



Financial Plan and Budget

Fiscal year July 1, 2021 – July 30, 2022



Presented to and Adopted by the Board of Education June 16, 2021

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

Cover Design

For Fiscal Year 2021-22 students from the Graphic Design program at FutureForward at Bollman were invited to design the cover. The students provided many great cover ideas and had the opportunity to build their portfolio and improve their design skills. The Budget Team would like to thank the students for their collaboration and the design for this year's cover.



Adams 12 Five Star Schools is pleased to present the Financial Plan and Budget for the Fiscal Year 2021-22. We would like to acknowledge the diligent work of the many individuals who contributed to it.

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

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

Thank you,

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ASSOCIATION OF
SCHOOL BUSINESS OFFICIALS
INTERNATIONAL

This Meritorious Budget Award is presented to

ADAMS 12 FIVE STAR SCHOOLS

for excellence in the preparation and issuance of its budget
for the Fiscal Year 2020–2021.

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



A handwritten signature in black ink, reading 'Claire Hertz'.

Claire Hertz, SFO
President

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

David J. Lewis
Executive Director

A Message From the Superintendent

July 20, 2021

Dear Board of Education and Adams 12 Five Star Community,

As I prepare this budget message our country, and our school district, are in a place of transition. We've moved past the stage in the COVID-19 pandemic in which in-person learning opportunities were limited, and in some cases non-existent, because of the rate of COVID transmission and the scope of quarantines required for students and staff, to one in which the recent growth of the COVID Delta variant will likely limit a full return to pre-COVID "normal." Our 2021-22 budget recognizes that we're in the middle of this transition phase and includes the following investments and priorities:

a) **Peer Connections and Social Enrichment.** More than 30 percent of our students participated in online only schooling for the 20-21 school year, and so reconnecting students to one another, and to their school communities, is an important foundational step for our students to be ready to immerse themselves in their academic pursuits for the 21-22 school year. The 21-22 budget included investments in a variety of optional summer activities designed to provide students a light academic touch along with opportunities to engage in field trips and fun social activities with one another. These activities gave students a dose of joy that was largely missing in many of their lives during the past year and sets the stage for school to be a place in which students can have fun again -- at the same time that they're making strides forward in academic growth.

The budget also expands social/emotional learning specialist support in several of our Title I schools for this coming school year in those cases when data shows that the needs of students require more individualized and small group support structures, and the allocation of more resources for this purpose -- both during the 21-22 school year and the next couple of years -- will be a priority area for allocation if we identify unmet needs after students have reengaged in school in August.

b) **Academic Recovery.** There is ample data at the district, state, and national level documenting that students made less academic progress during the 20-21 school year than in prior years, with those adverse impacts being greatest among students who qualify for free/reduced lunch; students who were in the full year online program, especially for students in the primary grades; and students with disabilities. The performance gaps were most acute in mathematics, although student performance in literacy and other content areas also showed meaningful decline. The 21-22 budget addresses these needs by i) reducing elementary class sizes from our customary 1:25 teacher/student ratio to a 1:20 ratio to better support individualized, differentiated instruction for students; ii) doubling our budget for math/literacy interventionists so that they can provide individualized and small group intervention to elementary school students with the greatest learning gaps; iii) expanding staffing support for students with moderate to more significant disabilities; and iv) increasing summer school opportunities for students to recover credit following course failure.

c) **Online Learning.** Demand for online only instruction is expected to decline from roughly 30 percent in 20-21 to approximately 3 percent in 21-22. Online learning interest beyond the 21-22 school year is difficult to predict, but given the level of demand for that delivery model before the pandemic and feedback from students/parents this spring we believe that we'll have ongoing demand for high quality online programming that warrants a school for that purpose. This year's budget includes funds to continue online learning for approximately 800-1000 students and to build a strong foundation for the Five Star Online standalone school to serve students with interest in a fully remote schooling experience in future years.

