician hours.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,415,059	\$ 3,684,534	\$ 3,508,188	\$ 3,606,544
Benefits	1,090,957	1,262,190	1,101,792	1,123,140
Purchased Services	27,894	10,997	6,087	6,470
Supplies	113,491	95,515	133,634	146,394
Equipment	15,067	8,318	47,186	4,000
Other	19,870	18,152	117,370	38,624
Total Expenditures	\$ 4,682,337	\$ 5,079,706	\$ 4,914,257	\$ 4,925,172
<u>BUDGETED STAFFING</u>				
Certified	38.50	36.50	34.70	37.00
Paraprofessionals	1.00	1.00	0.88	1.00
Classified	4.65	5.00	5.00	5.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	47.15	45.50	43.58	46.00
Projected Student Enrollment	677	696	627	664
Cost per Student	\$ 6,916	\$ 7,298	\$ 7,838	\$ 7,417

SILVER HILLS MIDDLE SCHOOL

12400 Huron Street
Westminster, CO 80234
<https://silverhills.adams12.org>

Principal: Julie Evans
Main Office: 720-972-5000



Mission and Vision:

Silver Hills Middle School exists so the students it serves are well prepared for the next stage of their lives and obtain the skills, knowledge, and expertise to thrive in our world.

Our goals for students are to have the students feel valued, safe, and take risks so they develop as independent thinkers who are organized respectful, compassionate, kind, aware, and responsible. We realize the value of education is to understand content and use it every day as critical thinkers as we take learning outside school and contribute to society. We have perseverance in all endeavors and stamina for learning.

Additional Information:

- Classified FTE increased by 1.00 for an additional Unarmed Security Guard.
- Eligible for Title I funding as of Fiscal Year 2022-23.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 4,596,682	\$ 4,736,540	\$ 4,944,589	\$ 4,937,233
Benefits	1,490,340	1,706,076	1,558,403	1,556,015
Purchased Services	8,678	17,863	7,067	3,036
Supplies	87,204	94,579	108,049	140,587
Equipment	-	-	-	-
Other	20,793	(95,671)	(433,079)	(348,796)
Total Expenditures	\$ 6,203,698	\$ 6,459,386	\$ 6,185,029	\$ 6,288,075
BUDGETED STAFFING				
Certified	52.00	50.00	53.00	52.90
Paraprofessionals	1.50	2.00	2.00	2.00
Classified	5.00	5.00	5.00	6.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	61.50	60.00	63.00	63.90
Projected Student Enrollment	889	941	918	909
Cost per Student	\$ 6,978	\$ 6,864	\$ 6,738	\$ 6,918

THE INTERNATIONAL SCHOOL AT THORNTON MIDDLE SCHOOL

9451 Hoffman Way
Thornton, CO 80229
<https://thorntonm.adams12.org>

Principal: Martin McCarthy
Main Office: 720-972-5160



Mission and Vision:

Thornton Middle School exists so the students it serves are well prepared for the next stage of their lives. We are here to ensure that our students are able to obtain the skills and knowledge necessary to excel in a 21st century world.

In addition, we strive to help students understand the importance of realizing their place and identity among the cultures that make up the global world in which we live today. We have high expectations for our students and community in creating an educational experience for our students of which we can all be proud!

Additional Information:

- Certified FTE increased by 3.50 due to projected enrollment incline.
- Eligible for Title I funding.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 3,770,098	\$ 3,474,283	\$ 4,252,914	\$ 4,288,205
Benefits	1,293,012	1,301,946	1,339,933	1,354,838
Purchased Services	2,998	1,523	864	914
Supplies	62,934	46,291	49,272	48,717
Equipment	-	-	-	-
Other	(445,254)	(383,341)	(458,159)	(345,356)
Total Expenditures	\$ 4,683,788	\$ 4,440,701	\$ 5,184,824	\$ 5,347,318
BUDGETED STAFFING				
Certified	50.35	44.50	41.00	44.50
Paraprofessionals	2.00	1.64	1.64	1.64
Classified	7.00	6.00	7.00	7.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	62.35	55.14	52.64	56.14
Projected Student Enrollment	738	708	673	741
Cost per Student	\$ 6,347	\$ 6,272	\$ 7,704	\$ 7,216

WESTLAKE MIDDLE SCHOOL

2800 West 135th Avenue
Broomfield, CO 80020
<https://westlake.adams12.org>

Principal: Terrell Price
Main Office: 720-972-5200



Mission and Vision:

Westlake Middle School igniting a passion for learning and service: Dream, Risk, Achieve!

We support the relentless pursuit of learning for all students and staff. We BELIEVE that all students can learn when they are given the necessary support and time. We BELIEVE in a strong, trusting, collaborative culture. We BELIEVE that every member of our community needs to make Positive Choices; will demonstrate Respect, Responsibility, Integrity and Determination in order to achieve Excellence in all that we do.

Additional Information:

- Certified FTE increased by 2.00 for an added Counselor and a Dean.
- Paraprofessionals FTE decreased by 1.00 due to the reduction of the 0.25 Family Outreach Liaison position and 0.75 Library Media Assistant.
- Classified FTE increased by 0.50 for added Secretary based on the school needs.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 4,495,603	\$ 4,211,780	\$ 4,304,432	\$ 4,385,585
Benefits	1,430,822	1,529,460	1,354,019	1,375,540
Purchased Services	8,282	8,385	7,145	7,139
Supplies	91,755	76,713	90,667	82,160
Equipment	15,697	5,726	58,000	15,000
Other	33,244	39,752	25,088	24,937
Total Expenditures	\$ 6,075,403	\$ 5,871,816	\$ 5,839,351	\$ 5,890,361
<u>BUDGETED STAFFING</u>				
Certified	52.80	47.50	45.30	47.30
Paraprofessionals	2.01	1.50	1.18	0.17
Classified	5.00	5.00	5.00	5.50
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	62.81	57.00	54.48	55.97
Projected Student Enrollment	918	893	853	844
Cost per Student	\$ 6,618	\$ 6,575	\$ 6,846	\$ 6,979

FIVE STAR ONLINE ACADEMY

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

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



Mission and Vision:

Five Star Online Academy is designed to provide continued flexibility for families to offer the most robust online learning opportunity for our students. This was a new program created in Fiscal Year 2021-22 to bridge the change from remote learning model utilized during Covid to return to normal class functions. The school provides courses online for grades K-12 and operates at the district level. Our team of dedicated educators are committed to providing the best learning experience possible for students.

Additional Information:

- Certified FTE decreased 2.00 due to projected enrollment decline.

	2021-2022	2022-2023	2023-2024	2024-2025
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,430,381	\$ 2,507,190	\$ 2,868,158	\$ 2,703,116
Benefits	820,035	926,921	892,521	828,054
Purchased Services	44,631	17,949	75,059	70,530
Supplies	49,632	19,470	135,461	41,667
Equipment	1,358	6,922	25,000	-
Other	2,470	9,092	38,678	(15,036)
Total Expenditures	\$ 3,348,505	\$ 3,487,543	\$ 4,034,877	\$ 3,628,331
<u>BUDGETED STAFFING</u>				
Certified	59.90	31.00	31.00	29.00
Paraprofessionals	-	1.00	1.00	1.00
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	63.90	36.00	36.00	34.00
Projected Student Enrollment	N/A	623	530	476
Cost per Student	N/A	\$ 5,598	\$ 7,613	\$ 7,623

FUTURE FORWARD AT BOLLMAN

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

Principal: Janet Renden
Main Office: 720-972-5820



Mission and Vision:

Future Forward at Bollman prepares students for today's competitive and dynamic workplace through technical programs geared toward career-specific pathways. Future Forward's specialized programs equip students with essential post-secondary education and workforce readiness skills.

Students in Future Forward at Bollman explore opportunities that prepare them for high-demand careers and give them an edge entering college. We engage in authentic, hands-on learning and equip students with relevant, rigorous, and practical skills.

Additional Information:

- Paraprofessionals FTE added a 0.98 Classroom Assistants after review of school needs.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 2,102,986	\$ 2,377,520	\$ 2,555,494	\$ 2,558,938
Benefits	670,340	834,548	794,143	781,374
Purchased Services	46,051	95,450	4,358	375
Supplies	163,091	147,681	239,245	226,574
Equipment	4,386	22,853	25,903	-
Other	20,888	33,519	107,472	14,000
Total Expenditures	\$ 3,007,741	\$ 3,511,570	\$ 3,726,615	\$ 3,581,261
BUDGETED STAFFING				
Certified	21.00	22.00	24.40	24.40
Paraprofessionals	-	-	-	0.98
Classified	6.00	7.00	7.00	7.00
Administrative and Professional/Technical	3.00	2.00	2.00	2.00
Total Budgeted Staffing	30.00	31.00	33.40	34.38
Projected Student Enrollment	N/A	N/A	N/A	N/A
Cost per Student	N/A	N/A	N/A	N/A

FUTURE FORWARD AT WASHINGTON SQUARE

12521 Washington Street
Thornton, CO 80241
<https://futureforward.adams12.org/washingtonsquare>

Principal: Marvin Lewis
Main Office: 720-972-2900



Mission and Vision:

Future Forward at Washington Square is the district's second Career and Technical Education (CTE) campus open for student learning as of Fiscal Year 2020-21. Future Forward at Washington Square offers new programs such as:

- Forensics / Crime Scene Investigation
- Fire Science
- Criminal Justice / Law Enforcement.

Additional Information:

- Certified FTE increased by 0.30 based on school needs for additional classes such as Sports Medicine.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 1,413,122	\$ 1,907,093	\$ 2,294,551	\$ 2,295,899
Benefits	453,083	670,309	714,582	698,212
Purchased Services	29,455	24,803	30,000	50,000
Supplies	217,351	305,859	199,771	219,057
Equipment	57,737	10,632	-	-
Other	20,992	24,289	195,600	109,848
Total Expenditures	\$ 2,191,741	\$ 2,942,986	\$ 3,434,504	\$ 3,373,016
BUDGETED STAFFING				
Certified	11.38	16.06	21.28	21.58
Paraprofessionals	0.90	-	-	-
Classified	5.00	6.00	6.50	6.50
Administrative and Professional/Technical	2.50	2.50	2.00	2.00
Total Budgeted Staffing	19.78	24.56	29.78	30.08
Projected Student Enrollment	N/A	N/A	N/A	N/A
Cost per Student	N/A	N/A	N/A	N/A

HORIZON HIGH SCHOOL

5321 East 136th Avenue
Thornton, CO 80602
<https://horizon.adams12.org>

Principal: Erica Fleeman
Main Office: 720-972-4400



Mission and Vision:

Horizon High School is committed to excellence on all fronts — academic achievement, arts, athletics and co-curricular activities. Horizon balances a holistic liberal arts education with rigorous content-specific curriculum to equip students for success beyond graduation.

Teachers and staff get to know students as individuals, guiding them through the wide variety of academic experiences at Horizon. Academically, students are challenged to think critically and problem solve. During their high school years, they develop Hawk P.R.I.D.E. - Perseverance, Respect, Integrity, Determination, and Excellence.

Additional Information:

- Certified FTE decreased by 2.80 due to continued projected enrollment decline.
- Classified FTE decreased by 0.80 for removing a Registrar after review of school needs.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 8,661,550	\$ 9,251,833	\$ 9,398,787	\$ 9,045,903
Benefits	2,854,104	3,352,052	2,965,040	2,848,511
Purchased Services	37,524	53,701	36,146	24,499
Supplies	152,076	211,164	335,954	259,415
Equipment	1,847	47,461	-	-
Other	37,899	47,831	67,749	84,793
Total Expenditures	\$ 11,744,999	\$ 12,964,041	\$ 12,803,676	\$ 12,263,121
BUDGETED STAFFING				
Certified	96.00	98.60	97.80	95.00
Paraprofessionals	1.00	1.00	1.00	1.00
Classified	15.00	14.00	15.00	14.20
Administrative and Professional/Technical	5.00	4.00	4.00	4.00
Total Budgeted Staffing	117.00	117.60	117.80	114.20
Projected Student Enrollment	1,975	1,985	1,985	1,910
Cost per Student	\$ 5,947	\$ 6,531	\$ 6,450	\$ 6,420

LEGACY HIGH SCHOOL

2701 West 136th Avenue
 Broomfield, CO 80023
<https://legacy.adams12.org>

Principal: Sara Marx
 Main Office: 720-972-6700

**Mission and Vision:**

Legacy High School will provide opportunities, expectations, and support for each student to achieve academic excellence. The partnership of staff, students, families, and the community will encourage individual integrity, personal growth, and enthusiasm for the future. Legacy continues to be recognized as a high achieving, high growth high school by the Colorado Department of Education.

Legacy High School was founded in 2000 as a secondary school based on the belief that all students will be provided with the opportunities and support needed to achieve academic excellence.

Additional Information:

- Certified FTE decreased by 3.51 due to continued projected enrollment decline.

	2021-2022	2022-2023	2023-2024	2024-2025
	ACTUAL	ACTUAL	AMENDED	BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 9,627,178	\$ 10,304,738	\$ 10,081,424	\$ 9,639,910
Benefits	3,128,839	3,692,406	3,181,300	3,043,129
Purchased Services	48,498	25,393	26,178	28,791
Supplies	312,745	200,152	206,758	192,627
Equipment	3,597	7,518	-	-
Other	81,649	96,555	154,604	151,748
Total Expenditures	\$ 13,202,506	\$ 14,326,761	\$ 13,650,264	\$ 13,056,205
<u>BUDGETED STAFFING</u>				
Certified	107.10	108.80	101.70	98.19
Paraprofessionals	2.00	2.00	2.00	2.00
Classified	17.30	18.30	19.18	19.18
Administrative and Professional/Technical	6.00	5.00	4.00	4.00
Total Budgeted Staffing	132.40	134.10	126.88	123.37
Projected Student Enrollment	2,243	2,282	2,102	2,017
Cost per Student	\$ 5,886	\$ 6,278	\$ 6,494	\$ 6,473

MOUNTAIN RANGE HIGH SCHOOL

12500 Huron Street
Westminster, CO 80234
<https://mountainrange.adams12.org>

Principal: Tiffany Hansen
Main Office: 720-972-6300



Mission and Vision:

The Mountain Range community strives for excellence by encouraging intellectual risks and honoring all experiences so that both successes and failures lead to greater achievement. We embrace diversity, respect individuality, and work collaboratively to create a safe learning environment.

The Mountain Range community develops civic-minded leaders through academic challenges, creative expression, and personal responsibility.

Additional Information:

- Certified FTE decreased by 3.05 due to projected enrollment decline.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 7,502,014	\$ 7,901,064	\$ 8,536,366	\$ 8,093,001
Benefits	2,423,784	2,862,807	2,680,449	2,552,278
Purchased Services	29,136	44,524	58,667	58,732
Supplies	368,634	414,745	452,706	252,286
Equipment	-	153	84,727	-
Other	51,532	65,803	458,838	161,604
Total Expenditures	\$ 10,375,100	\$ 11,289,097	\$ 12,271,753	\$ 11,117,901
<u>BUDGETED STAFFING</u>				
Certified	81.40	81.00	85.25	82.20
Paraprofessionals	1.00	1.00	1.00	1.00
Classified	15.00	15.00	16.00	16.00
Administrative and Professional/Technical	5.00	5.00	4.00	4.00
Total Budgeted Staffing	102.40	102.00	106.25	103.20
Projected Student Enrollment	1,666	1,729	1,782	1,631
Cost per Student	\$ 6,228	\$ 6,529	\$ 6,887	\$ 6,817

NORTHGLENN HIGH SCHOOL

601 West 100th Place
Northglenn, CO 80260
<https://northglennh.adams12.org>

Principal: Sharee Blunt
Main Office: 720-972-4600



Mission and Vision:

Northglenn High School accelerates our student's academic achievement and nurtures their social development by providing high-quality instruction for every student, in every classroom, every day!

The Mighty Norse continue to uphold a standard of excellence for the district and school that was set for us long ago. As the oldest high school in the district, we press on to continue that tradition with the work that we do. Norse Country is still the place to find amazing fine arts programs, competitive sports teams, rigorous courses, and great people!

Additional Information:

- Certified FTE decreased by 5.11 due to continued projected enrollment decline and a 1.00 Counselor moved to P-Tech Early College at Northglenn.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 8,159,145	\$ 8,677,087	\$ 9,298,284	\$ 8,746,047
Benefits	2,684,323	3,170,602	2,921,260	2,747,607
Purchased Services	42,070	49,125	20,690	9,140
Supplies	560,984	331,297	291,294	232,011
Equipment	136,499	45,926	-	-
Other	36,354	54,748	43,561	49,210
Total Expenditures	\$ 11,619,376	\$ 12,328,785	\$ 12,575,089	\$ 11,784,015
<u>BUDGETED STAFFING</u>				
Certified	91.50	95.00	93.80	88.69
Paraprofessionals	2.00	2.00	2.00	2.00
Classified	14.15	14.37	15.30	15.30
Administrative and Professional/Technical	5.00	5.00	4.00	4.00
Total Budgeted Staffing	112.65	116.37	115.10	109.99
Projected Student Enrollment	1,823	1,912	1,848	1,740
Cost per Student	\$ 6,374	\$ 6,448	\$ 6,805	\$ 6,772

THORNTON HIGH SCHOOL

9351 North Washington Street
 Thornton, CO 80229
<https://thorntonh.adams12.org>

Principal: Charles Arellano
 Main Office: 720-972-4800

**Mission and Vision:**

Thornton High School (THS) is committed to high achievement and success for all.

Thornton High School is working to be a high performing school that provides a continuum of learning for International Baccalaureate (IB) students along the Thornton corridor. THS will provide an environment that promotes a viable authentic curriculum, personalization of the learning experience for every student, and in an atmosphere of democratic decision-making. Thornton High School's International Baccalaureate Programme provides opportunities, expectations and support for each student to become a knowledgeable, open-minded, active, and caring citizen of an ever-changing world.

Additional Information:

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

	2021-2022	2022-2023	2023-2024	2024-2025
	ACTUAL	ACTUAL	AMENDED	BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 6,371,924	\$ 6,726,058	\$ 7,589,977	\$ 7,455,107
Benefits	2,118,513	2,476,810	2,394,952	2,344,660
Purchased Services	34,749	23,560	31,965	31,367
Supplies	135,887	139,261	384,601	474,306
Equipment	65,235	8,323	12,760	-
Other	43,036	39,624	142,251	77,538
Total Expenditures	\$ 8,769,343	\$ 9,413,635	\$ 10,556,506	\$ 10,382,978
<u>BUDGETED STAFFING</u>				
Certified	72.40	73.30	72.90	72.97
Paraprofessionals	1.00	2.00	2.00	2.00
Classified	15.00	14.00	16.00	16.00
Administrative and Professional/Technical	5.00	5.00	4.00	4.00
Total Budgeted Staffing	93.40	94.30	94.90	94.97
Projected Student Enrollment	1,175	1,290	1,365	1,364
Cost per Student	\$ 7,463	\$ 7,297	\$ 7,734	\$ 7,612

INDEPENDENCE ACADEMY (IA) SCHOOL

550 East 124th Avenue Thornton, CO 80241
<https://www.adams12.org/academics/special-education/independence-academy>

Principal: Kendra Billen
Main Office: 720-972-6560



Mission and Vision:

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

Additional Information:

- Certified FTE increased by 1.00 for addition of a Special Education Teacher.
- Paraprofessionals FTE increased by adding 1.09 Classroom Assistants after review of school needs.
- Classified FTE increased by 0.50 as Office Manager made a full time position as moved to own building.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 674,180	\$ 741,456	\$ 1,020,155	\$ 1,044,184
Benefits	222,436	269,333	308,700	318,313
Purchased Services	1,534	1,274	6,654	11,641
Supplies	13,627	23,610	20,748	23,750
Equipment	-	459	1,500	1,500
Other	1,169	(5,363)	35,523	3,120
Total Expenditures	\$ 912,947	\$ 1,030,769	\$ 1,393,280	\$ 1,402,508
BUDGETED STAFFING				
Certified	7.00	7.00	8.00	9.00
Paraprofessionals	3.60	3.70	3.60	4.69
Classified	0.50	0.51	1.70	2.20
Administrative and Professional/Technical	1.20	1.20	1.00	1.00
Total Budgeted Staffing	12.30	12.41	14.30	16.89
Projected Student Enrollment	41	35	23	22
Cost per Student	\$ 22,267	\$ 29,451	\$ 60,577	\$ 63,750

PATHWAYS SCHOOL

550 East 124th Avenue
Thornton, CO 80241
<https://pathways.adams12.org>

Principal: Kristine Koenig
Main Office: 720-972-4723



Mission and Vision:

Pathways has a blended learning model. Students are provided opportunities to learn through digital content and through direct and one-on-one instruction with a highly qualified content teacher. We use several curricula to support students including, but not limited to: e2020, Compass Odyssey, and Key Train. Our instructors design their courses based on Adams 12 Five Star Schools' Units of Study and Colorado State Content Standards.

Additional Information:

- Certified FTE decreased by 0.41 due to reduction in Extra Classes.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,638,411	\$ 1,675,793	\$ 1,709,059	\$ 1,721,868
Benefits	535,440	608,244	537,310	538,800
Purchased Services	46,146	39,236	40,994	48,766
Supplies	43,232	57,549	80,649	89,329
Equipment	156	44,784	-	2,439
Other	6,437	8,622	127,650	12,174
Total Expenditures	\$ 2,269,823	\$ 2,434,228	\$ 2,495,662	\$ 2,413,376
<u>BUDGETED STAFFING</u>				
Certified	13.50	13.50	13.41	13.00
Paraprofessionals	2.00	3.00	3.00	3.00
Classified	4.50	4.56	5.36	5.30
Administrative and Professional/Technical	2.80	2.80	2.00	2.00
Total Budgeted Staffing	22.80	23.86	23.77	23.30
Projected Student Enrollment	276	294	293	331
Cost per Student	\$ 8,224	\$ 8,280	\$ 8,518	\$ 7,291

VANTAGE POINT & CROSSROADS SCHOOL

10900 Huron Street
 Northglenn, CO 80234
<https://vantage.adams12.org>

Principal: Alan Hollenbeck
 Main Office: 720-972-5800

**Mission and Vision:**

Vantage Point and Crossroads are committed to developing young people, not only academically, but affectively so they may become productive, healthy, ethical, and successful citizens who are prepared for post-secondary education and/or the workforce.

Crossroads Middle School is a school of choice which provides an alternative education option for many. We are a small school with huge hearts. We focus on affective needs of students, as well as providing a structured setting for learning. We pride ourselves on educating, and view our students and staff as family.

Additional Information:

- Certified FTE decreased by 0.50 to remove a Behavioral Specialist after review of school needs.
- Classified FTE increased by 0.25 to add a Campus Security after review of school needs.

	2021-2022	2022-2023	2023-2024	2024-2025
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,767,899	\$ 2,914,301	\$ 3,162,118	\$ 3,077,606
Benefits	903,794	1,069,519	998,423	958,273
Purchased Services	55,792	62,522	100,734	77,632
Supplies	119,351	227,900	141,958	115,171
Equipment	70	-	-	-
Other	6,181	18,445	70,617	37,304
Total Expenditures	\$ 3,853,087	\$ 4,292,686	\$ 4,473,850	\$ 4,265,986
<u>BUDGETED STAFFING</u>				
Certified	28.60	28.50	29.00	28.50
Paraprofessionals	1.00	1.00	1.00	1.00
Classified	8.00	9.04	9.79	10.04
Administrative and Professional/Technical	3.00	2.50	2.00	2.00
Total Budgeted Staffing	40.60	41.04	41.79	41.54
Projected Student Enrollment	243	228	253	285
Cost per Student	\$ 15,856	\$ 18,828	\$ 17,683	\$ 14,968

P-TECH EARLY COLLEGE at NORTHGLENN HIGH SCHOOL

601 West 100th Place

Northglenn, CO 80260

<https://northglennh.adams12.org/academics/stem/pathways/p-tech-pathway>

Principal: Sharee Blunt

Main Office: 720-972-4600



Mission and Vision:

The Early College at Northglenn STEM ("EC@N-STEM") STEM Pathways Program. We are a fully comprehensive neighborhood STEM (Science, Technology, Engineering and Mathematics) School. Students come from all over the district and surrounding communities to participate in our hands-on program. Whether you are interested in the Biomedical Sciences, Engineering, or Computer Information Systems, our STEM curriculum is the place where every student excels.

Additional Information:

- Certified FTE increased by 1.00 Counselor moved from Northglenn High School.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 124,705	\$ 161,438	\$ 136,805	\$ 224,561
Benefits	44,506	60,579	44,970	71,523
Purchased Services	96,629	137,578	159,408	159,408
Supplies	47,824	29,218	39,410	37,412
Equipment	-	-	-	-
Other	1,414	1,448	1,032	1,032
Total Expenditures	\$ 315,078	\$ 390,260	\$ 381,625	\$ 493,936
<u>BUDGETED STAFFING</u>				
Certified	1.00	0.60	1.00	2.00
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	1.00	1.00
Administrative and Professional/Technical	-	-	-	-
Total Budgeted Staffing	2.00	1.60	2.00	3.00
Projected Student Enrollment	N/A	N/A	N/A	N/A
Cost per Student	N/A	N/A	N/A	N/A

Department Section

Department Purpose and Objectives

Each department in Adams 12 Five Star Schools has a purpose and objective statement that supports the district's strategic plan, ELEVATE.

The community-driven strategic plan was approved by the Board of Education in Fall 2018 and features new directions for the district including; social-emotional learning, expanded career and technical education, reduced class sizes, improvements in technology, and competitive teacher salaries among other initiatives. In its commitment to jumpstart the work outlined in the strategic plan by the Five Star community, the Adams 12 Five Star Schools Board of Education prioritized a series of investments aligned with ELEVATE to be featured in a mill levy override ballot measure. Thanks to the support of the Five Star community, Ballot Issue 5c was passed on November 6, 2018, to provide \$27.0 million in funding to jump-start the community's priorities identified through ELEVATE. This mill levy increases with inflation and will provide \$33.9 million in additional funding for Fiscal Year 2024-25

ELEVATE

- **Mission** - We commit to engage and inspire all students to innovate, achieve, and succeed in a safe environment by ensuring high-quality instruction in every classroom, every day.
- **Vision** - Adams 12 Five Star Schools is a caring, inclusive, and engaging district, which exists so the students it serves can attain the knowledge and skills necessary to pursue the future of their choosing and are equipped to navigate and thrive in our rapidly changing world.
- **Commitments** - Student learning, professional practices, and collective responsibility.

Department Alignment

- The Instructional Learning Services departments' purpose and objective statements clearly align with the district's mission, vision, and commitments to provide learning opportunities for the students.
- The Professional Learning Services departments strive to expand and enhance the educational training of all staff in order to help the students achieve their goals.
- The Business Services departments continue to provide a safe and secure environment for the staff and students of the district.
- The district's administrative departments remain focused on providing the resources available to ensure that the students have the opportunity to excel in their education. The mission of providing a high-quality education continues to be the major commitment of the district. The vision of preparing the students to thrive in the world continues each and every day by providing them with the resources and tools necessary to achieve the maximum learning opportunity.

A more detailed guide to ELEVATE and the district's major improvement strategies are shown in the Organizational Section.

ADVANCED ACADEMIC AND GIFTED SERVICES

Information Contact – Lynn Saltzgaver, Director of Advanced Academic Services

Purpose:

To support schools, staff, and families in identification of and programming for gifted and advanced ability learners, ensuring meaningful growth and achievement for these students.

Objectives:

- In alignment with the District Unified Improvement Plan, provide professional learning opportunities to district staff to support the development of inclusive learning environments that meet the needs of gifted and advanced ability learners and to plan for and implement evidence– and researched-based-practices that support gifted learners and gifted program development.
- Increase the Gifted and Talented (GT) identification of underrepresented populations by using a talent development approach and implementing universal screening instruments.
- Provide schools with GT Advocates and resources that support schools with their gifted program development and accelerated student growth in the academic content areas, to support social and emotional needs, and to support a positive school climate and culture regarding gifted services.

Additional Information:

- Supplies and materials are budgeted in this department and then allocated out to schools throughout the school year.
- Salaries and benefits include the funds for a GT Director, support staff and 15.00 FTE for GT Advocates added in the 2022-23 school year.
- In the 2023-24 school year, a 0.25 FTE GT Advocate was added in the 2023-24 school year to support additional school needs.
- In the 2024-25 school year, a 1.00 FTE Content Coordinator K-12 certified staff was removed, and a 1.00 FTE Assistant Director was added.

	2021-2022 <u>ACTUAL</u>	2022-2023 <u>ACTUAL</u>	2023-2024 <u>AMENDED</u>	2024-2025 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 298,553	\$ 1,432,652	\$ 1,548,232	\$ 1,610,618
Benefits	90,745	509,600	479,481	476,058
Purchased Services	10,083	24,303	15,300	15,300
Supplies	73,880	133,613	75,663	225,215
Equipment	-	4,863	-	-
Other	1,620	2,973	4,590	4,590
Total Expenditures	\$ 474,881	\$ 2,108,005	\$ 2,123,266	\$ 2,331,781
<u>BUDGETED STAFFING</u>				
Certified	1.00	16.25	16.50	15.50
Paraprofessionals	-	-	-	-
Classified	0.50	0.50	0.50	0.50
Administrative and Professional/Technical	1.00	1.00	1.00	2.00
Total Budgeted Staffing	2.50	17.75	18.00	18.00

ATHLETIC VENUES

Information Contact - Kylie Russell, Athletic and Activities Director

Purpose:

Manage athletic venues used by district and external parties in support of Superintendent Policies.

Objectives:

- Provide seamless operation of athletic venues for numerous events. The district venues consist of the Five Star Stadium, North Stadium, and Veteran's Memorial Aquatic Center (VMAC).

Additional Information:

- Salaries and benefits include the funding to provide support and operation of the district's athletic venues.
- In school year 2021-22, there was a decrease in FTE by 0.25 due to moving funding for the Assistant Aquatics Operator from general fund into the Interscholastic Athletics Fund.

	2021-2022	2022-2023	2023-2024	2024-2025
	ACTUAL	ACTUAL	AMENDED	BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 223,381	\$ 296,799	\$ 309,268	\$ 311,165
Benefits	69,138	126,047	97,251	97,396
Purchased Services	8,143	4,231	6,300	5,350
Supplies	15,691	24,927	18,800	18,900
Equipment	20,507	28,340	20,000	20,000
Other	529	1,464	14,513	15,727
Total Expenditures	\$ 337,388	\$ 481,807	\$ 466,132	\$ 468,538
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	4.62	4.62	4.62	4.62
Administrative and Professional/Technical	-	-	-	-
Total Budgeted Staffing	4.62	4.62	4.62	4.62

BOARD OF EDUCATION SERVICES

Information Contact – Stephanie Hicks, Senior Executive Assistant to the Board of Education

Purpose:

The Adams 12 Five Star Schools Board of Education (BOE) is committed to the district's overall success and improvement. The central focus of all meetings and discussions is to establish, monitor, and support the district's goals. The BOE will actively engage all segments of the community in this ongoing focus and provide an instructional program to assure that students meet or exceed the highest and most rigorous standards.

Objectives:

- Assure continued Board governance through board member elections.
- Engage the community.
- Create and maintain written governing policies.
- Assure successful Superintendent performance.
- Influence federal, state, and local legislation.
- Establish graduation requirements.

Additional Information:

- Salaries and benefits includes funds for an assistant to the Board of Education.
- The Purchased Services in school years 2021-22, 2023-24, and 2024-25 were higher due to election costs.
- In 2024-25 school year, there was a 0.50 FTE reduction in the Administrative Assistant position, which was combined with the Administrative Assistant in Superintendent department.

	2021-2022	2022-2023	2023-2024	2024-2025
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 88,008	\$ 114,622	\$ 95,282	\$ 50,636
Benefits	28,637	35,710	30,228	19,724
Purchased Services	273,945	130,568	360,642	552,642
Supplies	4,335	5,297	9,897	7,200
Equipment	-	-	-	-
Other	26,653	28,602	29,733	30,476
Total Expenditures	\$ 421,578	\$ 314,799	\$ 525,782	\$ 660,678
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	1.00	1.00	1.00	0.50
Total Budgeted Staffing	1.00	1.00	1.00	0.50

BUSINESS SERVICES

Information Contact – Molly Brant, Chief Operating Officer

Purpose:

Provide operational and financial leadership for the Business Services department of Adams 12 Five Star Schools.

Objectives:

- Continue to implement Lean Continuous Improvement methodologies and culture.
- Development of 'Blueprint', the district's long term improvement plan.
- Lead and assist the other departments under the COO/Business Services in their continued support across the district.

Additional Information:

- Salaries and benefits are budgeted to include the oversight of the administration of Business Services.
- In Fiscal Year 2022-23, 0.86 FTE of bond-funded staff moved from Building Fund to General Fund. Positions include Chief Operating Officer (0.33 FTE), Senior Planning Manager (0.20 FTE), Senior Executive Assistant (0.33 FTE).
- In Fiscal Year 2022-23 and 2023-24, a total of 0.33 FTE (0.10 FTE in 2022-23 and 0.23 FTE in 2023-24) of the Executive Director, Business Service Strategic Engagement salary will be funded from General Fund as part of Continuous Improvement and LEAN project initiatives.
- In Fiscal Year 2024-25, the Executive Director was increased to 1.00, (previously split between General Fund, BASE Fund and Food Service Fund), Free and Reduced Coordinator increased to 0.17 FTE, 1.00 Admissions Specialist moved to IT Fund, and 1.00 Planning Manager moved to Construction and Facilities Design.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 358,490	\$ 442,540	\$ 458,637	\$ 450,761
Benefits	113,821	152,427	145,274	143,871
Purchased Services	23,438	14,547	32,276	31,756
Supplies	8,475	28,227	24,372	11,392
Equipment	-	-	-	7,900
Other	7,294	3,444	3,716	4,116
Total Expenditures	\$ 511,518	\$ 641,185	\$ 664,275	\$ 649,796
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	1.23	1.17
Administrative and Professional/Technical	2.14	3.10	3.10	3.02
Total Budgeted Staffing	3.14	4.10	4.33	4.19

CO-CURRICULAR ACTIVITIES

Information Contact - Kylie Russell, Athletic and Activities Director

Purpose:

The mission of the Co-Curricular Activities program in Adams 12 Five Star Schools is to provide students with educational opportunities that are physically challenging, mentally stimulating, and socially satisfying, integrating athletics/activities with the total educational program.

Objectives:

- This budget includes funds for the appropriate staff to administer the co-curricular activities of the district.

Additional Information:

- Salaries and benefits for Athletics and Activities Director, Secretary, and Specialist. The FTE remain consistent.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 217,140	\$ 234,400	\$ 243,855	\$ 243,854
Benefits	98,241	152,469	70,264	69,672
Purchased Services	-	-	-	-
Supplies	-	90	120	-
Equipment	-	-	-	-
Other	-	-	-	-
Total Expenditures	\$ 315,381	\$ 386,960	\$ 314,239	\$ 313,526
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	1.50	1.50	1.50	1.50
Administrative and Professional/Technical	1.00	1.00	1.00	1.00
Total Budgeted Staffing	2.50	2.50	2.50	2.50

CO-CURRICULAR ELECTIVES

Information Contact - Clay Stansberry, Electives Coordinator

Purpose:

To facilitate effective instructional practice across all classrooms and positively impact student achievement.

Objectives:

- Implement professional learning opportunities for K-12 Specials/Electives teachers.
- Plan and implement standards aligned, high quality lessons, and assessments.
- Provide resources to support instructional practice and/or student achievement.

Additional Information:

- In Fiscal Year 2022-23, the Elective Coordinator position was moved to Co-Curricular Electives along with an increased operating budget from Curriculum and Instruction.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 8,848	\$ 141,682	\$ 161,113	\$ 183,927
Benefits	2,166	46,142	44,868	49,942
Purchased Services	6,244	116,322	119,446	123,520
Supplies	6,275	9,620	10,701	11,320
Equipment	-	-	-	-
Other	1,353	2,553	2,850	2,850
Total Expenditures	\$ 24,886	\$ 316,319	\$ 338,978	\$ 371,559
<u>BUDGETED STAFFING</u>				
Certified	1.00	1.00	1.00	1.00
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	-	-	-	-
Total Budgeted Staffing	1.00	1.00	1.00	1.00

COMMUNICATIONS SERVICES

Information Contact - Joe Ferdani, Chief Communications Officer and Marketing

Purpose:

Communications Services engages internal and external audiences in developing and sustaining strong, mutually beneficial relationships to elevate student success by empowering the right people to do the right things. This is accomplished through communication planning, multi-cultural public engagement, organizational culture development, media relations, crisis communications, government relations, marketing, digital and print communications, communications training, and strategic planning.

Objectives:

- Provide ongoing training and support that builds organizational capacity for effective marketing, communications and community engagement.
- Expand the breadth and depth of community partnering opportunities such as the Five Star leadership Academy, the Parent Leader Action Network, and the Long Range Planning Advisory Committee.
- Consistently and effectively communicate the district's strategic plan ELEVATE.
- Explore opportunities to enhance the district's organizational culture (e.g. new employee orientation, Employee of the Year recognition, and culture ambassadors).
- Develop additional communication solutions to support schools (e.g. digital communications, crisis communications and standardized safety messages).

Additional Information:

- In Fiscal year 2021-22, 0.50 FTE for Senior Executive Assistant Position removed.
- In Fiscal Year 2022-23, 1.00 FTE for the Bond Communication Specialist added from the Building Fund.
- In Fiscal Year 2023-24, 1.00 FTE for the Bond Communication Specialist was removed as the 2016 Bond has come to a close.
- In Fiscal Year 2024-25, reduced 1.00 FTE for the Multicultural English & Translation Specialist transferred to the Equity Engagement department, and increased 0.20 FTE for the Senior Executive Assistant funding split with Legal.

	2021-2022	2022-2023	2023-2024	2024-2025
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 541,744	\$ 565,574	\$ 612,905	\$ 594,010
Benefits	164,926	199,545	185,883	173,332
Purchased Services	98,596	105,659	270,450	262,100
Supplies	11,806	5,510	7,027	5,200
Equipment	-	-	2,000	2,000
Other	2,521	2,304	6,605	6,434
Total Expenditures	\$ 819,593	\$ 878,593	\$ 1,084,870	\$ 1,043,076
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	1.00	-	-
Administrative and Professional/Technical	6.20	6.20	6.20	5.40
Total Budgeted Staffing	6.20	7.20	6.20	5.40

CONSTRUCTION AND FACILITIES DESIGN

Information Contact - Tim Dolezal, Construction Director & Margi Ammon, Facilities Design Director

Purpose:

The Construction and Facilities Design department is responsible for the planning, design, construction, renovation, and code-compliance of district facilities. The department designs and builds district facilities through the application of educational specifications, technical guidelines, and management information systems for all district facilities.

Objectives:

- Complete all facilities-related capital investment projects within their projected scope, schedule, and budget.
- Prepare short- and long-term capital investment plans for district facilities.

Additional Information:

- In Fiscal Year 2022-23, 8.25 FTE of bond-funded staff moved from Building Fund to General Fund. Positions include: Facilities Design Director (1.00 FTE), Construction Director (1.00 FTE), Senior Construction Project Manager (2.00 FTE), Architectural/Engineering Technician (1.00 FTE), Construction Project Manager (1.00 FTE), Facilities Planner (1.75 FTE), Business Support Technician (0.50 FTE).
- In Fiscal Year 2024-25, a temporary position for a Facilities Planner (1.00 FTE) was added and the Planning Manager (1.00 FTE) moved from Business Services.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 49,053	\$ 912,992	\$ 951,214	\$ 1,141,665
Benefits	35,054	320,641	285,518	340,206
Purchased Services	7,096	14,204	13,778	12,254
Supplies	10,687	6,607	17,324	16,964
Equipment	1,180	-	4,727	1,023
Other	2,434	1,824	6,800	6,800
Total Expenditures	\$ 105,504	\$ 1,256,268	\$ 1,279,361	\$ 1,518,912
BUDGETED STAFFING				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	0.50	1.00	1.00	1.00
Administrative and Professional/Technical	0.25	8.00	8.00	10.00
Total Budgeted Staffing	0.75	9.00	9.00	11.00

COUNSELING, CTE AND CONCURRENT ENROLLMENT

Information Contact - Allison Lusero Hoffman, Director of Counseling; Kristi Weaver, Director of CTE & Post-Secondary Readiness

Purpose:

Counseling, Career and Technical Education (CTE), and Concurrent Enrollment (CE) support students in setting and achieving their postsecondary workforce readiness goals. CTE programming (known as Future Forward in Adams 12) provides opportunities for students to explore future careers, earn industry certifications and gain real-world experience to prepare them for life after high school. CE and dual enrollment programming provides students opportunities to earn college credit within their high school courses or by taking courses at college campuses. School counselors help all students in the areas of academic achievement, personal/social development and career development, ensuring today's students become the productive, well-adjusted adults of tomorrow.