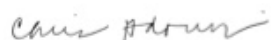
d) **Technology Integration.** The COVID closure in March 2020 accelerated our deployment of student computing devices so that each student can access a device for learning. The 21-22 budget includes a significant purchase of computing devices to replace obsolete and broken equipment, as well as the purchase of new online instructional materials to support a balanced, "just right" use of 1:1 technology throughout all levels and content areas. We expect that these new resources, and associated professional development, will be implemented systemwide during the 21-22 and 22-23 school years.

The foregoing investments are largely supported by a significant influx of federal COVID relief funds. The authorizing legislation and rules allow most of these federal funds to be spent through calendar year 2024, and given our belief that the transition/recovery period will take multiple years we have reserved close to \$30 million of these funds for use in future fiscal years so that we can sustain supports that we believe are likely to be enduring (e.g., the doubling of math/literacy interventionists) and have sufficient resources that we can allocate to respond to needs that we'll have a firmer handle upon as we get deeper into the 21-22 school year. Other variables that will impact our financial plan, both for 21-22 and beyond, include the following:

- Inflationary pressures, especially for staffing given that more than 90 percent of our general fund budget is allocated to personnel expenses. Wage pressure on entry level support staff positions is especially strong as of summer 2021.
- Changes in student enrollment. Our district enrollment declined by more than 3000 pupils for the 20-21 school year. (Districts throughout the metro region experienced similar declines.) Stabilization, or ideally growth in enrollment, will help provide more predictable operating revenues.
- Changes in state funding for K-12 education. Colorado's economy improved much more than anticipated for state fiscal year 2021. Continued improvement will be necessary in FY 2022, as we're likely to have greater wage costs for support staff positions in 21-22 than budgeted given upward wage pressure for support staff positions in our region. A significant boost in state funding to help absorb these labor costs in future years will be needed so that we can maintain and enhance programming to meet student needs.

I look forward to reporting our progress in using these resources to support student and family needs in next year's budget communication.

Sincerely,



Chris Gdowski
Superintendent

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EXECUTIVE SUMMARY

Board of Education Fiscal Year 2021-22



From left to right: Mr. Brian M. Batz, Director, District 4; Ms. Jamey L. Lockley, Secretary, District 2; Ms. Lori B. Goldstein, Director, District 1.; Ms. Kathy D. Plomer, President, District 3; Ms. Laura P. Mitchell, Vice President, District 5

Cabinet for Fiscal Year 2021-22

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

District Goals and Objectives

GOALS

Student Achievement

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

Climate & Culture

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

Social-Emotional Well-Being

- Know every student by name, strength and need

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

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

FOCUS AREAS



21ST CENTURY LEARNERS

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



SAFE SCHOOLS

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



DIVERSE LEARNING

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



SOCIAL-EMOTIONAL LEARNING

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



OUTSIDE-THE-CLASSROOM LEARNING

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



WORLD-CLASS STAFF

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



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

are funded through Ballot Issue 5C, which passed on November 6, 2018. More information can be found at www.adams12.org/community/elevate.

Investment Item	Est. Revenue*	Focus Area
Reduce class sizes and increase high school course options: <i>Elementary: Add 16.5 Teachers districtwide to address class sizes above targeted levels</i> <i>Middle: Add 2 Teachers per building</i> <i>High: Add 3 Teachers per building</i>	\$ 4,686,564	
Update learning materials, resources, and textbooks	\$ 1,559,070	
Expand Career and Technical Education (CTE) programming	\$ 2,286,636	
Add Academic Interventionists at elementary and K-8 schools	\$ 1,501,904	
Increase early career educator salary and compensation across all experience levels to remain competitive in the market	\$ 3,324,977	
Increase experience credit to 10 years to better recruit veteran teachers	\$ 519,690	
Develop and implement a new program for teacher leadership	\$ 1,559,070	
Implement 1% Cost-of-Living Adjustment (COLA) for all staff	\$ 3,501,958	
Implement salary adjustments for identified Administrative and Classified (support staff) roles to remain competitive in the market	\$ 155,907	
Add Counselors and Social Workers to schools at all levels	\$ 3,582,743	
Develop and implement social-emotional learning curriculum	\$ 415,752	
Expand preschool to new locations	\$ 727,566	
Add a member to the district Crisis Response Team	\$ 103,938	
Install facility access cards at high schools	\$ 311,814	
Add additional Campus Supervisors at high school (2 per comprehensive high school)	\$ 415,752	
Reduce district-level student fees	\$ 1,143,318	
Update technology devices and systems	\$ 155,907	
Allocate resources to district charter schools based on enrollment	\$ 2,868,402	
TOTAL:	\$ 28,820,968	

*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 providing student supervision.

Federal, State, and Local Mandates

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

Community Values and Priorities

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

Statutes and Policies Guiding Budget Decisions

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

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

In addition to Board policies, the budget plan must be in compliance with federal and state statutes for presenting a balanced budget and maintaining required reserves. State statutes are further amplified in the Colorado Department of Education’s (CDE) Financial Policies and Procedures Manual (FPP Manual). Adams 12 Five Star Schools follows Generally Accepted Accounting Principles (GAAP) established by the Governmental Accounting Standards Board (GASB) for accounting. Finally, the district considers “best practices” in developing a budget plan as recommended 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 its assets at a level adequate to protect the district's capital interest and to minimize future maintenance and replacement costs.
- The district identifies the estimated costs and potential funding sources for each capital project proposal and determines the least costly financing method for all new projects.

Investment Policy

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

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

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

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

Fixed Asset Procedures

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

Revenue Policies

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

Debt Capacity

State statute limits the amount of general obligation debt the school district may issue, to the greater of 20 percent of the latest valuation for assessment of the taxable property in the district, or six percent of the most recent determination of the actual value of the taxable property in the district, as certified by the county assessor to the board of commissioners (C.R.S. 22-42-104). In the fiscal year ending June 30, 2021, the debt limitation for the school district under the 6 percent of actual valuation is \$2.0 billion, which is \$1.7 billion in excess of the school district's outstanding general obligation debt of \$0.3 billion. The district follows a policy of "full disclosure" in the Annual Financial Reports and bond prospectuses.

Debt Management Policies

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

Financial Reserve Policies

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

Operating Expenditure Accountability

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

Where the Money Comes From

Federal

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



COVID-19 Related Funding

The Coronavirus Aid, Relief, and Economic Security (CARES) Act, enacted on March 27, 2020, created the Elementary and Secondary School Emergency Relief (ESSER) Fund. These funds must be used to address the impact COVID-19 has had and continues to have on elementary and secondary schools within the district's boundaries. In December 2020, the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA) was signed into law, allocating \$15.4 million in ESSER II funding to the district. The American Rescue Plan (ARP) Act was signed into law on March 11, 2021. The ARP ESSER III funding from the ARP Act provides support for K-12 schools to help safely open and sustain the safe operations of schools and address the impacts of the coronavirus pandemic on the nation's students. The district was allocated \$32.8 million for ESSER III. The ARP Act also allocated additional funding to the IDEA and set aside specific funding for serving homeless children and youth.

One-time funds were made available from the federal government to help reduce the impact COVID-19 has had on elementary and secondary education. In Fiscal Year 2020-21 the district budgeted Coronavirus Relief Funds (CRF) and ESSER funds of \$34.7 million and in Fiscal Year 2021-22 the District is budgeting \$46.2 million for ESSER and potential future federal funds in support of COVID-19.

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 vocational education, special education, English learners, reading intervention, transportation and gifted and talented.

Local

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

Historically, the Gallagher Amendment has required residential properties to pay 45.00 percent of the state's property tax burden and non-residential properties to pay 55.00 percent of the burden. In 2020, Amendment B was passed and the Gallagher Amendment was repealed. The current assessment rate for residential property is 7.15 percent. Both assessment rates for residential and non-residential properties will be frozen under a moratorium for 2021 that went into effect with the passage of Amendment B. Due to TABOR, any and every tax rate increase requires voter approval. In the Fall 2021, it is likely that voters will see ballot measures relating to the increase of the residential and commercial assessment rates.