Objectives:

- Counselors provide personal and social counseling to help with interpersonal and communication skills and peer/family concerns and provide crisis counseling and referrals to community agencies, as needed; academic advising and consultation to assist with course planning and support with academic barriers; and Individual and Career Academic Plan instruction which supports career and college exploration and awareness of pathways to success.
- CTE provides student's opportunities to innovate and achieve in career pathways through authentic problem solving combined with the application of academic and workplace skills.
- Concurrent Enrollment/Dual Enrollment provides students the opportunity to engage in college level rigor and learning while earning college credit at a minimal or no-cost options to students.

Additional Information:

- In Fiscal Year 2022-23, the 1.00 FTE STEM Coordinator was moved from Learning Services.
- In Fiscal Year 2023-24, a 0.50 FTE Counselor was added, while a 0.25 STEM Coordinator was reduced.
- In Fiscal Year 2024-25, a 0.50 FTE Counselor was added.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 439,031	\$ 492,128	\$ 605,547	\$ 685,791
Benefits	139,141	183,143	176,002	191,110
Purchased Services	242,598	316,575	421,260	351,680
Supplies	9,494	8,799	11,770	11,450
Equipment	-	-	-	-
Other	3,217	9,100	30,984	30,984
Total Expenditures	\$ 833,481	\$ 1,009,745	\$ 1,245,563	\$ 1,271,015
<u>BUDGETED STAFFING</u>				
Certified	-	1.00	1.25	1.75
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	1.00	1.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	4.00	5.00	5.25	5.75

CULTURALLY AND LINGUISTICALLY DIVERSE EDUCATION

Information Contact - Amanda Clayton, Culturally and Linguistically Diverse Education Director

Purpose:

Support schools with the identification, assessment, and services for Multilingual Learners (ML) and their families in order to promote English Language acquisition and academic achievement.

Objectives:

- Assist schools in refining and implementing programming that provides the most appropriate and effective services for Culturally and Linguistically Diverse Education (CLDE) students.
- Provide professional development and support to ensure that district teachers and administrators attain the skills to meet the needs of the students.
- Provide high-quality translation and interpretation services so that families with limited English can more fully participate in the education of their students.

Additional Information:

- In Fiscal Year 2022-23, FTE previous paid through ELPA grants were add to the CLDE general fund department. Including 1.00 FTE Director, 0.63 FTE Administrative Assistant, 0.50 FTE Data Technician, 2.00 FTE District Translator/Interpreter, 0.50 FTE Parent Engagement Coordinator and 10.95 FTE ELD Teachers.
- In Fiscal Year 2022-23, an additional 1.64 FTE were allocated for Newcomer Classroom Assistants in Paraprofessionals.
- In Fiscal Year 2023-24, an additional total 4.29 FTE were allocated for Newcomer Center containing a 1.00 Newcomer Center Director, 1.00 Interpreter, 1.00 Administrative Assistant, 1.32 Newcomer Assistants, and 1.00 Counselor. Also removed a 0.50 Parent Engagement Coordinator along with 0.45 ELD teachers.
- In Fiscal Year 2024-25, an additional total of 6.91 FTE as a 1.00 FTE Coordinator was reduce 5.05 ELD teachers were added and 3.48 Classroom Assistants were added. Additionally, the 1.00 Newcomer Center Director 1.00 Counselor and 1.00 Administrative Assistant moved to the Newcomer Center Department.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 6,678,671	\$ 8,917,253	\$ 10,192,657	\$ 10,727,148
Benefits	2,231,023	3,226,927	3,247,855	3,424,460
Purchased Services	486,874	599,384	535,400	625,000
Supplies	9,630	43,493	95,646	13,765
Equipment	-	9,458	332,604	10,000
Other	8,117	8,169	10,000	10,000
Total Expenditures	\$ 9,414,315	\$ 12,804,684	\$ 14,414,162	\$ 14,810,373
BUDGETED STAFFING				
Certified	94.31	111.50	113.95	120.38
Paraprofessionals	6.56	8.19	9.52	13.00
Classified	-	1.12	2.13	1.13
Administrative and Professional/Technical	3.00	6.50	6.00	4.00
Total Budgeted Staffing	103.87	127.31	131.60	138.51

CURRICULUM AND INSTRUCTION

Information Contact - Kim Brady, Executive Director of Curriculum and Instruction

Purpose:

To support the district's vision of increasing student achievement through facilitating the development of a guaranteed and viable P-12 curriculum, the creation of instructional tools and resources to support teachers in effective lesson design, provide relevant and timely professional learning opportunities for teachers and administrators, and ensure that the district is in compliance with Board and Superintendent policies, as well as federal, state, and local regulations.

Objectives:

- Continued development and implementation of a guaranteed and viable curriculum.
- Continued support provided through a systemic professional development plan aligned to the District's Unified Improvement Plan.
- Create and implement strategies to integrate best practices for special populations (i.e. Gifted and Talented, Special Education, and Multilingual Learners).
- The Curriculum and Instruction salaries and benefits includes salaries and benefits for the administration of curriculum and instructional programs.

Additional Information:

- In Fiscal Year 2021-22, a position for Instructional Materials Processor for warehouse was added, and Elective Coordinator was moved from Co-Curricular Electives to Curriculum and Instruction.
- In Fiscal Year 2022-23, a position for Content Coordinator was moved to Co-Curricular Electives.
- In Fiscal Year 2023-24, an addition of 18.00 FTE Instructional Coaches and 3.00 FTE Coordinators was moved into Curriculum and Instruction from Learning Services.
- In Fiscal Year 2024-25, an addition of 20.50 FTE Interventionists moved into Curriculum and Instruction from ESSER Grants.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 1,628,242	\$ 1,617,506	\$ 3,512,252	\$ 5,318,265
Benefits	541,684	687,971	1,101,431	1,648,112
Purchased Services	58,989	20,970	35,507	27,007
Supplies	107,436	82,702	142,028	90,149
Equipment	-	1,052	-	-
Other	27,184	54,477	40,820	39,470
Total Expenditures	\$ 2,363,536	\$ 2,464,678	\$ 4,832,038	\$ 7,123,003
<u>BUDGETED STAFFING</u>				
Certified	12.00	12.00	33.00	53.50
Paraprofessionals	-	-	-	-
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	16.00	16.00	37.00	57.50

CUSTODIAL SERVICES

Information Contact - Roy Cruz, Custodial Services Manager

Purpose:

The Custodial Services department ensures that all facilities are adequately cleaned and serviced. In addition, department personnel assist facility administrators with minor repair tasks, management of special events, extra-curricular activities, and community use of facilities.

Objectives:

- Ensure that each facility is periodically cleaned and serviced, daily for schools that are in session, and at least weekly for administrative facilities and schools that are not in session.
- Provide set-up, tear-down, and cleaning services for all special events, extra-curricular activities, and community use of facilities.

Additional Information:

- In Fiscal Year 2021-22 increase of 3.00 FTE custodial staff and operating dollars budgeted in the Custodial Services department
- In Fiscal Year 2022-23 purchased service and supply budget was increased due to increased costs for cleaning supplies and equipment.
- In Fiscal Year 2023-24, supply budget was increased to cover increasing cost of cleaning supplies due to inflation. A 0.60 FTE of vacant Custodian FTE was converted to create a second Custodial Trainer position to provide additional support to custodial staff.

	2021-2022	2022-2023	2023-2024	2024-2025
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 7,989,486	\$ 9,014,140	\$ 9,853,402	\$ 10,015,455
Benefits	3,129,439	3,734,386	3,353,496	3,529,032
Purchased Services	97,608	217,989	86,441	86,441
Supplies	447,460	527,022	569,628	636,279
Equipment	28,387	40,046	42,500	42,500
Other	601	671	150	150
Total Expenditures	\$ 11,692,981	\$ 13,534,255	\$ 13,905,617	\$ 14,309,857
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	188.08	188.08	187.48	187.48
Administrative and Professional/Technical	1.00	1.00	1.00	1.00
Total Budgeted Staffing	189.08	189.08	188.48	188.48

DEPUTY SUPERINTENDENT

Information Contact – Beau Foubert, Deputy Superintendent

Purpose:

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

Objectives:

- Support strategic planning.
- Increase community engagement.
- Focus on equity, diversity, and inclusion in Adams 12.
- Complete implementation of the \$350 million bond program.
- Continuously build on the district's educational philosophy, goals, and objectives to directly benefit students.

Additional Information:

- In Fiscal Year 2021-22, 1.50 FTE was added for Title IX Coordinator and Executive Director of Equity, Diversity, and Inclusion along with increase from 0.45 to 0.85 FTE for the Deputy Superintendent.
- In Fiscal Year 2022-23, 0.25 FTE of the Deputy Superintendent moved from the Building Fund into the General Fund, 1.00 FTE Coordinator of Equity/Engagement, and 1.00 FTE Ombudsman was added.
- In Fiscal Year 2023-24, a 1.00 FTE Coordinator of Equity/Engagement, 1.00 FTE Title IX Coordinator, and 1.00 Executive Director of Equity and Engagement were removed from Deputy Superintendent Department to create a new Equity & Engagement department. The 1.00 FTE Ombudsman was removed making a total reduction of 4.00 FTE.

	2021-2022	2022-2023	2023-2024	2024-2025
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 484,070	\$ 772,083	\$ 449,015	\$ 456,967
Benefits	152,169	262,944	129,106	130,737
Purchased Services	173,735	161,791	223,946	100,535
Supplies	5,819	6,308	12,080	12,000
Equipment	-	-	-	-
Other	1,148	1,100	6,750	6,750
Total Expenditures	\$ 816,941	\$ 1,204,226	\$ 820,897	\$ 706,989
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	4.75	7.00	3.00	3.00
Total Budgeted Staffing	4.75	7.00	3.00	3.00

EARLY CHILDHOOD EDUCATION PRESCHOOL PROGRAM

Information Contact – Teresa Benallo, Director of Early Childhood Education

Purpose:

The Early Childhood Education department allocates resources and materials to preschool classrooms with specific intent to focus on providing specialized instruction to students with disabilities through Early Childhood Special Education, and Colorado Universal Preschool Program (UPK). The department also provides support, coaching, and professional development to all Early Childhood Education staff throughout the district.

Objectives:

- Provide staff and material resources to all Adams 12 Five Star Schools preschool sites.
- Provide direct supervision, support, and professional development to staff.
- Support the implementation of Child Find including IDEA Part C and B, Exceptional Children's Education Act (ECEA).
- Facilitates the implementation of the Colorado Department of Early Childhood (CDEC) guidelines, Colorado Universal Preschool Program (UPK) guidelines, and Adams 12 Five Star Schools Board policies.

Additional Information:

- In Fiscal Year 2021-22, staff reduced by 0.07 FTE when staff was realigned after the ECEC closed and reduced a 1.50 FTE when para positions were converted to Early Childhood Special Education Teacher.
- In Fiscal Year 2022-23, staff reduced by 1.00 FTE nurse who moved to Student Engagement Initiative and reduced by 1.15 FTE para positions due to movement of staff to meet the program needs. There was an increase of 1.00 FTE to add an Assistant Director.
- In Fiscal Year 2023-24, staff reduced a total of 61.93 FTE. This is from moving 70.27 FTE to Student Support Services, adding 8.34 FTE from the Instructional Revenue Fund along with mid-year reduction of ECT and ECTA FTE to pay for special education.
- In Fiscal Year 2024-25, staff budgeted work days were reduced, building needs were evaluated, and Bright Horizons tuition program was expanded for a net decrease of 3.80 FTE. The operation budget was reduced as preschool Special Education was moved to the Student Support Services Department.

	2021-2022	2022-2023	2023-2024	2024-2025
	ACTUAL	ACTUAL	AMENDED	BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 8,257,891	\$ 7,953,803	\$ 5,318,444	\$ 4,810,335
Benefits	2,951,285	3,140,879	2,110,752	1,960,674
Purchased Services	177,736	187,069	90,871	97,871
Supplies	64,173	78,697	372,594	102,392
Equipment	34,124	13,011	22,400	15,000
Other	39,505	36,174	41,350	49,200
Total Expenditures	\$ 11,524,713	\$ 11,409,634	\$ 7,956,411	\$ 7,035,472
<u>BUDGETED STAFFING</u>				
Certified	60.60	59.40	-	-
Paraprofessionals	122.05	120.90	120.18	117.38
Classified	1.75	1.75	1.94	1.94
Administrative and Professional/Technical	4.00	5.00	3.00	2.00
Total Budgeted Staffing	188.40	187.05	125.12	121.32

ENERGY AND SUSTAINABILITY

Information Contact – Stacy Lambright, Energy and Sustainability Manager

Purpose:

The Energy and Sustainability Department ensures that all district utilities are adequately distributed, managed, and maintained. The department also promotes district sustainability activities including energy efficiency projects, waste diversion and education programs, and water use reduction programs.

Objectives:

- Promote district-wide sustainability in all operations.
- Complete energy and water efficiency projects to reduce utility and maintenance costs.
- Assist with implementing sustainability engagement programs at 100 percent of schools.

Additional Information:

- Salaries and benefits are budgeted to support the administration of the district recycling and sustainability programs.
- In Fiscal Year 2022-23, 0.05 FTE of previously bond-funded Energy & Sustainability Manager moved from Building Fund to General Fund.
- In Fiscal Year 2023-24, allocation was increased for rising costs of natural gas and electric utilities.
- In Fiscal Year 2024-25, allocation was increased for rising costs of natural gas and electric utilities.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 249,574	\$ 265,432	\$ 278,359	\$ 263,528
Benefits	86,070	100,612	90,726	87,047
Purchased Services	2,065,512	2,302,028	2,509,671	2,677,671
Supplies	6,755,641	7,087,000	6,811,219	7,434,830
Equipment	-	-	-	-
Other	1,804	1,855	100	100
Total Expenditures	\$ 9,158,600	\$ 9,756,927	\$ 9,690,075	\$ 10,463,176
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	1.00	1.00
Administrative and Professional/Technical	1.95	2.00	2.00	2.00
Total Budgeted Staffing	2.95	3.00	3.00	3.00

EQUITY AND ENGAGEMENT

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

Purpose:

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

Objectives:

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

Additional Information:

- In Fiscal Year 2023-24, this became a department and 3.38 FTE was added for roles of 1.00 Executive Director, 1.00 Coordinator, 1.00 Nondiscrimination Title IX, and a 0.68 Youth Advocate.
- In Fiscal Year 2024-25, a 1.00 FTE Family Outreach Liaison was moved from Multi-tiered System of Support (MTSS) to the Equity and Engagement Department.
- In Fiscal Year 2024-25, a 0.37 FTE Business Support position was moved from Student Engagement Initiatives Department to Equity and Engagement Department.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ -	\$ -	\$ 381,038	\$ 398,126
Benefits	-	-	117,747	117,287
Purchased Services	-	-	79,989	51,481
Supplies	-	-	13,389	33,042
Equipment	-	-	-	-
Other	-	-	5,625	7,000
Total Expenditures	\$ -	\$ -	\$ 597,788	\$ 606,936
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	1.37
Administrative and Professional/Technical	-	-	3.38	3.38
Total Budgeted Staffing	-	-	3.38	4.75

FINANCIAL SERVICES, PURCHASING, AND WAREHOUSE

Information Contact - Gina Lanier, Chief Financial Officer

Purpose:

Provide quality materials, services, and other resources in the most cost-effective and efficient way necessary to achieve the district's mission. Provide leadership regarding the administration of district policies and procedures in regards to:

- Financial planning and forecasting.
- Management of financial resources.
- Financial stability and fiscal responsibility.

Objectives:

- Continued enhancement of financial reporting through clear, accurate, and timely information.
- Provide delivery services to schools and departments.
- Procure items needed to maintain district operation.
- Promote compliance with all Superintendent and Board of Education policies.
- Identify exposures to loss and techniques to minimize the impact of loss on the district's assets.

Additional Information:

- Salaries and benefits are budgeted to include the management and processing of accounts payable, accounting, payroll, budget, purchasing, warehouse, risk management, and other required fiscal activities.
- In Fiscal Year 2024-25, a 1.00 FTE Warehouse Worker was moved from Other Specials Revenue Fund to the General Fund Financial Services Department.
- In Fiscal Year 2024-25, a 1.00 FTE Payroll Specialist for payroll smoothing program was added.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 2,646,994	\$ 2,904,645	\$ 3,292,208	\$ 3,248,520
Benefits	885,072	1,058,043	1,030,077	1,021,815
Purchased Services	66,432	267,839	206,133	201,954
Supplies	30,376	26,625	40,352	41,580
Equipment	7,905	17,761	60,497	55,608
Other	13,910	11,569	47,200	61,298
Total Expenditures	\$ 3,650,689	\$ 4,286,482	\$ 4,676,467	\$ 4,630,775
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	19.00	19.00	19.00	21.00
Administrative and Professional/Technical	18.00	18.00	18.00	18.00
Total Budgeted Staffing	37.00	37.00	37.00	39.00

HUMAN RESOURCES

Information Contact - Myla Shepherd, Chief Human Resource Officer

Purpose:

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

Objectives:

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

Additional Information:

- Salaries and benefits include administration activities such as recruitment, benefits, compensation administration, evaluations, and coordination of substitute system.
- In Fiscal Year 2021-22, a 1.00 FTE was added for HR Partner position.
- In Fiscal Year 2022-23, a 1.77 FTE was added for Staff Interpreters, a 1.00 FTE Employment Specialist was added, and the Benefits Manager 1.00 FTE position was removed.
- In Fiscal Year 2024-25, a 2.56 FTE was added for 1.00 FTE Employment Specialist, 1.00 FTE Employment Services Specialist, a 0.5 FTE HR Partner position, and an adjustment to the Educational Interpreter resulting in 0.06 change.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 1,964,237	\$ 2,292,882	\$ 2,519,772	\$ 2,573,954
Benefits	603,932	786,425	760,108	776,787
Purchased Services	436,861	364,080	364,550	364,473
Supplies	15,823	14,650	15,761	17,275
Equipment	1,088	7,895	4,000	4,000
Other	18,676	20,798	77,587	16,682
Total Expenditures	\$ 3,040,616	\$ 3,486,731	\$ 3,741,778	\$ 3,753,171
BUDGETED STAFFING				
Certified	2.00	2.00	2.00	2.00
Paraprofessionals	-	-	-	-
Classified	8.00	15.77	10.78	12.84
Administrative and Professional/Technical	16.50	10.50	15.50	16.00
Total Budgeted Staffing	26.50	28.27	28.28	30.84

INDUCTION

Information Contact - Rebecca Bergstrom, Induction Coordinator

Purpose:

To facilitate the growth of new educational professionals through partnerships that encourage reflective practice, build instructional repertoire, and maximize student learning.

Objectives:

- Support the professional learning and teaching expertise of new educational professionals.
- Increase student achievement.
- Promote the culture of professional collaboration and personal well-being of new educational professionals.
- Increase the retention of quality educational professionals.

Additional Information:

- Salaries and benefits includes funds for a Coordinator and stipends for the mentor/inductee program and release day mentors.

	2021-2022	2022-2023	2023-2024	2024-2025
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 306,082	\$ 311,650	\$ 365,434	\$ 339,250
Benefits	75,252	96,154	91,973	86,219
Purchased Services	2,640	167	5,250	35,250
Supplies	16,971	5,847	15,268	15,034
Equipment	-	-	-	-
Other	(1,855)	350	700	700
Total Expenditures	\$ 399,091	\$ 414,169	\$ 478,625	\$ 476,453
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	1.00	1.00	1.00	1.00
Total Budgeted Staffing	1.00	1.00	1.00	1.00

INSTRUCTIONAL TECHNOLOGY AND LIBRARY SERVICES (ITLS)

Information Contact – Kayla Swanton, Director of Student Learning Pathways and Online Programming

Purpose:

Digital Literacy Partners (DLP) are provided to schools to facilitate student growth in digital literacy across all content areas. The DLP provides professional learning in developing a community of 21st century readers and learners through integrating information literacy, technology literacy, and digital citizenship. They work side-by-side with teachers and principals to build capacity through planning, modeling, co-teaching, and reflecting.

Objectives:

- Provide leadership for redesign of secondary technology curriculum.
- Complete redesign of Digital Literacy Supports in revised K-5 units of study.
- Redesign Digital Literacy Supports for middle school units of study.
- Develop and lead professional development for Teacher Librarians and Digital Literacy Teachers, and provide the resources needed to lead digital literacy professional development in schools.
- Develop and publish information literacy resources for school libraries.

Additional Information:

- In Fiscal Year 2024-25, 1.00 Coordinator was reduced and addition of 1.00 Director of Learning Pathways and Online Programming was moved from the Learning Service Department.

	2021-2022	2022-2023	2023-2024	2024-2025
	ACTUAL	ACTUAL	AMENDED	BUDGET
EXPENDITURES				
Salaries	\$ 272,949	\$ 294,044	\$ 319,090	\$ 344,259
Benefits	75,512	90,472	81,878	95,552
Purchased Services	3,433	872	6,000	5,250
Supplies	52,256	56,597	47,845	45,801
Equipment	-	-	3,000	3,000
Other	1,001	1,743	4,475	4,780
Total Expenditures	\$ 405,151	\$ 443,727	\$ 462,288	\$ 498,642
BUDGETED STAFFING				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	3.00	3.00	3.00	3.00

LEARNING SERVICES

Information Contact – Megan Cain, Chief Academic Officer

Purpose:

To facilitate effective instruction in every classroom and positively impact student growth and achievement so all students experience equity and excellence in teaching and learning.

Objectives:

- Establish the academic vision and goals to support effective leadership, teaching and student learning.
- Develop a dynamic, aligned Unified Improvement Plan to guide academic improvement efforts across all levels.
- Design and implement a guaranteed and viable curriculum aligned with Colorado Academic Standards in preschool through 12th grade.
- Provide job-embedded professional learning to all educators aligned to district major improvement strategies.
- Implement building-level administrative professional learning to support and strengthen instructional leadership.

Additional Information:

- In Fiscal Year 2022-23, 3.50 FTE were moved from Five Star Online to Learning Services and 2.50 FTE were moved from READ Act funding to Learning Services. Additional 1.00 FTE STEM Coordinator was moved to Counseling, CTE and Concurrent Enrollment, and 0.50 FTE coach was moved to Teacher and Principal Professional Development.
- In Fiscal Year 2023-24, 18.50 FTE for Instructional Coaches moved to Professional Learning. Moved 1.00 FTE Director, 0.5 FTE Assistant, 1.00 FTE Coordinator, and 40.0 Social Emotional Learning Specialists to the new Multi-Tiered System of Support Department. Also moved 18.00 FTE Instructional Coaches and 3.00 FTE Coordinators to Curriculum and Instruction Department.
- In Fiscal Year 2024-25, an additional 1.00 FTE Executive Director was added to support schools, and the Director of Student Learning Pathways and Online Programming was moved to the ITLS department.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
EXPENDITURES				
Salaries	\$ 6,642,231	\$ 7,672,150	\$ 1,603,546	\$ 1,629,790
Benefits	2,143,619	2,787,640	440,594	458,550
Purchased Services	363,386	305,911	410,492	476,803
Supplies	72,890	91,649	44,736	44,296
Equipment	-	3,046	17,000	17,000
Other	5,468	8,869	288,560	331,560
Total Expenditures	\$ 9,227,595	\$ 10,869,265	\$ 2,804,928	\$ 2,957,999
BUDGETED STAFFING				
Certified	75.00	79.50	-	-
Paraprofessionals	-	-	-	-
Classified	0.50	3.50	3.00	3.00
Administrative and Professional/Technical	11.80	8.80	6.80	7.80
Total Budgeted Staffing	87.30	91.80	9.80	10.80

MULTI-TIERED SYSTEM OF SUPPORT (MTSS)

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

Purpose:

To facilitate effective instruction in every classroom and positively impact student growth and achievement so all students experience equity and excellence in teaching and learning.

Objectives:

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

Additional Information:

- In Fiscal Year 2023-24 a new MTSS department was created. 1.00 FTE Director of MTSS, 1.00 FTE Crisis/Recover Suicide Prevention Coordinator, 0.50 FTE Administrative Assistant, 1.00 504 Coordinator, 0.50 Homebound Teacher, 2.00 504 Paraprofessionals, 1.00 Wraparound Facilitator, and 39.00 FTE Social Emotional Learning (SEL) were moved from the Learning Services department to the new MTSS department.
- In Fiscal Year 2024-25, an increase of total 14.80 FTE occurred from 13.00 FTE SEL positions and 1.00 FTE Coordinator moved from Government Designated-Purpose Grants to the MTSS department. Decrease occurred of 0.20 FTE Specials Program Classroom Assistant and 1.00 FTE SEL added to Title schools.

	2021-2022	2022-2023	2023-2024	2024-2025
	ACTUAL	ACTUAL	AMENDED	BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ -	\$ -	\$ 3,746,920	\$ 5,171,626
Benefits	-	-	1,209,735	1,657,740
Purchased Services	-	-	116,500	28,500
Supplies	-	-	50,557	15,677
Equipment	-	-	-	-
Other	-	-	7,500	2,500
Total Expenditures	\$ -	\$ -	\$ 5,131,212	\$ 6,876,043
<u>BUDGETED STAFFING</u>				
Certified	-	-	40.50	55.50
Paraprofessionals	-	-	2.00	1.80
Classified	-	-	1.50	1.50
Administrative and Professional/Technical	-	-	2.00	2.00
Total Budgeted Staffing	-	-	46.00	60.80

NEWCOMER CENTER

Information Contact – Manissa Featherstone, Director of Newcomer Center

Purpose:

The Newcomer Center at Thornton High School offers classes specifically designed for Newcomers to the United States. These classes emphasize both language development and content learning. The Newcomer Center is open to Adams 12 students in grades 9-12 that have recently arrived to the United States. Students will be enrolled in the program for up to two academic semesters and will earn graduation credit while attending the Newcomer Center. After completion of the program, students have the opportunity to remain at Thornton High School or transfer back to their home school.

Objectives:

- Develop English skills in a welcoming environment that honors home language and culture
- Support of staff specifically trained in culturally responsive teaching strategies
- Opportunity to interact with other newcomers and take advantage of the benefits of traditional US high school experience.

Additional Information:

- In Fiscal Year 2024-25 a new department was created. 1.00 FTE Newcomer Center Director, 1.00 FTE Counselor and 1.00 FTE Administrative Assistant moved from the CLDE Department. 4.00 FTE Core Class Teachers and 1.00 FTE Instructional Coach were moved from ESSER Funding. 2.00 FTE Newcomer Classroom Assistant and 1.00 FTE Social Worker were added.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ -	\$ -	\$ -	\$ 777,648
Benefits	-	-	-	267,806
Purchased Services	-	-	-	10,000
Supplies	-	-	-	78,000
Equipment	-	-	-	-
Other	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ 1,133,454
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	7.00
Paraprofessionals	-	-	-	2.00
Classified	-	-	-	1.00
Administrative and Professional/Technical	-	-	-	1.00
Total Budgeted Staffing	-	-	-	11.00

OFFICE OF POLICY AND LEGAL SERVICES

Information Contact - Philip Spare, General Counsel

Purpose:

Provide practical, timely, and cost-effective legal counsel to the Board of Education, Administrators, and appropriate staff, while emphasizing compliance and litigation avoidance.

Objectives:

- Investigate and research legal issues in all areas of district services operations to assist Administrators in making legally defensible decisions. Counsel Administrators in all matters relating to students' rights, responsibilities and discipline.
- Advise the Board and Superintendent regarding emerging legal issues.
- Provide resources to support Administrators to maintain a discrimination-free learning and working environment for all students, staff and stakeholders.
- Anticipate potential litigation and administrative claims, gather information, perform investigations, and align resources. Supervise, coordinate, assign, and monitor tasks performed by outside legal counsel.
- Draft or coordinate drafting and review of legal documents including contracts, negotiated agreements, and position statements.
- Establish, publicize and participate in implementation of systems and strategies to ensure compliance with laws, regulations, and policies. Train Administrators and staff at all levels concerning practical applications of school law.
- Coordinate the review, development, modification, suspension, and/or deletion of District policies pertaining to all phases of District service and operation.

Additional Information:

- In Fiscal Year 2023-24, added a 0.30 FTE for Nondiscrimination Title IX position from Deputy Superintendent department.
- In Fiscal Year 2024-25, added 0.30 FTE for Senior Executive Assistant from sharing position with the Board of Education Services.

	2021-2022	2022-2023	2023-2024	2024-2025
	ACTUAL	ACTUAL	AMENDED	BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 355,498	\$ 390,394	\$ 441,798	\$ 467,692
Benefits	95,025	119,312	113,052	127,625
Purchased Services	69,783	111,554	149,110	149,110
Supplies	3,208	5,140	5,410	5,200
Equipment	650	-	-	-
Other	3,750	5,629	111,031	110,841
Total Expenditures	\$ 527,914	\$ 632,029	\$ 820,401	\$ 860,468
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	0.50	-	-
Administrative and Professional/Technical	2.50	2.00	2.80	3.10
Total Budgeted Staffing	2.50	2.50	2.80	3.10

OFFICE OF SUPERINTENDENT

Information Contact - Christopher Gdowski, Superintendent

Purpose:

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

Objectives:

- Raise achievement levels for all students and close existing achievement gaps for groups of students.
- Increasing the graduation rate while increasing rigor.
- Outperform peer districts.
- Students, families, and staff take pride in and feel connected to the district's positive culture.
- Know every student by name, strength, and need.

Additional Information:

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

	2021-2022	2022-2023	2023-2024	2024-2025
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 332,890	\$ 349,682	\$ 361,325	\$ 373,491
Benefits	143,932	165,857	146,583	133,337
Purchased Services	50,646	44,668	30,800	33,043
Supplies	3,483	1,952	3,980	1,900
Equipment	-	-	-	-
Other	51,143	50,946	102,291	35,594
Total Expenditures	\$ 582,094	\$ 613,105	\$ 644,979	\$ 577,365
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	1.50	1.50	1.50	1.50

OPERATIONS AND MAINTENANCE

Information Contact - Joe Stephen, Maintenance Services Manager

Purpose:

The Maintenance department ensures that district facilities are kept in proper operating condition. The department performs routine and preventive maintenance to minimize the risk of equipment breakdowns, and completes work orders to correct identified facilities deficiencies.

Objectives:

- Respond and complete all work orders in timely manner to support departments and schools.
- Continue priority preventive maintenance work to reduce the need for emergency repairs and maintenance work.

Additional Information:

- Salaries and benefits include staff such as Carpenters, Electricians, HVAC Technicians, Locksmith, Roofers, Plumbers, and Grounds personnel.
- In Fiscal Year 2021-22, 1.00 FTE Maintenance and Operations Director was added and 0.50 FTE Business Support Technician was moved from Safety Services.
- In Fiscal Year 2023-24, budget was increased for supplies due to rising costs of building and construction materials.
- In Fiscal Year 2024-25, 0.50 FTE Business Support Technician was moved from Security Services to Operations and Maintenance.

	2021-2022	2022-2023	2023-2024	2024-2025
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 4,023,189	\$ 4,493,803	\$ 4,699,942	\$ 4,847,584
Benefits	1,409,829	1,715,722	1,537,948	1,617,998
Purchased Services	882,135	980,706	819,320	840,600
Supplies	1,105,844	1,213,053	1,150,231	1,212,261
Equipment	80,584	21,300	20,000	30,000
Other	6,076	(22,588)	1,500	1,500
Total Expenditures	\$ 7,507,658	\$ 8,401,997	\$ 8,228,941	\$ 8,549,943
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	55.50	55.50	55.50	56.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	57.50	57.50	57.50	58.00

PEAK

Information Contact - Stephanie Hansen, Extended Learning Manager

Purpose:

The PEAK program provides a range of high-quality services during non-school hours or other periods when school is not in session (e.g. before and after school, or during summer break).

Objectives:

- Provide opportunities for academic enrichment, including providing tutorial services to help students (particularly students in high-poverty areas and those who attend low-performing schools) meet state and local performance standards in core academic subjects such as reading, writing, and mathematics. To develop social-emotional growth, and motivation to learn, along with improved academic performance.
- Offer students a broad array of additional services, programs, and activities, such as youth development activities, service learning, nutrition and health education, drug and violence prevention programs, counseling programs, arts, music, physical fitness and wellness programs, technology education programs, financial literacy programs, environmental literacy programs, mathematics, science, career and technical programs, internship or apprenticeship programs, and other ties to in-demand industry sectors or occupation for high school students that are designed to reinforce and complement the regular academic program of participating students.
- Offer families of students served by Community Learning Centers opportunities for active and meaningful engagement in their children's education, including opportunities for literacy and related educational development.

Additional Information:

- The budget contains staffing and supplies to support CCLC Cohort 6 programs at four locations. Three sites are partially funded through a current CCLC Cohort 8 grant.
- In Fiscal Year 2024-25, the funding was increased by 0.25 FTE Executive Learning Coordinator.

	2021-2022	2022-2023	2023-2024	2024-2025
	ACTUAL	ACTUAL	AMENDED	BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 216,020	\$ 141,466	\$ 260,162	\$ 281,132
Benefits	81,070	89,847	87,222	100,214
Purchased Services	4,634	3,171	3,500	4,550
Supplies	15,995	18,938	19,129	17,529
Equipment	-	-	-	-
Other	5,786	16,738	16,100	16,400
Total Expenditures	\$ 323,506	\$ 270,159	\$ 386,113	\$ 419,825
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	5.25	5.26	5.25	5.25
Administrative and Professional/Technical	0.42	0.42	0.42	0.67
Total Budgeted Staffing	5.67	5.68	5.67	5.92

PUPIL TRANSPORTATION SERVICES

Information Contact - Igor Petrovic, Director of Transportation and Fleet Operations

Purpose:

Transportation supports the district by safely transporting students to and from school and activities, as well as providing maintenance and management for the district-owned vehicles including buses and white fleet.

Objectives:

- Provide transportation services for approximately 7,000 students to and from schools.
- Provide transportation for activities, field trips, and sports activities.
- Maintain and manage 160 buses and 120 white fleet support vehicles.

Additional Information:

- In Fiscal Year 2021-22, additional 1.0 FTE for bus drivers were added to accommodate an expansion of routes to Future Forward Washington Square.
- In Fiscal Year 2022-23, the budget was increased due to the classified staff pay scale.
- In Fiscal Year 2023-24, budget was increased due to rising fuel costs.
- In Fiscal Year 2024-25, the budget was reduced 10.00 FTE vacant, unfilled bus drivers without impacting current operations and route service.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 7,198,222	\$ 7,929,093	\$ 9,458,862	\$ 9,010,336
Benefits	2,694,968	3,198,027	3,292,651	3,081,665
Purchased Services	490,231	442,241	559,371	539,371
Supplies	1,439,278	1,364,779	1,771,185	1,762,065
Equipment	74,391	135,445	78,500	78,500
Other	(714,741)	(901,398)	(920,650)	(920,650)
Total Expenditures	\$ 11,182,348	\$ 12,168,187	\$ 14,239,919	\$ 13,551,287
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	57.50	57.90	57.90	57.90
Classified	122.00	121.60	121.60	111.60
Administrative and Professional/Technical	7.00	7.00	7.00	7.00
Total Budgeted Staffing	186.50	186.50	186.50	176.50

SAFE AND SECURE ENVIRONMENT

Information Contact - Geoff Mills, Environmental Services Manager

Purpose:

The Adams 12 Five Star Schools Safe and Secure Environment program works to improve the environmental health and safety of all schools and staff through regulatory and non-regulatory means. It supports the importance of school environmental health to both the educational success and the overall health and well-being of district students and staff. It supports academic progress by making it easier for students to concentrate, minimizing illnesses in students and staff, decreasing absences and lost work days, and minimizing the diversion of educational funds to pay for costly repair and remediation projects.

Objectives:

- Complete all abatement and remediation projects within their projected scope, schedule, and budget.
- Work to ensure that dry, safe, and secure environments are provided to all district students and staff.

Additional Information:

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

	2021-2022	2022-2023	2023-2024	2024-2025
	ACTUAL	ACTUAL	AMENDED	BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 44,377	\$ 103,337	\$ 108,478	\$ 106,737
Benefits	14,933	34,998	33,693	33,138
Purchased Services	92,930	115,843	251,763	144,530
Supplies	1,636	268	300	300
Equipment	-	-	-	-
Other	225	269	300	300
Total Expenditures	\$ 154,101	\$ 254,716	\$ 394,534	\$ 285,005
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	0.50	1.00	1.00	1.00
Total Budgeted Staffing	0.50	1.00	1.00	1.00

SECURITY SERVICES

Information Contact - Anthony Muck, Security Services Director

Purpose:

Provide a safe learning and teaching environment and protection of district assets.

Objectives:

- Provide 24-hour monitoring and security of district properties.
- Continue to provide a full-time uniformed Police Officer for every high school and middle school in the district.
- Continue to provide Campus Security Officers to high schools and middle school.

Additional Information:

- In Fiscal Year 2021-22, 1.60 FTE was added to the department to support Securing Guards and Dispatch, and 1.00 FTE added for Security Services Manager.
- In Fiscal Year 2022-23, a portion of purchased service budget was moved to supplies to align with expected expenditures.
- In Fiscal Year 2023-24, 2.00 FTE for additional School Security Liaisons and 1.00 FTE Threat Assessment Coordinator were added.
- In Fiscal Year 2024-25, 0.50 FTE for Business Support Technician was removed from Security Services to Operations and Maintenance.

	2021-2022	2022-2023	2023-2024	2024-2025
	ACTUAL	ACTUAL	AMENDED	BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 1,085,499	\$ 1,170,532	\$ 1,450,566	\$ 1,457,470
Benefits	354,116	424,083	450,014	455,320
Purchased Services	642,307	626,027	687,309	724,935
Supplies	42,400	40,718	171,981	101,816
Equipment	-	69,853	69,853	-
Other	3,809	1,481	3,500	2,600
Total Expenditures	\$ 2,128,130	\$ 2,332,695	\$ 2,833,223	\$ 2,742,141
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	10.58	12.58	10.58	10.08
Administrative and Professional/Technical	5.00	3.00	8.00	8.00
Total Budgeted Staffing	15.58	15.58	18.58	18.08

SCHOOL EFFECTIVENESS AND ACCOUNTABILITY

Information Contact - David Bahna, Executive Director of Assessment and Accountability

Purpose:

The School Effectiveness and Accountability department (SEA) provides leadership and supports school personnel and other departments at the district level in the areas of accountability, assessment, research, and professional development. This department will work to build capacity so that all educators in the district will consider themselves knowledgeable about sound assessment and data analysis and their roles in accountability and improvement planning.

Objectives:

- Coordinate the administration of all state and district-level assessments.
- Coordinate and support all state accountability processes at the school and district level.
- Provide technical assistance to school and district staff in the interpretation and analysis of assessment data.
- Coordinate and assist with research across the district.
- Collaborate with Learning Services and Information Technology staff with assessment development and Advancing Professional Excellence (APEX) initiatives.

Additional Information:

- Budgeted salaries and benefits are for coordination and administration of districtwide assessments, research, and evaluation.

	2021-2022	2022-2023	2023-2024	2024-2025
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 563,353	\$ 588,697	\$ 655,343	\$ 657,627
Benefits	162,011	189,403	177,903	186,190
Purchased Services	485,726	516,530	576,961	588,961
Supplies	5,047	84,466	10,740	5,500
Equipment	-	-	-	-
Other	2,851	2,065	7,500	7,500
Total Expenditures	\$ 1,218,988	\$ 1,381,162	\$ 1,428,447	\$ 1,445,778
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	1.00	1.00
Administrative and Professional/Technical	5.00	5.00	5.00	5.00
Total Budgeted Staffing	6.00	6.00	6.00	6.00

SCHOOL INSTRUCTION

Information Contact – Megan Cain, Chief Academic Officer

Purpose:

To support all students toward postsecondary workforce readiness.

Objectives:

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

Additional Information:

- In fiscal year 2022-23, the School Instruction General Fund budget was moved into the Learning Services budget and the Counseling, CTE and CE budget.

	2021-2022	2022-2023	2023-2024	2024-2025
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ -	\$ -	\$ -	\$ -
Benefits	70	-	-	-
Purchased Services	-	-	-	-
Supplies	-	-	-	-
Equipment	-	-	-	-
Other	1,126	-	-	-
Total Expenditures	\$ 1,196	\$ -	\$ -	\$ -
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	-	-	-	-
Total Budgeted Staffing	-	-	-	-

STUDENT ENGAGEMENT INITIATIVES

Information Contact - Lori Bailey, Director of Student Engagement Initiatives

Purpose:

The mission of Student Engagement Initiatives is to remove the barriers that keep students from being engaged and thriving in school.

Objectives:

- Coordinate services for students and their families.
- Actively engage and collaborate with our parent communities.
- Define gaps and connect resources to address unmet needs.