Other Sources of Funding

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

Mill Levy Overrides

As per state law, a district cannot collect more than 25.00 percent of its Total Program Funding through mill levy overrides. Adams 12 Five Star Schools estimates it will collect 20.17 percent of its Total Program Funding through mill levy overrides, allowing for approximately \$15.4 million in additional override capacity. Monies from mill levy overrides are used for operating expenses such as instructional

programs, equipment, class size management, in-classroom technology, compensation, and other operating expenses. Mill levy override funds are restricted to the use in ballot language approved by voters, but generally are not used to pay for major repairs and renovations to existing school buildings, additions to schools, or new school buildings.

<u>Year</u>	<u>Amount of Override</u>
1991	\$ 5,400,000
2000	10,200,000
2004	9,900,000
2008	9,900,000
<u>2018*</u>	<u>28,820,968</u>
Total	\$ 64,220,968

** 2018 Mill Levy adjusts for inflation*

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

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

Bond Debt

Unlike mill levy override dollars, bond money is restricted by law and can only be used for major repairs and renovations to existing school buildings, additions to schools, new school buildings, and

Bond Debt History <i>As of June 30th 2021</i>		
Year	Original Principle	Outstanding Principle
2012	\$93,460,000	\$72,425,000
2014a	20,215,000	20,090,000
2014b	58,790,000	42,940,000
2015	27,150,000	0
2016a	34,845,000	12,705,000
2016b	285,000,000	269,520,000
<u>2018</u>	<u>65,000,000</u>	<u>65,000,000</u>
Total	\$584,460,000	\$482,680,000

Certificates of Participation History		
Year	Original Principle	Outstanding Principle
2016	21,645,000	14,775,000

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 will fund the first phase of construction and improvements, and the remaining \$65.0 million was issued in November 2018 will support later construction phases and renovation.

Certificates of Participation

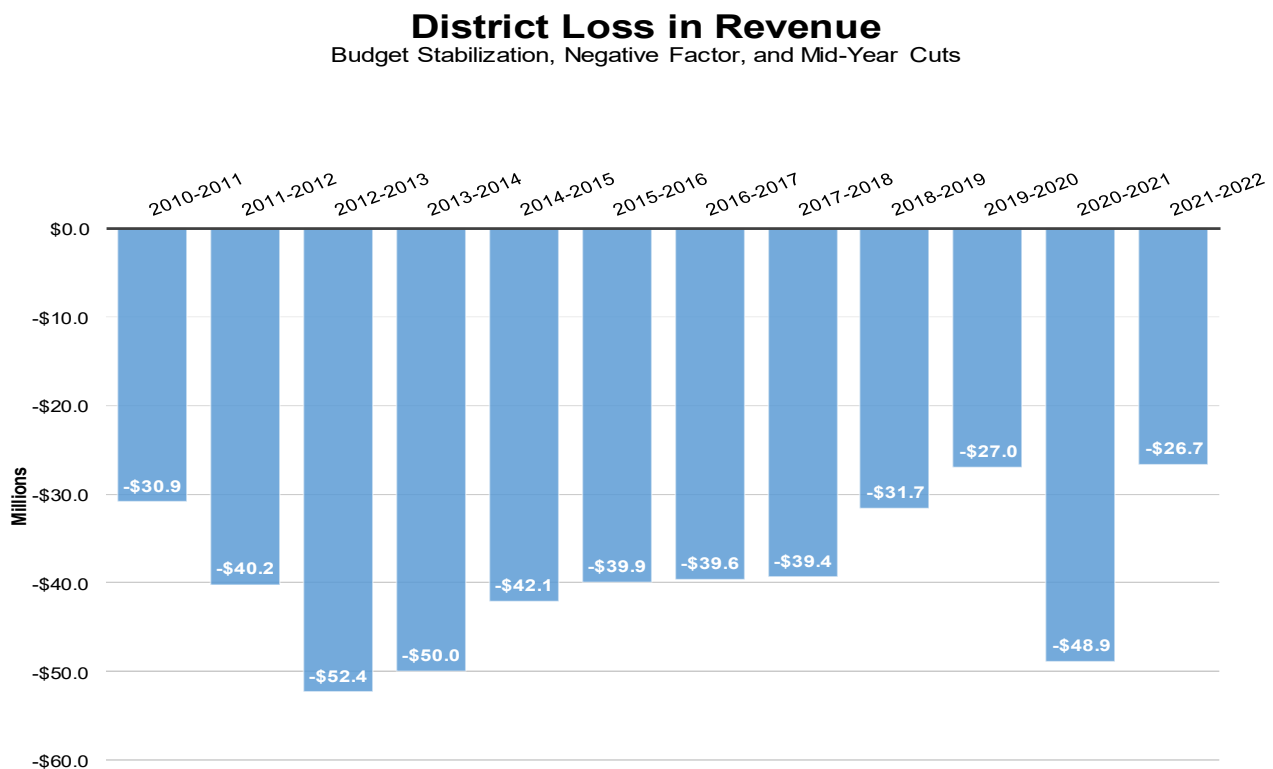
Certificates of Participation (COPs) are tax-exempt government securities used to raise funds to improve and construct buildings or purchase equipment. These investment instruments are often used in combination with a bond issue. COPs help finance capital costs related to construction or acquisition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