Additional Information:

- This department oversees Extended Learning (CCLC/PEAK), Health Services, Intervention Services and Whole Child Initiatives (SFOP).
- In Fiscal Year 2021-22, 3.00 FTE was added for nurses and an increase of 1.77 FTE for health aide hours.
- In Fiscal Year 2022-23, 2.06 FTE decreased in Health Aide hours, 1.00 FTE Nurse moved from Early Childhood Education Preschool Program, and 1.00 FTE Family Outreach Liaison was converted to a 1.00 FTE Data Technician.
- In Fiscal Year 2023-24, moved a Youth Advocate to new Equity and Engagement department.
- In Fiscal year 2024-25, a 0.37 FTE Business Support Technician moved from the Student Engagement Initiatives to the Equity and Engagement Department.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 2,676,238	\$ 2,977,233	\$ 3,388,794	\$ 3,420,972
Benefits	1,071,168	1,303,885	1,151,616	1,166,291
Purchased Services	92,147	423,568	340,685	379,425
Supplies	37,157	29,141	19,150	21,550
Equipment	-	9,300	8,000	-
Other	7,959	9,617	14,450	14,350
Total Expenditures	\$ 3,884,669	\$ 4,752,744	\$ 4,922,695	\$ 5,002,588
<u>BUDGETED STAFFING</u>				
Certified	12.90	13.00	12.50	12.50
Paraprofessionals	39.80	36.74	36.44	36.44
Classified	2.37	4.31	5.31	4.94
Administrative and Professional/Technical	8.33	8.33	7.65	7.65
Total Budgeted Staffing	63.40	62.38	61.90	61.53

STUDENT SUPPORT SERVICES

Information Contact - Heather Greicius, Executive Director of Student Support Services

Purpose:

Student Support Services (SSS) allocates resources and materials to all schools focusing on providing specialized instruction to students with disabilities. The department also provides support, coaching, and professional development to all SSS staff throughout the district.

Objectives:

- Provide staff and material resources to all schools in the district.
- Provide support and professional development to staff.
- Provide oversight of the implementation of IDEA, ECEA, and the Adams 12 Five Star Schools' Board policies.

Additional Information:

- Salaries and benefits include special education and mental health services, to include applicable staffing and operational expenditures to meet the needs of students.
- In Fiscal Year 2021-22, 1.00 FTE teacher increase, 0.50 FTE teacher increase related to SWAP agreement and 5.00 paraprofessionals FTE increase.
- In Fiscal Year 2022-23, 6.00 FTE moved from Five Star Online to department, and additional 6.90 FTE added for special program paras and learning specialists.
- In Fiscal Year 2023-24, 70.27 FTE moved from Preschool, 21.23 FTE moved from ESSER funding, 3.50 FTE moved from Medicaid, and 10.50 FTE were added to meet department needs. They also converted a 0.50 FTE Teacher to a 1.00 FTE Paraprofessional for a 0.50 FTE increase.
- In Fiscal Year 2024-25, 7.00 FTE moved from ESSER funding and 10.06 FTE were added to meet department and school needs.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 29,023,989	\$ 31,092,857	\$ 41,951,799	\$ 46,182,009
Benefits	10,222,004	12,324,434	13,871,896	15,093,514
Purchased Services	2,762,214	3,451,221	3,157,858	3,198,844
Supplies	125,656	174,632	236,045	219,590
Equipment	42,596	(7,356)	96,100	21,500
Other	275,963	325,786	362,710	378,160
Total Expenditures	\$ 42,452,421	\$ 47,361,574	\$ 59,676,408	\$ 65,093,617
<u>BUDGETED STAFFING</u>				
Certified	283.40	296.27	374.37	392.72
Paraprofessionals	236.31	235.34	260.43	257.64
Classified	4.50	6.50	7.50	9.00
Administrative and Professional/Technical	11.50	10.50	12.50	12.50
Total Budgeted Staffing	535.71	548.61	654.80	671.86

SUMMER SCHOOL EDUCATION

Information Contact - Lee Peters, Executive Director of Secondary Schools

Purpose:

To provide additional opportunities for middle school and high school students to earn credit hours and to demonstrate proficiency on standards within the current secondary course offerings.

Objectives:

- 95.00 percent or more of students enrolled will successfully earn credit in the course work.
- Course offerings will reflect the needs of students.
- Continue to expand courses in a blended learning format.

Additional Information:

- Summer School Education salaries and benefits include stipends paid to staff for facilitating summer school.
- Fiscal Year 2021-22 had the majority of summer school paid for using ESSER funds. In Fiscal Year 2022-23 the majority was paid by an Adams County Grant.

	2021-2022	2022-2023	2023-2024	2024-2025
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 4,970	\$ 3	\$ 151,466	\$ 151,466
Benefits	1,842	747	34,610	34,610
Purchased Services	-	-	10,000	10,000
Supplies	9,925	616	1,250	1,250
Equipment	-	-	-	-
Other	544	584	1,050	1,050
Total Expenditures	\$ 17,281	\$ 1,950	\$ 198,376	\$ 198,376
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	-	-	-	-
Total Budgeted Staffing	-	-	-	-

TEACHER AND PRINCIPAL PROFESSIONAL LEARNING

Information Contact – Theresa Gilbreath, Executive Director of Professional Learning and K-8 Schools

Purpose:

To provide aligned, job-embedded, just-in-time training, tools, and resources for all district staff in support of the District Major Improvement Strategies listed within the Unified Improvement Plan.

Objectives:

- Supporting and enhancing instructional coaching within all elementary, middle, K-8, and high schools.
- Focus on instructional pedagogy through the delivery of professional learning.
- Developing assessment literacy through professional learning aligned to the implementation and application of formative practices.
- Providing professional learning to Administrators in the areas of leadership, standards-referenced instructional observations, delivery of actionable feedback, data driven instruction and implementation of sustainable, site-based professional learning structures.

Additional Information:

- This budget includes salaries, benefits, and additional resources for the administration of professional development.
- In Fiscal Year 2021-22, the Administrative Assistant was moved into the Counseling, CTE, and Concurrent Enrollment budget.
- In Fiscal Year 2022-23, Instructional Coaches for 24.85 FTE were added or moved to be funded by Teacher and Principal Professional Learning department.
- In Fiscal Year 2023-24, Instructional Coaches for 18.05 FTE were moved from the Learning Services department.
- In Fiscal Year 2024-25, Instructional Coaches totaling 6.00 FTE were moved from Title Schools along with a 1.00 FTE Teacher on Special Assignment split between the two title middle schools.

	2021-2022 ACTUAL	2022-2023 ACTUAL	2023-2024 AMENDED	2024-2025 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 123,305	\$ 2,033,130	\$ 3,607,637	\$ 4,322,504
Benefits	47,000	743,183	1,125,665	1,311,115
Purchased Services	103,059	156,326	181,346	157,346
Supplies	7,351	25,835	19,200	16,000
Equipment	-	-	-	-
Other	3,163	8,922	9,319	9,319
Total Expenditures	\$ 283,877	\$ 2,967,396	\$ 4,943,167	\$ 5,816,284
<u>BUDGETED STAFFING</u>				
Certified	0.15	25.00	43.00	50.00
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	0.60	0.60	0.65	0.65
Total Budgeted Staffing	0.75	25.60	43.65	50.65

DISTRICTWIDE SERVICES

Districtwide Services includes expenditures not allocated to specific departments. The Fiscal Year 2024-25 budget includes:

Certified Compensation Stipend

The Certified compensation stipend is paid out to district certified employees using one of two plans which are based on the teacher's date of hire. For teachers hired prior to January 1, 2007, who resign from the district with a minimum of twenty years continuous service and classified as a teacher with the district shall receive a Certified compensation stipend in the amount of \$86,242 paid out in five equal payments. Teachers hired prior to January 1, 2007, who have less than twenty years continuous service, but at least thirteen are entitled to one-half of the stipend upon resignation from the district.

Classified Career Service Credit

Classified employees hired prior to January 1, 2011, are eligible to receive the classified career service credit. Those Classified employees with at least twenty years of service as of December 31, 2010, and whose stipend exceeds \$72,500 qualify to receive 133.00 percent of the average of the highest three years of annual salary as of December 31, 2010. Classified employees with at least twenty years of service as of January 1, 2011 or later qualify to receive 133.00 percent of the average of the highest three years of annual salary, not to exceed \$72,500 or fall below \$30,000. Classified employees with at least thirteen years but less than twenty years of service as of January 1, 2011, or later qualify to receive 66.5 percent of the average of the highest of three years of annual salary, not to exceed \$36,250 with no minimum. Each stipend option is paid in five equal installments beginning the end of the second month following the resignation and at the same time each year for four years thereafter.

Administrator Longevity Plan

The Administrator Longevity Program (ALP) was created to recognize the Administrative employee's continuous years of service to the district. The annual contribution percentage amounts are determined by the number of eligible Administrative staff, their years of district service, and available funds within the account for the specific fiscal year. Effective January 1, 2016, ALP funds for eligible Administrative employees were contributed into the employee's 401(k) account with the contributions being tax-deferred until withdrawal. All Administrative employees hired or re-hired January 1, 2015 or after are not eligible for ALP.

Indirect Costs

Recorded in the Other Expenditure category are the indirect costs charged to Grants, BASE, and Food Service. Indirect costs are incurred for the benefit of multiple programs, functions, or other cost objectives and therefore cannot be identified readily and specifically with a particular program or cost objective. They are charged to recover the costs to the General Fund for administrative and support functions such as accounting, accounts payable, payroll, purchasing, facilities management, and utilities.

Bank Fees

Banking service fees include the fees the district is charged to process credit card payments, maintain bank accounts, send and receive both wire and ACH transactions, process deposits, positive pay, check posting, and return item charges.

Assessment and Collection

Property located in Adams and Broomfield Counties are assessed and taxed in accordance with Colorado State Law. Each county's Tax Assessor office is responsible for assessing the current full and fair value of all properties in their respective county. Once the assessments have been established, it is the responsibility of the Tax Collector's Office to collect the assessed property taxes. The district is charged 0.25 percent from the counties to cover the cost of billing, collecting, and disbursing these taxes.

Additional Information:

- The Districtwide budget includes funds held and disbursed to schools and/or departments at midyear, this includes employee stipends, longevity pay, retirement stipends, department chair, co-curricular, and leadership pay.
- For Fiscal Year 2023-24, the districtwide budget includes: an overall increase to the certified salary schedule which provides a minimum of a 6.00 percent salary increase; anticipated 4.71 percent increase to health benefits; district-paid certified substitutes; and district-obligated retirement stipends for Certified and Classified retirees.



INFORMATIONAL SECTION

Assessment of Property

Property Subject to Taxation

Property taxes are uniformly levied against the assessed valuation of all taxable property within the district. Both real and personal property located within the boundaries of the district, unless exempt, are subject to taxation by the district. Exempt property generally includes properties owned by the federal government and the State of Colorado, and its political subdivisions; public libraries and schools; charitable and religious organizations; irrigation ditches, canals and flumes; household furnishings; personal effects; intangible personal property; inventories, materials, and supplies that are held for consumption by a business or are held primarily for sale; livestock; agricultural products and equipment used on a farm or ranch in the production of agricultural products; and non-profit cemeteries.

Assessment of Property

In August of each year, the Assessor certifies the total assessed value of all properties located within the boundaries of each taxing authority. Adams 12 Five Star Schools boundaries include portions of Adams and Broomfield counties. The district's total combined assessed valuation for December 2023 is \$4,244,281,464. Assessed values are calculated by multiplying the actual value by the appropriate assessment rate. The residential assessment percentage is subject to change by the Colorado Legislature each odd numbered year. The assessment rate is currently 6.765 percent for residential and multi-family property.

A mill levy is a tax rate that is applied to the assessed value of a property. The mill levy - which is sometimes referred to simply as a levy - is multiplied times the assessed value of a property to determine the amount of taxes due. For example, 1 mill is 0.001 as a multiplier.

If the typical single family home in district tax boundaries in 2024 was valued at approximately \$648,533, the property tax calculation that will be collected in 2025 for a typical residential owner would be:

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

$$\$648,533 \times 0.06700 \times 0.061760 = \$2,684$$

State statute sets the applicable assessment rate and the rates are changing for the 2024 tax year with collection in 2025. The assessment rate for residential property is expected to be 6.7 percent (Senate Bill 24-233). However, the statute will not take effect if certain ballot initiatives pass in November 2024.



Taxation Procedure

In accordance with statute, the County Assessor is required to certify the total valuation for assessment no later than August 25th of each year. The Board of County Commissioners then determines a rate of levy which, when levied upon such certified assessed valuation, together with other legally available revenues, will raise the amount required annually by the district for its General Fund and Bond Redemption Fund to defray its expenditures during the ensuing fiscal year. The Board of Education must certify the district's levy to the Board of County Commissioners no later than December 15th.

Upon receipt of the district's tax levy certification and other taxing entities within the county, the Board of County Commissioners levies the applicable property taxes against the assessed valuation of all taxable properties. The levies are certified by the Board of County Commissioners to the County Assessor, who then delivers the tax list and warrant to the county treasurer for tax collection.

Under Colorado law, all property taxes become due and payable in the year following the year they are levied. Property taxes attach an enforceable lien on property as of January 1st of the year following the levy. Property taxes are recognized as revenue if they are received within 60 days of fiscal year-end.

Each year, County Commissioners, City Councils, School Boards, and other taxing authorities determine the revenue needed and allowed under the law to provide services for the following year. Each taxing authority calculate a tax rate based on revenue needed from property tax and total assessed value of property within their boundaries. Property taxes are calculated by adding four different tax rates: County, City, School District, and Water and Sanitation.

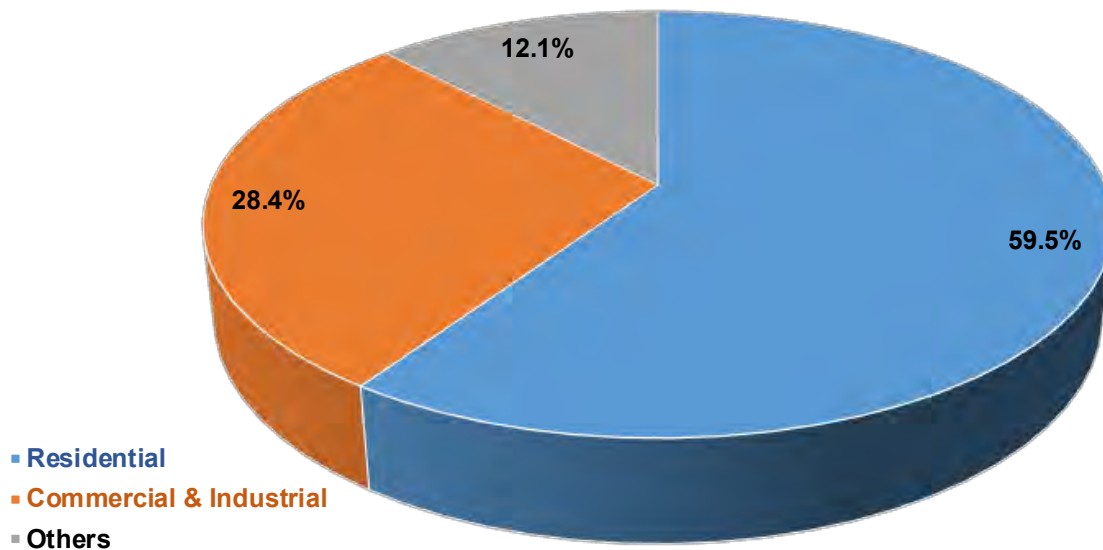
Assessed Property Values

Fiscal Year	Residential	Commercial & Industrial	Other*	State Assessed	Tax Increment Financing	Total
2017	\$1,459,806,870	\$637,972,070	\$53,238,470	\$110,545,140	(\$10,173,167)	\$2,251,389,383
2018	1,753,366,090	705,536,350	65,606,770	115,336,290	(13,933,696)	2,625,911,804
2019	1,788,862,970	773,704,140	62,194,469	105,162,441	(200,072,679)	2,529,851,341
2020	2,138,221,460	988,031,070	72,170,390	108,803,141	(249,705,985)	3,057,520,076
2021	2,148,358,140	1,005,629,830	84,845,370	121,476,270	(274,113,493)	3,086,196,117
2022	2,305,546,770	1,101,132,150	134,625,450	123,423,230	(329,575,185)	3,335,152,415
2023	2,248,656,120	1,108,910,870	267,981,670	123,168,840	(343,754,673)	3,404,962,827
2024	2,753,536,670	1,313,426,010	564,024,480	120,161,420	(506,863,436)	4,244,285,144
2025	2,767,304,353	1,319,993,140	566,831,919	120,762,227	(509,397,753)	4,265,493,887
2026	2,808,813,919	1,339,793,037	575,334,398	122,573,661	(517,038,719)	4,329,476,295
2027	2,822,857,988	1,346,492,002	578,211,070	123,186,529	(519,623,913)	4,351,123,676
2028	2,865,200,858	1,366,689,382	586,884,236	125,034,327	(527,418,272)	4,416,390,532

Fiscal Years 2025-2028 forecasted.

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

2024 Assessed Valuation By Property Type (includes Tax Increment Financing)



Largest Taxpayers

ADAMS 12 FIVE STAR SCHOOLS 2023 Largest Taxpayers within District Boundaries

Taxpayer	Taxable Assessed Value	Percent of Assessed Valuation*
EXTRACTION OIL & GAS LLC (B)	\$ 267,420,630	6.30%
EXTRACTION OIL & GAS LLC (B)	\$ 118,987,400	2.80%
PDC ENERGY INC (A)	\$ 116,052,700	2.73%
PUBLIC SERVICES COMPANY OF COLORADO (XCEL) (A)	\$ 63,718,910	1.50%
AMAZON.COM SERVICES LLC (A)	\$ 38,890,960	0.92%
TPP ORCHARD PROPERTY LLC (A)	\$ 32,930,210	0.78%
JPMORGAN CHASE BANK NA (B)	\$ 32,381,320	0.76%
DENVER PREMIUM OUTLETS LLC C/O (A)	\$ 24,887,060	0.59%
144 BULL CROSSING ASSOCIATES LLC (A)	\$ 22,311,620	0.53%
JPMORGAN CHASE BANK NATIONAL ASSOCIATION (B)	\$ 21,073,270	0.50%
GC NET LEASE (WESTMINSTER) INVESTORS LLC (A)	\$ 19,144,890	0.45%
RLIF 160TH AVE SPE LLC (B)	\$ 14,511,980	0.34%
Total	\$ 772,310,950	18.20%

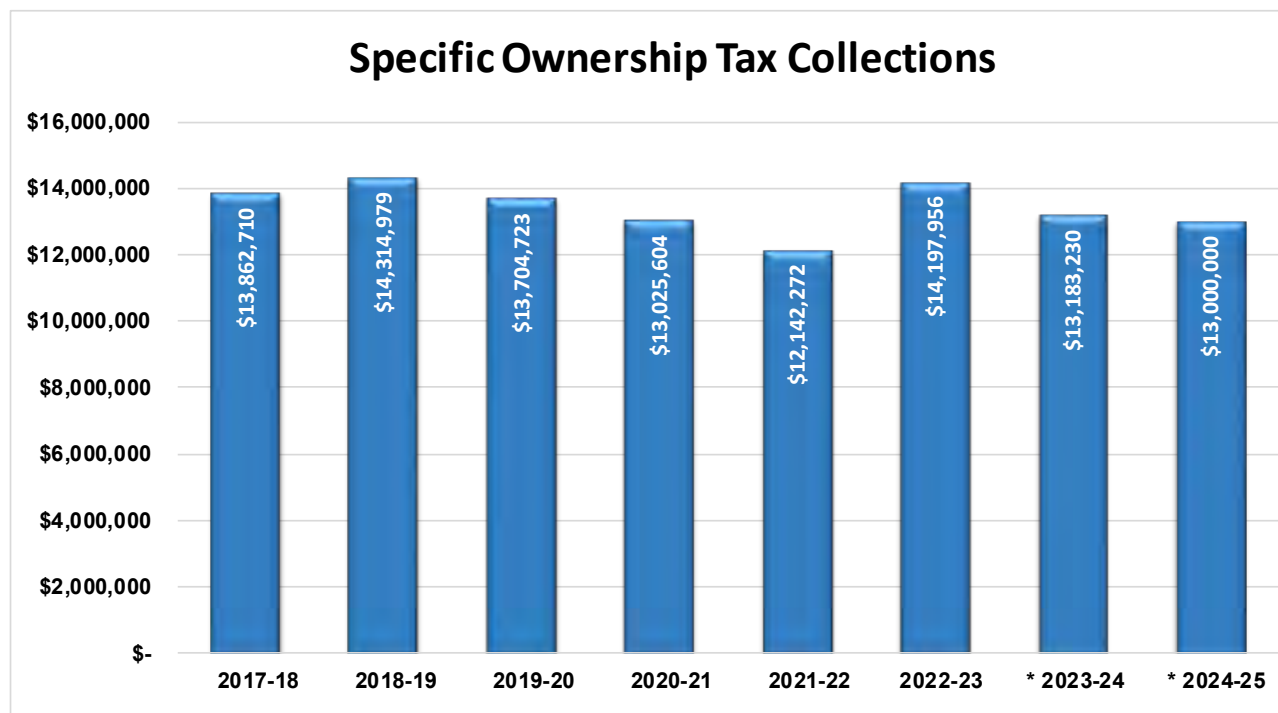
* Based on the December 2023 certified assessed valuation of \$4,244,281,464 which excludes incremental assessed valuation in excess of "base" valuation in property tax increment areas from which the district does not receive property tax revenue.

Source: Assessors' Offices of Adams County and the City and County of Broomfield

Specific Ownership Tax

The specific ownership tax is imposed on motor vehicles, trailers, mobile homes, special mobile machinery, and any other vehicles that are operated on any state highway. This tax is levied on vehicles in lieu of a property tax and is paid each year a vehicle is registered. For passenger motor vehicles, the basis for this tax is a percentage of the manufacturer's suggested retail price and reduces as the vehicle ages.

Fiscal Year	Total Tax Collections
2017-2018 ACTUAL	\$ 13,862,710
2018-2019 ACTUAL	\$ 14,314,979
2019-2020 ACTUAL	\$ 13,704,723
2020-2021 ACTUAL	\$ 13,025,604
2021-2022 ACTUAL	\$ 12,142,272
2022-2023 ACTUAL	\$ 14,197,956
2023-2024 FORECAST	\$ 13,183,230
2024-2025 BUDGET	\$ 13,000,000

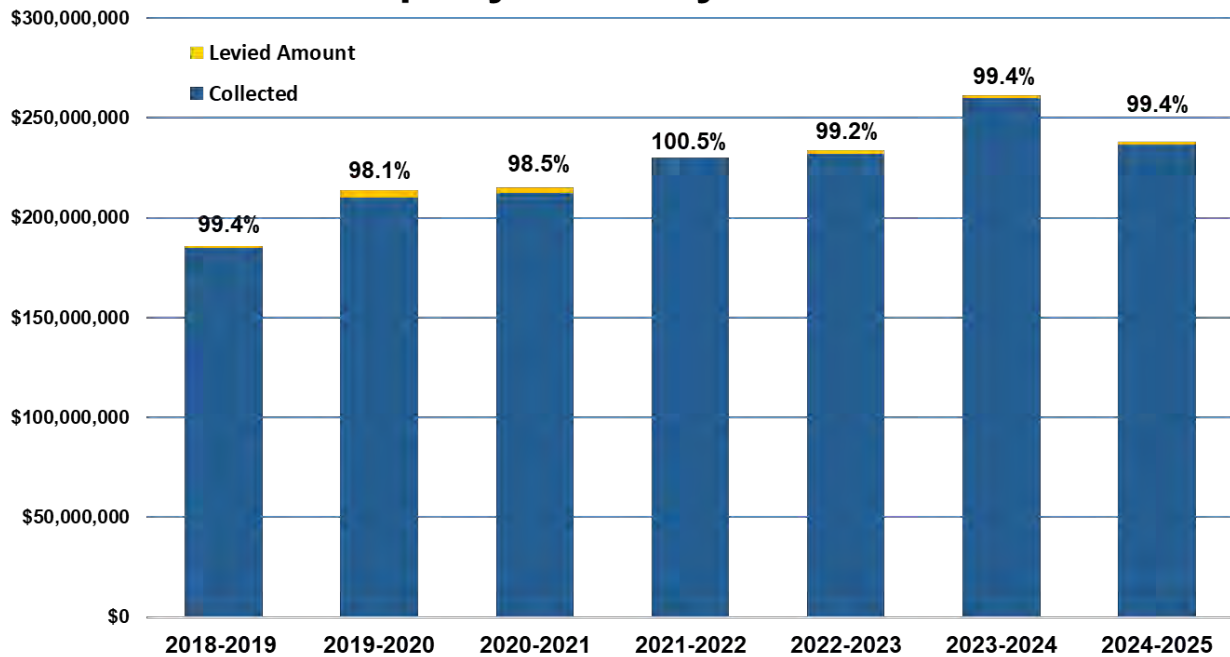


* Budget

Property Tax

ADAMS 12 FIVE STAR SCHOOLS Historical Property Tax Collections			
Fiscal Year	Total Tax Levy	Total Tax Collections	Percent of Total Tax Collections To Levy
2018-2019	185,969,372	184,888,344	99.4%
2019-2020	213,977,485	209,995,827	98.1%
2020-2021	215,370,196	212,183,212	98.5%
2021-2022	229,048,262	230,191,441	100.5%
2022-2023	233,842,632	231,962,589	99.2%
2023-2024	261,431,191	259,875,982	99.4%
2024-2025	237,897,171	236,481,962	99.4%

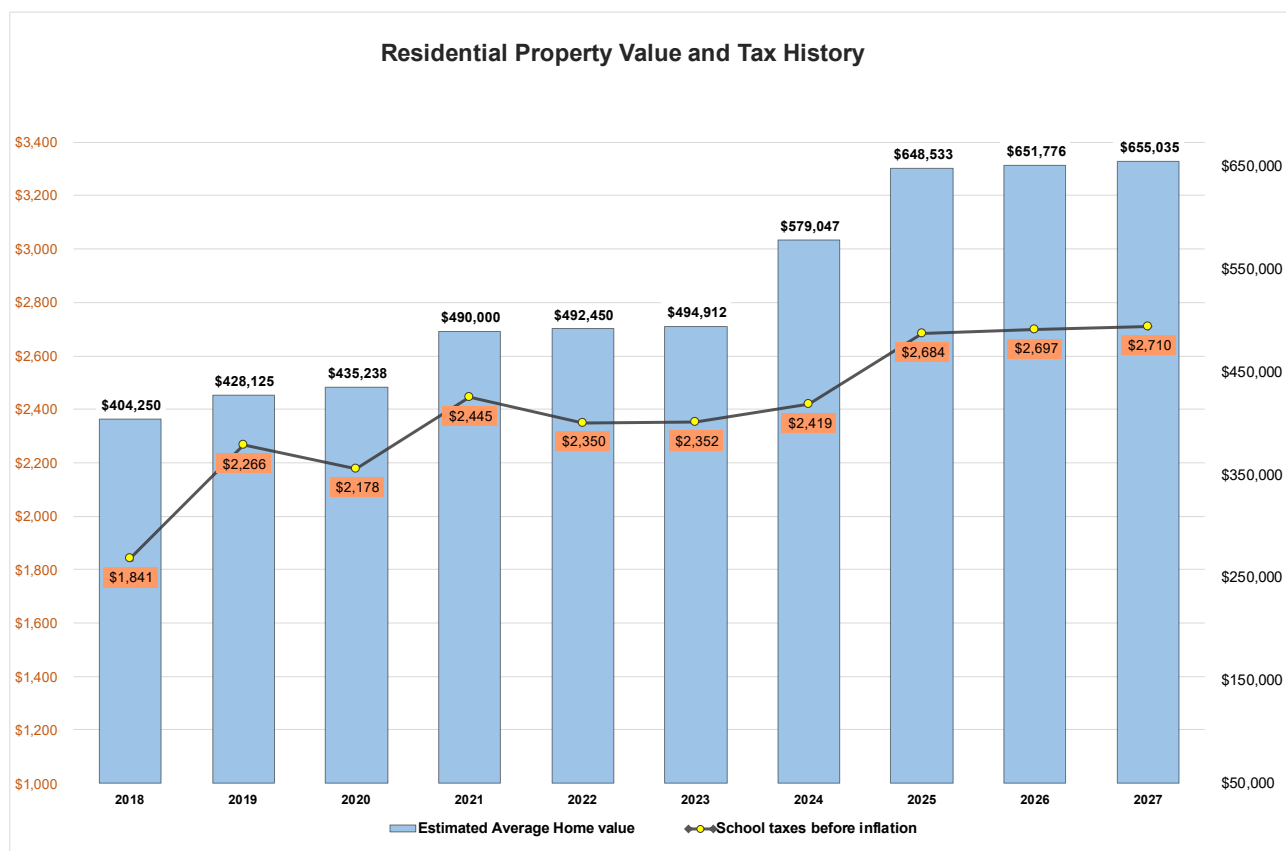
Property Tax Levy & Collections



Total tax collections include delinquent property taxes.
 Amounts showing greater than 100% collected include prior year delinquent taxes collected.
 Values for Fiscal Year 2023-2024 and 2024-2025 are forecasted.

ADAMS 12 FIVE STAR SCHOOLS Annual Property Tax Information Summary Homeowner Tax Burden							
Assessed Year	2018	2019	2020	2021	2022	2023	2024
Collection Year	2019	2020	2021	2022	2023	2024	2025
Estimated Market Value	\$ 428,125	\$ 435,238	\$ 490,000	\$ 492,450	\$ 494,912	\$ 579,047	\$ 648,533
Assessment Rate Residential	7.20%	7.15%	7.15%	6.95%	6.95%	6.765%	6.700%
Assessment Value	\$ 30,825	\$ 31,120	\$ 35,035	\$ 34,225	\$ 34,396	\$ 39,173	\$ 43,452
District Mill Levies:							
School Finance	27.000	27.000	27.000	27.000	27.000	27.000	27.000
Abatement	0.180	0.672	0.494	0.756	0.544	0.164	0.164
Override	24.665	20.647	20.626	19.256	19.157	15.931	15.931
Debt Service	21.665	21.665	21.665	21.665	21.665	18.665	18.665
Total District Levy	73.510	69.984	69.785	68.677	68.366	61.760	61.760
School taxes before inflation							
	\$ 2,266	\$ 2,178	\$ 2,445	\$ 2,350	\$ 2,352	\$ 2,419	\$ 2,684

This is an example only showing the calculation for an average residential property. The valuation assessment rate for residential properties is expected to be 6.7 percent for assessed year 2024, to be collected on year 2025. Each residential property is unique and the final levy is set in December 2024 after all factors were finalized. A 12.00 percent increase in valuation is forecasted for 2024, and 0.50 percent increase in subsequent years.



Bond Redemption Debt Service

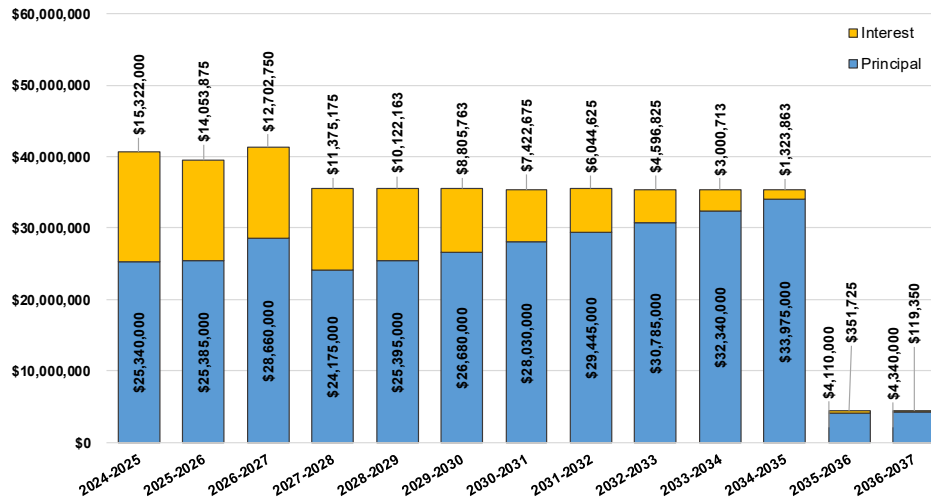


ADAMS 12 FIVE STAR SCHOOLS

Bond Redemption Fund General Obligation Bonds

Yearly Bond Debt Service			
Fiscal Year	Principal	Interest	Total
2024-2025	25,340,000	15,322,000	40,662,000
2025-2026	25,385,000	14,053,875	39,438,875
2026-2027	28,660,000	12,702,750	41,362,750
2027-2028	24,175,000	11,375,175	35,550,175
2028-2029	25,395,000	10,122,163	35,517,163
2029-2030	26,680,000	8,805,763	35,485,763
2030-2031	28,030,000	7,422,675	35,452,675
2031-2032	29,445,000	6,044,625	35,489,625
2032-2033	30,785,000	4,596,825	35,381,825
2033-2034	32,340,000	3,000,713	35,340,713
2034-2035	33,975,000	1,323,863	35,298,863
2035-2036	4,110,000	351,725	4,461,725
2036-2037	4,340,000	119,350	4,459,350
Total	\$ 318,660,000	\$ 95,241,502	\$ 413,901,502

Yearly Bond Debt Services



Bond Series Summary (as of June 30th, 2024)			
Series	Principal	Interest	Total
2012	\$ 22,970,000	\$ 574,250	\$ 23,544,250
2014	20,090,000	1,506,750	21,596,750
2014B	36,325,000	4,038,875	40,363,875
2016B	204,775,000	73,108,375	277,883,375
2018	34,500,000	16,013,252	50,513,252
Total	\$ 318,660,000	\$ 95,241,502	\$ 413,901,502

Bond Projects by Capital Construction Plan

Investment Item	Estimated Cost
Aging Buildings	
Aging Buildings - District Wide Renovations	\$ 111,038,400
Aging Building - Exterior Renovations	38,142,012
Aging Buildings - Interior Renovations	26,237,886
Aging Buildings - Stadium Renovations	13,904,182
Major Renovations & New School Additions	
Major Renovations & New School Additions - Expansions/Additions	\$ 14,316,128
Major Renovations & New School Additions - Land Purchase	2,821,000
Major Renovations & New School Additions - North Park	35,750
Major Renovations & New School Additions - STEM Lab	27,479,468
Major Renovations & New School Additions - Thunder Vista	46,246,032
Major Renovations & New School Additions - Independence Academy Campus	10,000,232
Educational Opportunities	
Educational Opportunities - CTE Expansion	\$ 27,840,634
Educational Opportunities - ECE Renovation	623,053
Safety & Security	
Safety & Security - Camera	\$ 411,213
Safety & Security - Fire	4,545,463
Safety & Security - Lockdown	650,970
Classroom Needs - Instructional Upgrades	\$ 14,200,251
Technology	
Technology Refresh	\$ 3,457,750
Communications and Alert System	16,623,764
Fiber Project	20,009,486
Controls Project	6,960,080
Device Upgrades	1,500,000
Wireless Upgrade Program	7,200,000
Transportation Buses	\$ 3,208,098
Charter School Allocation	\$ 15,338,082
General and Administration	\$ 13,034,359
Future Planned Projects	\$ 523,767
Bond Closing Costs	\$ 1,486,242
Total	\$ 427,834,302

Budget Projections

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

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

These projections include the Fiscal Year 2024-25 Budget as year one. The budget projection is one of many tools used in the budget development process. Projected numbers are reviewed and revised, as future assumptions become known.

General Fund Projections

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

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

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

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

GENERAL FUND

FISCAL YEAR 2024-25 BUDGET AND PROJECTIONS TO 2027-28

	2024-2025 Adopted Budget	2025-2026 Forecasted	2026-2027 Forecasted	2027-2028 Forecasted
Beginning Fund Balance	\$ 89,557,269	\$ 62,494,760	\$ 37,555,997	\$ 11,678,315
Revenues	500,232,372	503,559,367	512,083,772	517,128,432
Total Available Resources	\$ 589,789,641	\$ 566,054,127	\$ 549,639,770	\$ 528,806,746
Expenditures	444,031,046	443,209,473	450,218,003	453,124,819
Transfers	83,263,835	85,288,657	87,743,452	91,107,744
Total Expenditures and	\$ 527,294,881	\$ 528,498,130	\$ 537,961,455	\$ 544,232,563
Ending Fund Balance	\$ 62,494,760	\$ 37,555,997	\$ 11,678,315	\$ (15,425,817)
<i>Change in Fund Balance</i>	<i>\$ 27,062,509</i>	<i>\$ 24,938,763</i>	<i>\$ 25,877,683</i>	<i>\$ 27,104,131</i>

District Personnel

Summary of FTE for All District Funds

Staffed Positions:	2020-21	2021-22	2022-23	2023-24	2024-25	Net Change
Administrators						
Principals	50.00	51.00	51.00	51.00	51.00	-
Assistant Principals ¹	64.50	66.50	66.50	68.10	67.10	(1.00)
Central ²	22.00	23.00	24.00	25.00	28.00	3.00
Certified						
Teachers ³	2,247.07	2,260.05	2,248.40	2,239.48	2,229.10	(10.38)
Deans ⁴	21.00	27.00	27.00	30.00	31.00	1.00
Counselors	75.25	81.50	81.10	81.00	83.50	2.50
Nurses	19.00	21.80	25.00	21.50	21.50	-
Psychologists ⁵	41.40	47.40	47.40	45.90	49.00	3.10
Social Workers ⁵	80.25	86.50	98.20	102.15	107.00	4.85
Professionals/Technical	201.20	212.34	216.23	228.73	230.52	1.79
Paraprofessionals ⁶	752.07	726.77	769.16	799.36	788.46	(10.90)
Office Support	252.05	245.09	249.77	250.75	252.75	2.00
Crafts, Trades, and Services ⁷	559.51	553.50	541.98	534.45	550.12	15.67
Total Staffed Positions	4,385.30	4,402.44	4,445.73	4,477.42	4,489.06	11.64

Explanation of Major Changes

¹Assistant Principals decreased due to aligning need with enrollment.

²Central Administrators increased due the addition of 2.00 School Executive Directors and 1.00 Director of P-Teach program.

³Teachers had a net decrease due to the reduction in classroom teachers related to declining enrollment and an increase of SSS teachers to meet projected needs in P-12.

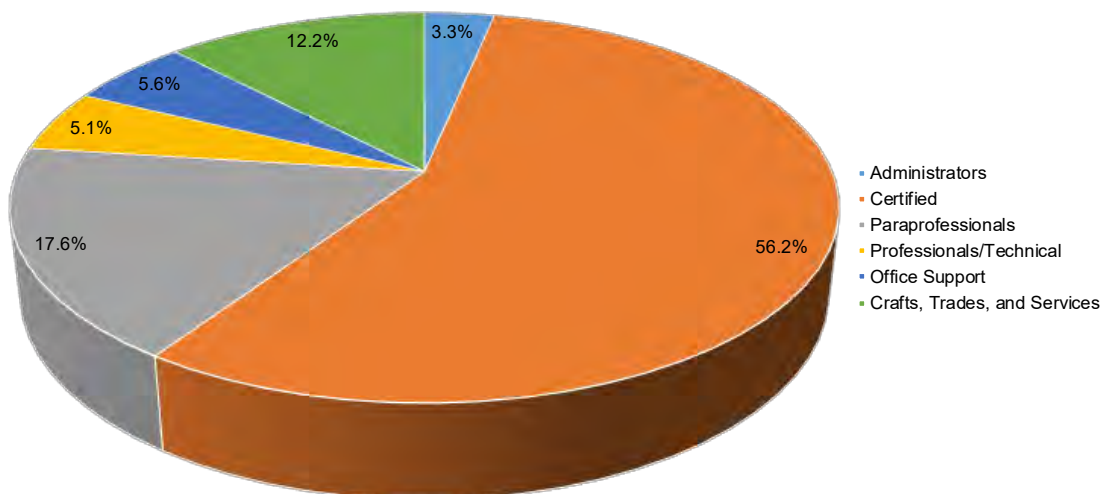
⁴Deans increased due to the addition of a Dean in the SSS Department in FY24.

⁵Psychologists and Social Workers had a net increase due to increases in the SSS department to meet school needs.

⁶Paraprofessionals net decreased due to reorganization of Preschool personnel and increases elementary classroom paras.

⁷Crafts, Trades, and Services increased due to staffing hours and scheduled days.