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

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

Budget Stabilization Factor

Amendment 23 was a constitutional change passed in 2000 to address educational spending in Colorado. Educational funding was not keeping pace with the inflation rate and annual per pupil funding was almost \$1,400 below the national average. The amendment required K-12 funding to increase by inflation plus 1 percent beginning in 2001 and continuing through 2011. Due to the economic downturn and Colorado's associated budget crisis, Amendment 23 was not fully implemented. Starting in Fiscal Year 2010-11, the state legislature added a new factor, called the Negative Factor (recently changed to Budget Stabilization Factor on July 1, 2017), to the School Finance Act formula. Where most factors outlined in the School Finance Act provide additional funding for school districts based on enrollment changes, regional cost-of-living, number of at-risk students, English Language Learners (ELL) population, and district size, the Budget Stabilization Factor is a reduction to funding for Colorado school districts. For the 2021-22 school year, the Budget Stabilization Factor is a 6.78 percent reduction to the Total Program Funding. The financial impact of the Budget Stabilization Factor to the district is estimated to be \$26.7 million in Fiscal Year 2021-22.



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 1.225 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 remains at 1.0297 for Fiscal Year 2021-22.

District Personnel Costs Factor

The personnel costs factor is formula driven and differs by school district based on enrollment. This factor increases as enrollment increases, ranging between 79.92 to 90.50 percent. The district personnel costs factor is multiplied by the statewide base per pupil funding amount to determine the portion of the statewide base to which the cost-of-living factor would be applied. For Fiscal Year 2021-22, the personnel costs factor for Adams 12 Five Star Schools remains at 90.50 percent.

At-Risk Funding

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

A district receives funding for the greater of: (1) each funded pupil eligible for the federal free lunch program; or (2) a calculated number of pupils based on the number of pupils in grades 1-8 that are eligible for the federal free lunch program as a percent of the district's entire population. The projected district at-risk enrollment is 16,769.4 students according to Total Program Funding, and will provide nearly \$18.0 million in additional funding for Fiscal Year 2021-22.

ELL Factor

The ELL Factor is a new factor in Fiscal Year 2021-22, calculated as 8.0 percent of preliminary per pupil funding multiplied by ELL enrollment. The projected district ELL enrollment is 4,013 and will provide nearly \$2.9 million in additional funding for Fiscal Year 2021-22.

Online Funding

Pupils enrolled in a certified multi-district online program are funded at the online per pupil amount of \$8,712 (without the Budget Stabilization Factor). Pupils enrolled in a single district online program are funded at the district's current per pupil funding amount. A single district program is defined as a district online program which enrolls no more than 10 students from another district. During the 2021-22 school year, Adams 12 Five Star Schools will offer a fully online program option. The district is providing this option as families continue to express concerns regarding COVID-19. Students enrolled in the online program will receive all their instruction remotely and will engage in the same curriculum used throughout the district. The online program will be staffed similarly to an in-person school program. These students will be funded at the \$8,691 amount determined by the School Finance Act.



Local Property Taxes

The estimated assessed valuation upon which property taxes are levied and collected during the 2021 calendar year is \$3.09 billion, which is an increase of 0.938 percent from the previous year amount of \$3.06 billion. There is potential for the assessed valuation to go up or down prior to the final calculation in December 2021. Assessed valuation notices are mailed to taxpayers in April and May. Taxpayers can then protest their assessed valuation, and a final decision on an appeal could be as late as December 2021. Also, business personal property tax reports are not due until June 2021, 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 2021-22 budget, the school finance mill levy for property tax to be collected, exclusive of any levy for tax abatements, is \$27 million before mill levy overrides.

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

Delinquent Property Taxes, Abatements, and Credits

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

Marijuana Tax Revenue and Education

In 2012, Colorado voters approved Amendment 64 that allowed the consumption or possession of marijuana as well as created a regulatory structure for retail sales. Currently, an excise tax of 15 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 15.0 percent sales tax on retail marijuana. Ten percent of that tax is allocated to local governments, with the remaining 90.0 percent allocated between general fund, Marijuana Tax Cash Fund (MTCF), and the state public school fund distributed to all school districts. Lastly, a regular 2.9 percent sales tax is levied on both retail and medical marijuana, all of which goes to MTCF, and local jurisdictions may levy their own sales taxes as well.

Specific Ownership Taxes

Specific ownership tax revenues are generated primarily through a state mandated tax collected by the county treasurer when motor vehicles are registered each year. A portion of the General Fund specific ownership taxes is a component of the Total Program Funding formula described earlier. Specific ownership taxes generated by bond redemption mill levies and mill levy overrides are exempt from the Total Program Funding formula. Adams 12 Five Star Schools anticipates that specific ownership tax revenues will decrease for Fiscal Year 2021-22 due to the affect of COVID-19 to the economy and motor vehicle registrations. The General Fund specific ownership tax revenues are estimated to be \$12.4 million for Fiscal Year 2021-22.

Categorical Program Funding

In addition to the Total Program Funding provided by the Public School Finance Act of 1994 (as amended), Colorado school districts may receive state funding to pay for specific programs designed to serve particular groups of students or particular student needs. Such programs often are referred to as categorical programs. While there are many different programs that may be funded, the six primary categorical program areas that regularly receive state funding are English language proficiency education, gifted and talented education, small attendance centers, special education, transportation, and vocational education. Adams 12 Five Star Schools expects to receive approximately \$13.1 million in Fiscal Year 2021-22 in categorical funding.

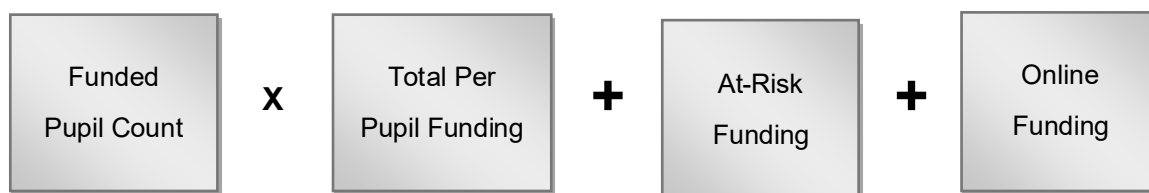
The State of Colorado gives an annual direct distribution to school districts for PERA payments. Adams 12 Five Star Schools expects to receive \$6.0 million in PERA on-behalf funding which is used to pay district employee PERA benefits. This results in a net zero impact to the budget

Total Program Funding for Adams 12 Five Star Schools

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

The Total Program Funding includes a base amount, which is the same for all school districts, plus additional amounts called factors. Factors vary by district and compensate for financial differences among districts, such as cost-of-living, size of the district, at-risk student population, ELL population and personnel costs. The statewide base is determined for each upcoming school year by the Colorado General Assembly before the conclusion of the legislative session each May. For Fiscal Year 2021-22, the statewide base per pupil funding amount is \$7,225.