Fiscal Year 2024-25 FTE by Employee Type



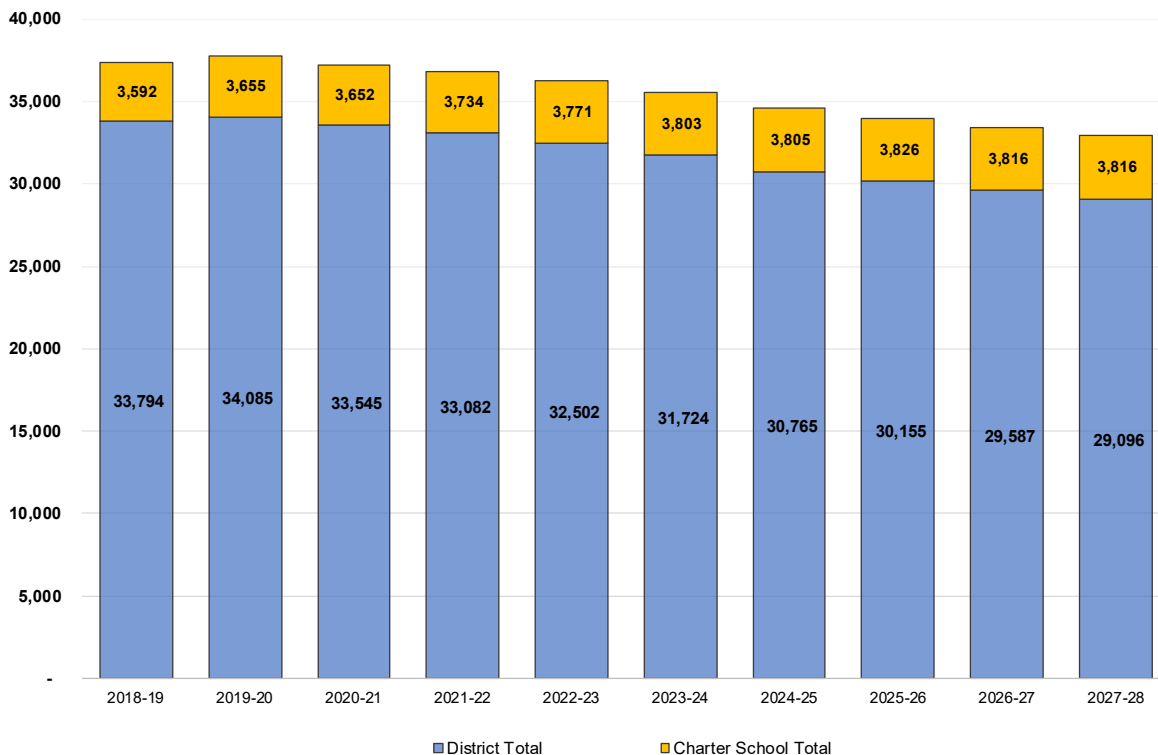
Funded Pupil Forecasting

As of May 2024, the funded pupil count projection used for budget planning is 30,764.5 district students and 3,805 Charter students for a total of 34,569.5 students for the 2024-25 school year. The district student projection no longer includes Preschool students. The district total year over year decrease is 959.7 funded pupils after the impact of 5-year averaging.

With the passage of HB22-1295 the Department of Early Childhood was developed along with universal preschool for 4 years old and 3 years old with qualifying factors. Preschool students will now be funded and counted through the Department of Early Childhood. For Fiscal Year 2023-24 Adams 12 Five Star Schools will be held harmless when it comes to funding for preschool students. However, the District expects to receive more funding for universal preschool than Colorado Preschool Program funding in the prior year.

The Planning Department of Adams 12 Five Star Schools begins the projection process by reviewing the number of students currently enrolled, which is used as the base for the projections. Cohort data, which takes into account mobility rates, choice, and other factors that have occurred for the last several years, is also used in the projection process. The Planning Department then communicates with local builders, cities, and economic development agencies to determine the expected level of growth.

FUNDED PUPIL COUNT HISTORICAL AND PROJECTED



Total counts from Fiscal Year 2018-19 through Fiscal Year 2022-23 are from CDE audit reports.
 Fiscal Year 2018-19 added New America Charter School.
 Fiscal Year 2023-24 no longer includes Preschool students.
 Fiscal Year 2024-25 through 2027-28 forecasted.

Maintaining Accountability

Adams 12 Five Star Schools respects the growing partnership it has with the community. To nurture and strengthen this positive relationship, the district communicates its performance in an open and transparent manner. In addition to the Board of Education's regular and thorough monitoring of district performance, the State of Colorado has established an accountability system to measure and evaluate the performance of schools and school districts.

Accreditation

All schools in the Adams 12 Five Star Schools must meet rigorous performance standards in order to earn the state accreditation. The criteria include achievement and growth based on Colorado Department of Education (CDE) related metrics, compliance with the Safe Schools Act, compliance with the READ Act, plans for educational technology, technology integration, and financial transparency. Additionally, the district must demonstrate a safe school environment, an effective professional development program, and strategies for closing the achievement gap between student subgroups.

The Colorado Measures of Academic Success (CMAS) is Colorado's standards-based assessment designed to measure the Colorado Academic Standards (CAS). A very small number of students with the most significant cognitive disabilities may take the Colorado Alternate (CoAlt) assessment based on the Extended Evidence Outcomes (EEOs) of the CAS.

District Performance Framework (DPF)

CDE has developed an evaluation framework designed to hold districts and schools accountable for performance on the same, single set of measures and determine state support based on performance and need. The District Performance Framework measures a district's attainment on the following four key Performance Indicators identified in Educational Accountability Act of 2009 (article 11 of title 22):

- **Academic Achievement:** The percentile rank of the district's or school's average scale score compared to other districts or schools across the state for the CMAS assessments in English language arts, math, and science. Values are calculated for the overall population as well as for the following subgroups: minority students, students with Individualized Education Plans (IEPs), Multilingual Learners (MLs), and at-risk students receiving free or reduced lunch.
- **Academic Growth:** A median percentile rating based on students who have completed CMAS English language arts and math and/or Assessing Comprehension and Communication in English State-to-State (ACCESS) for MLs assessments two or more years in a row. Values are calculated for the overall population and for the following subgroups: minority students, students with IEPs, MLs, and at-risk students receiving free or reduced lunch.
- **Postsecondary and Workforce Readiness:** Reflects student preparedness for college or careers upon completing high school. Determined by combining sub-indicators, including the Colorado SAT mean scale scores, overall graduation rate, disaggregated graduation rate for the subgroups mentioned in the bullets above, overall drop-out rate, and matriculation rate.
- **On-Track Growth (*Forthcoming*):** This is currently not included in the performance framework reports, but it is a required performance indicator for inclusion in annually determined school and district rating calculations that measures whether a student is making enough growth to move towards grade level expectations. These results are expected to be included as a separate performance indicator no sooner than the 2024 performance report release.

The Final Rating for 2023 shows the district as "Accredited" due to 55.20 percent points earned for Academic Achievement, 59.80 percent for Academic Growth, and 55.80 percent for Postsecondary and Workforce Readiness.

Adams 12 Five Star Schools Operating/Performance Measures					
	2018-19	2019-20	2020-21	2021-22	2022-23
Graduation Rates	83.3%	85.6%	80.5%	82.8%	84.8%
Free/Reduced Meal Rates	37.4%	38.9%	41.6%	39.7%	45.5%
Dropout Rates	2.1%	2.0%	2.4%	2.5%	2.3%

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

Graduation Rates

The new formula defines “on-time” graduation as only those students who graduate from high school four years after entering grade 9. A student is assigned a graduating class that does not change. These early and late graduates are reflected in 3-year, 5-year, 6-year, and 7-year graduation rates based on their assigned anticipated year of graduation. The change involves a shift in the 4-year on-time graduation rate.

Free and Reduced Meal Rates

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

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

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

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

Dropout Rates

Beginning in 2005, CCR 301-67 “Rules for the Administration of Colorado Data Reporting for School Accreditation” require Colorado’s school districts to obtain adequate documentation of transfer for all students who transfer from the district to attend a school outside the state or country, a private school, or a home-based education program. The dropout rate in the state of Colorado reflects the percentage of all students enrolled in grades 7-12 who leave school during the school year without subsequently attending another school or educational program. Adequate documentation is defined as an official request for academic records from the student’s new school or, in the case of a home-based education program, a signed form from a parent or legal guardian. If the district cannot obtain this documentation, the student must be reported as a dropout. Districts serving highly mobile student populations are potentially affected by this provision to a much greater degree.

Academic Performance Measures

Staff, students, parents, and community members share a common focus for Adams 12 Five Star Schools:
Accelerate the academic performance of students and nurture their social development

The district continually looks for opportunities to accelerate student achievement. Our schools begin each year analyzing performance data to set student achievement goals and plan for ongoing student support. The latest data is examined during the course of the year and any necessary adjustments are made to ensure each student is mastering content standards. The District is continuously fine-tuning how it teaches and measures student mastery of state standards.

Standards-based education critically addresses the following four questions:

- What do students need to know and be able to do?
- How will we effectively teach to ensure students learn?
- How do we know if students are learning?
- What will we do if students don't learn or if they are already performing at or above proficiency?

Teams of teachers, school principals, and district content specialists work to refine the district's essential learning objectives based on the standards. Fifteen essential learning objectives are identified per grade level in four curricular areas – language arts, math, science, and social studies. The teams also develop tools for measuring student proficiency levels for each essential learning objective.

Assessment

In compliance with legislation, Colorado joined the Partnership for Assessment of Readiness for College and Careers (PARCC) as a governing member in 2012. PARCC is a multi-state assessment consortium that developed shared assessment tests to evaluate school effectiveness. These tests replaced the previous Transitional Colorado Assessment Program (TCAP) assessments and the transition to the new system was completed during the 2014-15 school year. In the spring of 2018, Colorado transitioned away from the PARCC assessments and began to administer the Colorado Measures of Academic Success (CMAS) assessments.

Due to COVID-19, during the 2020-2021 school year the federal government accepted a state waiver on required testing for spring 2021. Based on the federal waiver, students were required to take CMAS English Language Arts (ELA) in grades 3, 5, and 7; CMAS Math assessments in grades 4, 6, and 8; CMAS Science assessment in grade 8; Preliminary Scholastic Assessment Test (PSAT) in grades 9 and 10; and Scholastic Assessment Test (SAT) in grade 11.

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

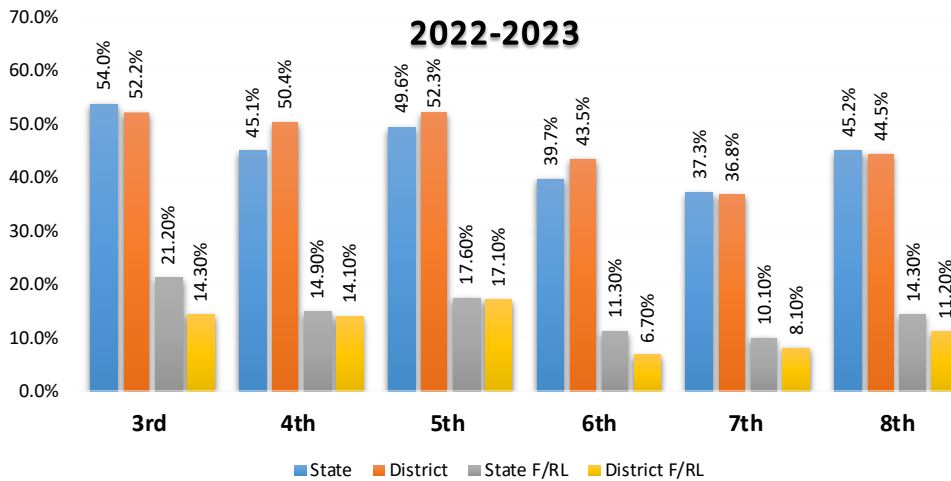
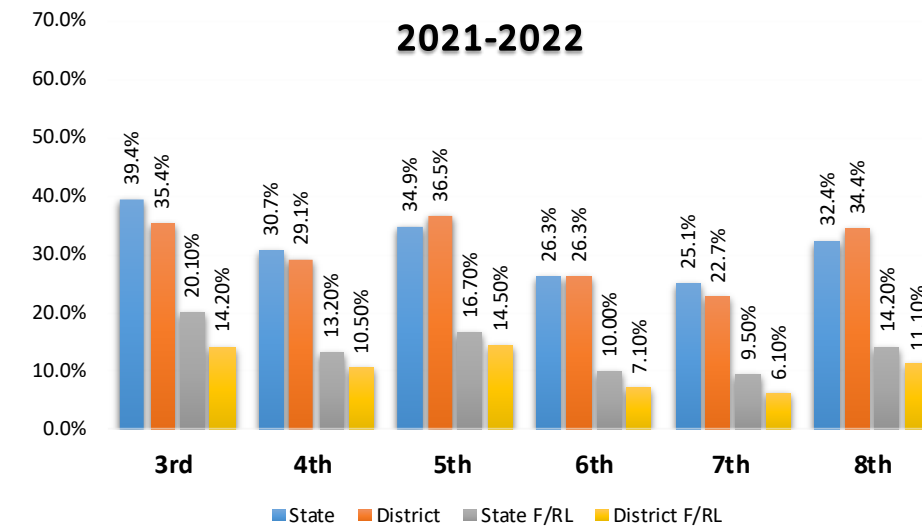
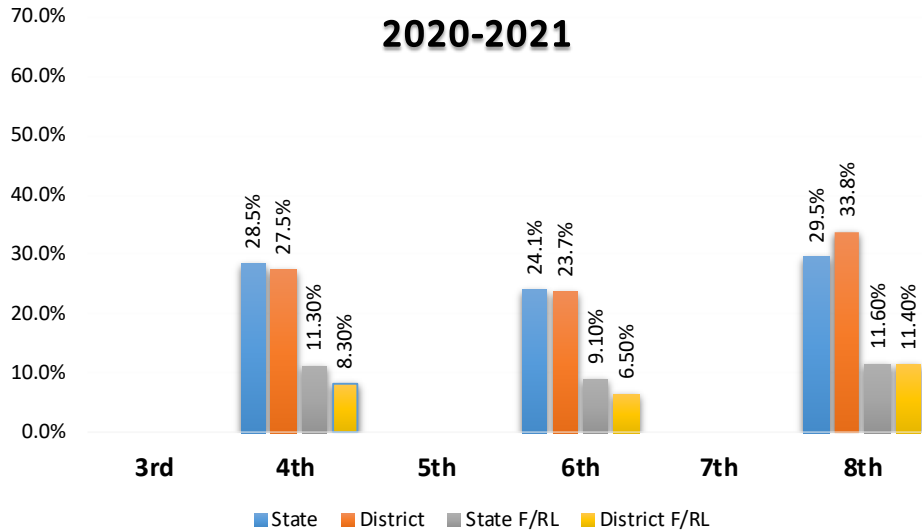
During the 2022-2023 school year, Adams 12 resumed all pre-pandemic State testing including CMAS English Language Arts (ELA) and Math in grades 3-8, CMAS Science in grades 5, 8, and 11, PSAT in grades 9 and 10; and SAT in grade 11.

ADAMS 12 FIVE STAR SCHOOLS

Standardized Test Scores (CMAS)

Percentage Meeting State Expectation

CMAS Math by Grade



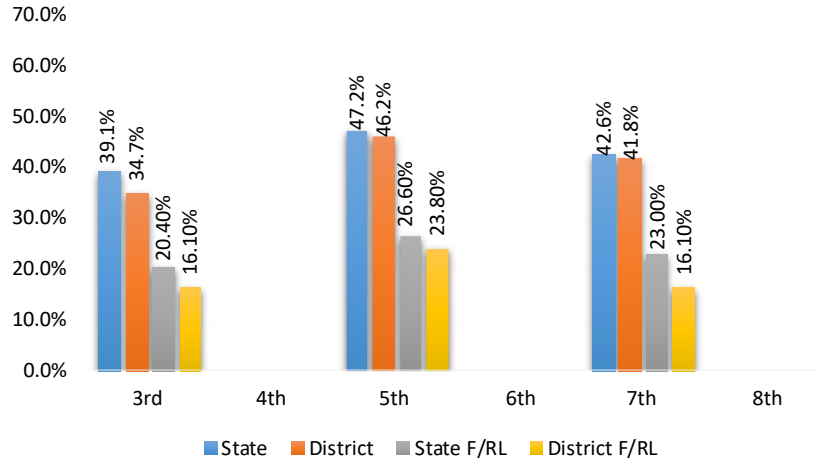
ADAMS 12 FIVE STAR SCHOOLS

Standardized Test Scores (CMAS)

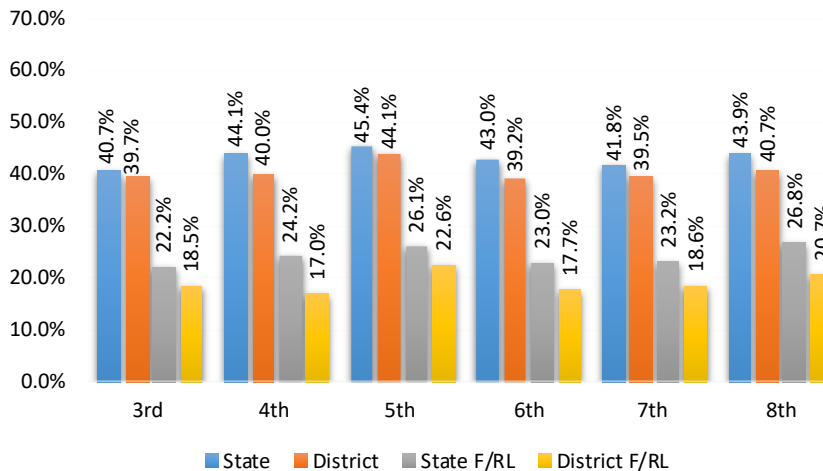
Percentage Meeting State Expectation

CMAS ELA by Grade

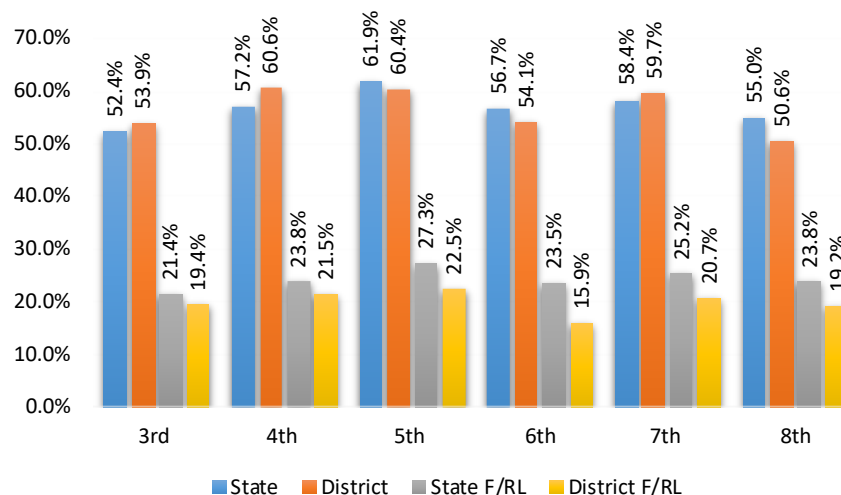
2020-2021



2021-2022



2022-2023

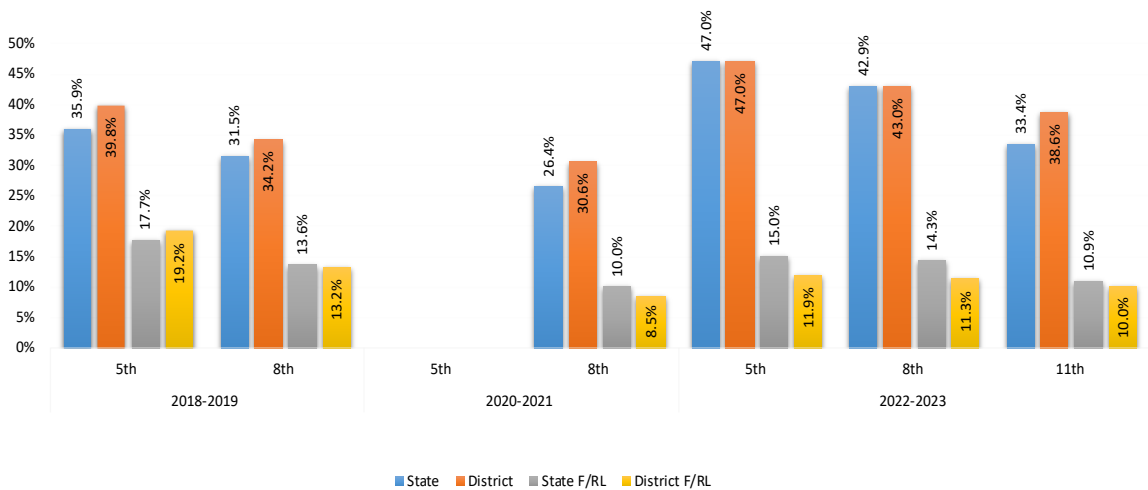


ADAMS 12 FIVE STAR SCHOOLS

Standardized Test Scores (CMAS)

Percentage Meeting State Expectation

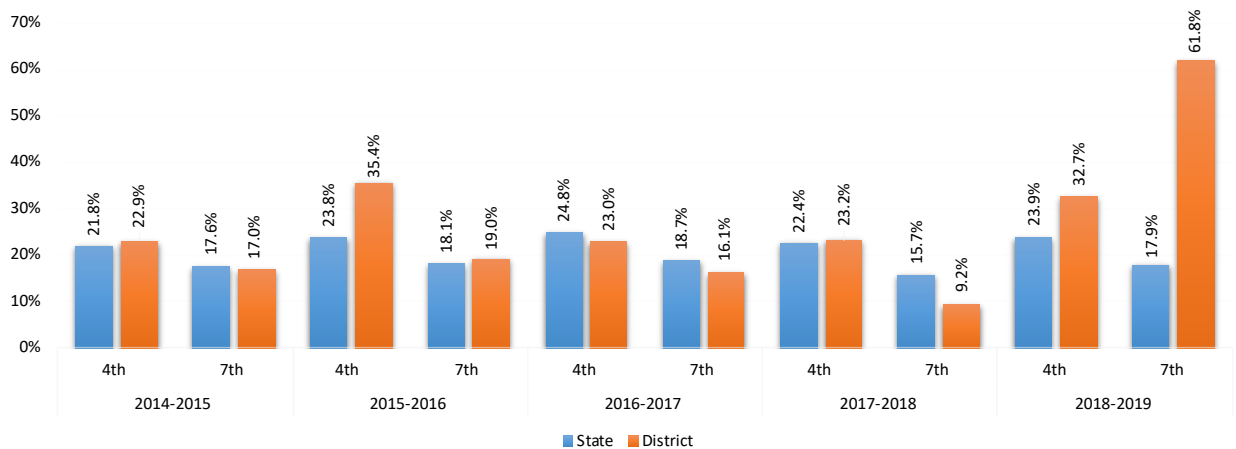
CMAS Science by Grade



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

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

CMAS Social Studies by Grade



Social Studies test has not been administered since 2019.

Glossary of Terms

Abatements

A complete or partial cancellation of a levy imposed by a government. Abatements usually apply to tax levies, special assessments, and service charges.

Account

A record used to summarize all increases and decreases in a particular asset or any other type of asset, liability, fund equity, revenue, or expenditure.

Accrual Basis

A basis of accounting which calls for recording revenue in the period in which it is earned and recording expenses in the period in which they are incurred (See also Modified Accrual Basis).

Ad valorem Taxes

Taxes levied on assessed valuation of real and personal property located within the boundaries of the district which is the final authority in determining the amount to be raised for education purposes.

Agency Fund

A fund used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds.

Amendment 23

A state constitution amendment affecting state funding of K-12 education that was approved by Colorado voters in November 2000. The amendment provides for annual K-12 funding increases of at least the rate of inflation plus 1 percent for Fiscal Years 2001-02 through 2010-11 and annual increases thereafter of at least the rate of inflation.

Amendment B

A state constitution amendment to repeal the Gallagher Amendment requiring residential and nonresidential property tax revenues to make up the same portion of total statewide property taxes as when the Gallagher Amendment was adopted in 1982, including the requirement that sets the nonresidential assessment rate at 29 percent.

Amortization Equalization Disbursement (AED)

An additional employer contribution to PERA with a gradual increase.

Appropriation

The setting aside by resolution of a specified amount of money for a fund with an authorization to make expenditures and incur obligations for specific purposes.

Association of School Business Officials (ASBO)

Educational association that supports school business professionals who are passionate about quality education.

Assessed Valuation (AV)

A percent of market value of residential and commercial property as determined by the county assessor. Property taxes are paid on the basis of a property's assessed valuation.

At-Risk

Students considered "at risk" of successfully completing their education and are usually based on free lunch data and English Language Learners that are not eligible for free lunch.

Balanced Budget

A budget in which planned revenues and other funds available (including beginning fund balance) equal or exceed planned expenditures.

Bonded Issue

In general, bond issues are voted on to pay the cost of school construction. The specific projects which these funds can be used for are stated on the ballot when the issue is presented to the public.

Budget

Summary statement of plans expressed in quantitative terms, a forecast of future events including anticipated revenue and expenditures, and the expected financial position of a district at some future point in time.

Budget Stabilization Factor

A provision in the state law that reduces the amount of Total Program Funding and state aid provided to K-12 school districts.

Building Fund (also known as Capital Projects Fund)

The building fund is used to account for all resources used for acquiring capital sites, buildings, and equipment as specified by the related bond issue. Capital Project Funds are designated to account for requisition or construction of capital outlay assets, which are not acquired directly by the General Fund, Special Revenue Funds, or Enterprise Funds. Capital projects have been developed to account for the proceeds of a specified bond issue and revenue from other possible sources which are designated for capital outlay.

Capital Outlay

An expenditure, which results in the acquisition of fixed assets or additions to fixed assets which are presumed to have benefits for more than 1 year. It is typically an expenditure for land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, or initial, additional, and replacement of equipment.

Categorical Programs

Specific programs that are funded separately from a district's Total Program Funding under the School Finance Act. Examples include vocational education, special education, English Language Acquisition, and pupil transportation. State funds for categorical programs are generally distributed based on a partial reimbursement of approved expenditures.

Certificates of Participation (COPs)

COPs are tax-exempt government securities used to raise funds to improve and construct buildings or purchase equipment. These investment instruments are used to finance capital costs related to construction or acquisition and may not be used to finance ongoing operating costs. Under a COP arrangement, the district leverages the asset (typically a building) to be constructed or acquired and leases the asset from an investor or group of investors. The investor or group of investors receive a return based upon the lease revenues and the district assumes complete ownership of the asset at the end of the lease payment schedule.

Cohort

In education, cohort is typically applied to students who are educated at the same period of time—a grade level or class of students (for example, the graduating class of 2004) would be the most common example of a student cohort

Colorado Measures of Academic Success (CMAS)

State's common measurement tool of students progress at the end of the school year in English Language Arts, math, science and social studies.

Depreciation

Depreciation is the systematic allocation of the cost basis of an asset expensed over the accounting periods making up its useful life.

Designated-Purpose Grants Fund

This fund accounts for many restricted or categorically funded grants and contracts, which are obtained primarily to provide specific instructional programs.

Digital Literacy

The ability to use information and communication technologies to find, evaluate, create and communicate information, requiring both cognitive and technical skills.

Disaggregated Graduation Rate

On the performance framework reports, disaggregated groups include students eligible for free/reduced cost lunch, minority students, students with disabilities, and English language learners.

District Performance Framework (DPF)

The framework with which the state evaluates the level to which districts meet the state's expectations for attainment on the performance indicators, and makes an accreditation level determination.

Employee Benefits

Compensation, in addition to regular salary, provided to an employee. This may include benefits such as health insurance, life insurance, dental insurance, annual temporary leave, early retirement, Medicare, and Public Employees Retirement Association contributions.

Encumbrances

An amount of money committed for the payment of goods and services ordered, but not yet paid for.

English Language Learners (ELLs)

Students who are unable to communicate fluently or learn effectively in English, who often come from non-English-speaking homes and backgrounds, and who typically require specialized or modified instruction in both the English language and in their academic courses.

English Language Arts (ELA)

Refers to the following subjects; reading, writing, speaking, and listening.

Fiscal Year

A fiscal year is a one-year period that companies and governments use for financial reporting and budgeting. A fiscal year is most commonly used for accounting purposes to prepare financial statements. For Adams 12 Five Star Schools, a fiscal year is July 1 to June 30.

Fixed Assets

Land, buildings, machinery, furniture, and other equipment that the district intends to hold or continue in use over a long period of time. "Fixed" denotes probability or intent to continue use of possession and does not indicate immobility of an asset. Current value for reporting is for any item costing \$5,000 or more.

Full-Time Equivalent

Full-Time Equivalent (FTE) is used for both student and employee information. For student enrollment purposes, full-time equivalent is based on the portion of a day that a student spends in an instructional setting. For staff position purposes, full-time equivalent is based on the employee's work requirement in comparison to a whole day. An example is a teacher working only half day is considered a 0.50 FTE.

Fund

A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities, balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance

Difference between assets and liabilities in a governmental fund.

Funded Pupil Count

A district's pupil count, for funding purposes, under the current school finance act, which provides for an October 1st enrollment count within a district's school year. The funded pupil count is expressed in full-time equivalent (FTE) pupils. The FTE count is designed to reflect the amount of time a student spends in an instructional setting.

Gallagher Amendment

An amendment to the Colorado Constitution concerning property tax. It set forth the guidelines in the Colorado Constitution for determining the actual value of property and the valuation for assessment of such property.

General Fund

General Fund is a fund to account for all financial resources, except those required to be accounted for in another fund.

Government Accepted Accounting Principles (GAAP)

Set of accepted accounting principles, standards, and procedures, to record and report accounting information, that improves the clarity of financial information.

Governmental Accounting Standards Board (GASB)

The Governmental Accounting Standards Board was established as an arm of the Financial Accounting Foundation in April 1984, to promulgate standards of financial accounting and reporting with respect to activities and transactions of state and local governmental entities. The GASB is the successor organization to the National Council on Governmental Accounting (NCGA).

Governmental Designated-Purpose Grants

Grants received from federal or state sources, and are required to be used for a specific designated purpose. Examples include Title I, Title II, IDEA, Vocational Education, etc.

Government Finance Officers Association (GFOA)

An organization of governmental finance officers whose mission is to enhance and promote the professional management of governmental financial resources by identifying, developing and advancing fiscal strategies, policies and practices for the public benefit.

Individualized Education Plan (IEP)

A plan or program developed to ensure that a child who has a disability identified under the law and is attending an elementary or secondary educational institution receives specialized instruction and related services.

Instruction

Instruction includes the activities dealing with the teaching of pupils.

Insurance Reserve Fund

Fund used for the payment of loss of or damage to the property of the unit of local government or to service and pay premiums on insurance; or used for the payment of administrative expenses, loss control, worker's compensation, and legal claims against the public entity which have been settled or compromised, or judgments rendered against the public entity for injury.

Literacy Design Collaborative

A national community of educators providing a teacher-designed and research-proven framework, online tools and resources for creating literacy-rich assignments and courses across content areas.

Local Share

The portion of a district's Total Program Funding contributed by local taxpayers of the district through

property taxes and specific ownership taxes.

Matriculation Rate

A measure of students that enroll in higher education institutions or technical education programs opportunities following high school.

Mill Levy

The tax rate on real property per thousand dollars of assessed property value. One mill produces \$1 in tax income for every \$1,000 of assessed property value.

Mill Levy Override

A ballot measure that asks voters living in a school district boundary to approve the collection of additional "mills" on property taxes, above what is allowed by the State of Colorado.

Modified Accrual Basis

The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments are recognized when they become susceptible to accrual, which is when they become both "measurable" and "available to finance expenditures of the current period." "Available" means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for inventories of materials and supplies that may be considered expenditures either when purchased or when used and prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed. All governmental funds, expendable trust funds, and agency funds are accounted for using the modified accrual basis of accounting.

Object

Describes the service or commodity obtained as the result of a specific expenditure.

October Pupil Count

The annual process the district undertakes to provide count and demographic data for pupils in membership within the district. The per-pupil funding that the district receives from the state is based upon this effort.

Paraprofessional

A position that assists students by helping individuals or small groups of students with reading, writing and basic math skills, implementing instruction, reinforcing learning skills, and reinforcing school-wide discipline procedures. A paraprofessional also assists instructors with preparation of classroom materials, monitoring students, and evaluating and recording student achievement.

Program Funding

The financial base of support for public education for school districts as calculated by the Public School Finance Act of 1994, as amended. This funding consists of property tax, specified ownership tax and state equalization, the states portion of funding.

Property Tax

The general property tax is levied on land and buildings located within the school district. It is essentially a real estate or real property tax. Every owner of private and business property in the district pays this tax, unless exempt (e.g. governmental, charitable, and religious institutions).

Public Employees Retirement Association (PERA)

A retirement association created by C.R.S. 24-51-201. The purpose of PERA is to provide benefits to public employees when they retire or are disabled, or to the family at the employee's death. It serves as a substitute for social security and is funded on an actuarial reserve basis.

Pupil Enrollment

For funding purposes, under the Public School Finance Act of 1994, the pupil enrollment is based on the October 1st enrollment count within the budget year. Up to a four-year average would be applied

to declining enrollment districts. Pupil enrollment can be presented as the full count or on a full-time equivalent (FTE) basis.

Revenues

Funds received, generally from taxes or from a state or federal funding program, which are not loans and which do not cause an increase in a liability account.

School Budget

Total site level budget amount for regular educational services. The budget is based on a number of student costs as well as staffing ratios, projected needs, and contracted services. The budget includes costs of regular instruction, administration, mental health staff, Teacher Assistants, technicians, staff support, Nurses, secretarial staff, and Custodians. Average costs per student will vary by school due to various factors: length of service and additional education for professional staff members, differences in utility costs, and basic staffing requirements.

School Finance Act

The Public School Finance Act of 1994 (as amended) outlines a Total Program Funding formula that determines how Colorado's 178 school districts are funded. Total Program Funding includes a base amount, which is the same for all school districts, plus additional amounts called factors. Factors vary by district and compensate for financial differences among districts, such as cost of living, size of the district, at-risk student population, and personnel costs. Total Program Funding is comprised of 3 funding sources: base property taxes, local share of specific ownership taxes, and state equalization (the state's portion of funding).

Social-Emotional Learning Specialist (SELS)

A Certified position focused on student growth in social-emotional competencies, supports a positive school climate and culture, provides professional learning in evidence-based emotional practices, facilitates analysis of climate and culture data, as well as student social-emotional data, and engages in coaching cycles with teachers.

Specific Ownership Tax

An annual tax imposed upon each taxable item of certain classified personal property, such as motor vehicles, which tax is computed in accordance with state schedules applicable to each sale of personal property.

Student Based Budgeting (SBB)

SBB is a methodology used to allocate budgetary resources to schools in a manner where resources follow students and allocations are based upon per pupil amounts. The methodology is intended to increase accountability and empower schools with greater discretion and flexibility.

Supplemental Amortization Equalization Disbursement (SAED)

An additional, gradual employer contribution to PERA and is to be funded by monies otherwise available for employee wage increases.

TABOR Reserve

A requirement under Article X, Section 20 of the Colorado Constitution that the district establish a reserve of 3 percent of its fiscal year spending, excluding bonded debt services, for emergencies.

Tax Year

A tax year is an annual accounting period for paying or withholding taxes, keeping records, and reporting income and expenses. A tax year that follows the calendar year refers to the twelve consecutive months beginning January 1 and ending December 31, whereas a fiscal year is any twelve consecutive month period that ends on any day of any month, except the last day of December.

Taxpayer's Bill of Rights (TABOR)

An amendment (Article X, Section 20) of the State Constitution that was approved by Colorado voters

in November 1992. TABOR imposes certain tax and expenditure limits and requires an “emergency reserve.”

Transitional Colorado Assessment Program (TCAP)

Colorado’s standards-based assessment program for 3rd through 10th grade, based on the Colorado Academic Standards adopted by the State Board of Education in August 2011. The primary purpose of the assessment program is to determine the level at which Colorado students meet the Colorado Model Content Standards in the content areas assessed (math, writing, reading, and science). TCAP replaced the Colorado Student Assessment Program (CSAP), which was based on the previous Colorado Model Content Standards and concluded its lifecycle after 16 years.

Glossary of Acronyms

AAP	Advanced Academic Program	CCDBG	Child Care and Development Block Grant
AAS	Associates of Applied Science degree	CDE	Colorado Department of Education
ACCESS	Assessing Comprehension and Communication in English State-to-State	CDHS	Colorado Department of Human Services
ADA	Americans with Disabilities Act	CDL	Commercial Driver's License
AED	Amortization Equalization Disbursement	CDLE	Colorado Department of Labor and Employment
ALP	Administrator Longevity Program	CDIP	Career Development Incentive Program
AP	Advance Placement	CE	Concurrent Enrollment
APEX	Advancing Professional Excellence	CFO	Chief Financial Officer
ARP	American Rescue Plan	CHSAA	Colorado High School Activities Association
ARPA	American Rescue Plan Act	CITO	Chief Information Technology Officer
ASBO	Association of School Business Officials	CLDE	Culturally & Linguistically Diverse Education
AV	Assessed Valuation	CMAS	Colorado Measurement of Academic Success
BASE	Before, After & Summer Enrichment Program	COAlt	Colorado Alternate Assessment
BEST	Building Excellent Schools Today	COLA	Cost of Living Adjustment
BOE	Board of Education	COP	Certificate of Participation
BSF	Budget Stabilization Factor	CPI	Consumer Price Index
CAO	Chief Academic Officer	CPP	Colorado Preschool Program
CARES Act	Coronavirus Aid, Relief, and Economic Security Act	CRF	Coronavirus Relief Fund
CAS	Colorado Academic Standards	CRRSA	Coronavirus Response and Relief Supplemental Appropriations Act
CCLC	21 st Century Community Learning Center Grant		

CSAP	Colorado Student Assessment Program	ESSER	Elementary and Secondary School Emergency Relief Fund
CSDSIP	Colorado School Districts Self Insurance Pool	FAPE	Free Appropriate Public Education
CSEA	Classified School Employees Association	FLI	Foreign Liability Insurance
CTE	Career and Tech Education	FPP	Financial Policies and Procedures
DAC	District Accountability Committee	FTE	Full Time Equivalent
DLP	Digital Literacy Partners	FY	Fiscal Year
DPF	District Performance Framework	GAAP	Generally Accepted Accounting Principles
DTEA	District Twelve Educators Association	GASB	Governmental Accounting Standards Board
EARSS	Expelled and At-Risk Students Services	GFOA	Government Finance Officers Association
EC@N-STEM	Early College at Northglenn STEM	GT	Gifted and Talented
ECE	Early Childhood Education	GTA	Gifted and Talented Advocates
ECEA	Exceptional Children's Education Act	HCTF	Health Care Trust Fund
EDKP	Extended Day Kindergarten Program	HR	Human Resources
EEOs	Extended Evidence Outcomes	HVAC	Heating, Ventilation, and Air Conditioning
ELA	English Language Arts	IB	International Baccalaureate
ELD	English Language Development	IBS	Interest Based Strategies
ELL	English Language Learners	IDEA	Individuals with Disabilities Education Act
ELPA	English Language Proficiency Act	IEP	Individual Education Plan
EMT	Emergency Medical Technician	IT	Information Technology
ESC	Educational Support Center	LRPAC	Long Range Planning Advisory Committee
ESEA	Elementary and Secondary Education Act	MTCF	Marijuana Tax Cash Fund
ESSA	Every Student Succeeds Act	ML	Multilingual Learners

MYP	Middle Years Programme	SCCGP	School Counselor Corps Grant Program
NMSQT	National Merit Scholarship Qualifying Test	SEA	School Effectiveness and Accountability
NSLP	National School Lunch Program	SEL	Social-Emotional Learning
OPEB	Other Post-Employment Benefits	SFA	Schools Finance Act
PARCC	Partnership for Assessment of Readiness for College and Careers	SHPG	School Health Professional Grant
PERA	Public Employees Retirement Association	SOAR	Students of Academic Rigor
PSAT	Preliminary Scholastic Assessment Test	SPED	Special Education
PSFA	Public School Finance Act	SSO	Seamless Summer Option Program
P-TECH	Pathways in Technology Early College High School	SSS	Student Support Services
PTA	Parent Teacher Association	STEM	Science, Technology, Engineering & Math
PTO	Parent Teacher Organization	SWAP	School to Work Alliance Program
PYP	Primary Years Programme	TABOR	Taxpayer's Bill of Rights
READ	Reading to Ensure Academic Development	TCAP	Transitional Colorado Assessment Program
SAC	Social Accountability Committee	TOSA	Teacher on Special Assignment
SAED	Supplemental Amortization Equalization Disbursement	USDA	U.S. Department of Agriculture
SAT	Scholastic Assessment Test	VMAC	Veteran's Memorial Aquatic Center
SBB	Student Based Budgeting	WC	Workers Compensation