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 56.3 percent of total revenues.



The Fiscal Year 2021-22 budget is based on the following School Finance Act factors (as percentages):

Base Per Pupil	\$7,225
Cost of Living Factor	1.225
District Size Factor	1.0297
Personnel Cost Factor	0.905
Non-Personnel Cost Factor	0.095
Budget Stabilization Factor	(6.78)
ELL Factor	8.000

Assessed Valuation and Tax Rates

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

Historically, the Gallagher Amendment requires that statewide residential assessed values must be approximately 45.00 percent of the total assessed value in the State with commercial and other assessed values making up the other 55.00 percent. In 2020, Amendment B was passed and the Gallagher Amendment was repealed. The current assessment ratio for residential property for the tax year beginning January 1, 2020 is 7.15 percent.

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

ADAMS 12 FIVE STAR SCHOOLS Annual Property Tax Information Summary						
Collection Year	2016	2017	2018	2019	2020	2021
Estimated Market Value	\$ 337,500	\$ 368,800	\$ 404,250	\$ 428,125	\$ 435,238	\$ 490,000
Assessment Rate	7.96%	7.96%	7.20%	7.20%	7.15%	7.15%
Assessment Value	\$ 26,865	\$ 29,356	\$ 29,106	\$ 30,825	\$ 31,120	\$ 35,035
District Mill Levies:						
School Finance	27.000	27.000	27.000	27.000	27.000	27.000
Abatement	0.307	0.508	0.356	0.180	0.672	0.494
Override	17.045	16.749	14.238	24.665	20.647	20.626
Debt Service	21.665	21.665	21.665	21.665	21.665	21.665
Total District Levy	66.017	65.922	63.259	73.510	69.984	69.785
School taxes before inflation	\$ 1,774	\$ 1,935	\$ 1,841	\$ 2,266	\$ 2,178	\$ 2,445

This is an example only. Each residential property is unique and the final levy must be set in December 2021 after all factors are finalized.

2021 Estimated Market Value is the average of the average home values in Broomfield & Adams counties within the Adams 12 Five Star Schools Boundaries, provided by the respective Assessors Offices.

Where the Money Goes

The district's financial plan and budget reflects the cost of educating close to 36,000 (including charter) students across the district, as well as the programs needed to support those schools. The largest share of the planned expenditures are in the General Fund at 60.99 percent. This includes the majority of salary, benefit, and supply expenses at schools, and administration/support departments. The Governmental Designated Purpose Grant Fund is second largest, making up 13.97 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 salary adjustments (COLA), as well as additional compensation as they gain more years of experience (step increase), and as they 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 90.4 percent of General Fund expenditures and transfers.

Public Employees Retirement Association (PERA)

Enacted by the Colorado Legislature in 1931, the Colorado Public Employees Retirement Association (PERA) provides retirement and other benefits to employees of governmental agencies. Public employers are required to contribute a percentage of pay to the trust fund managed by the PERA Board of Trustees. In 2004 and 2006, legislation was passed that required employers to make additional contributions; the Amortization Equalization Disbursement (AED) and the Supplemental Amortization Equalization Disbursement (SAED). The AED is adjusted yearly and gradually increases the amount employers contribute. The SAED is also an amount contributed by employers and is, to the extent permitted by law, to be funded by money otherwise available for employee wage increases and also gradually increases. Employer contributions to PERA increased from 20.40 percent to 20.90 percent of qualifying salaries in July 2020, and account for approximately 14.10 percent of the overall General Fund expenditures. Additionally, employees will contribute 10.50 percent of their salary to PERA starting in July 2021.

Medicare

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

Other Benefit Plans

The district-sponsored employee benefit plans include medical and dental insurance as well as vision and term life insurance. The district currently pays 95.00 percent of the employee-only coverage for Certified, Classified, and Administrative staff for medical, dental, and vision insurance plans. The district moved to a single provider for health care in January 2011. The district anticipates a 3.12 percent increase in health rates for Fiscal Year 2021-22.

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 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 2021-22, \$5.4 million is budgeted for post-employment benefits in the General Fund.

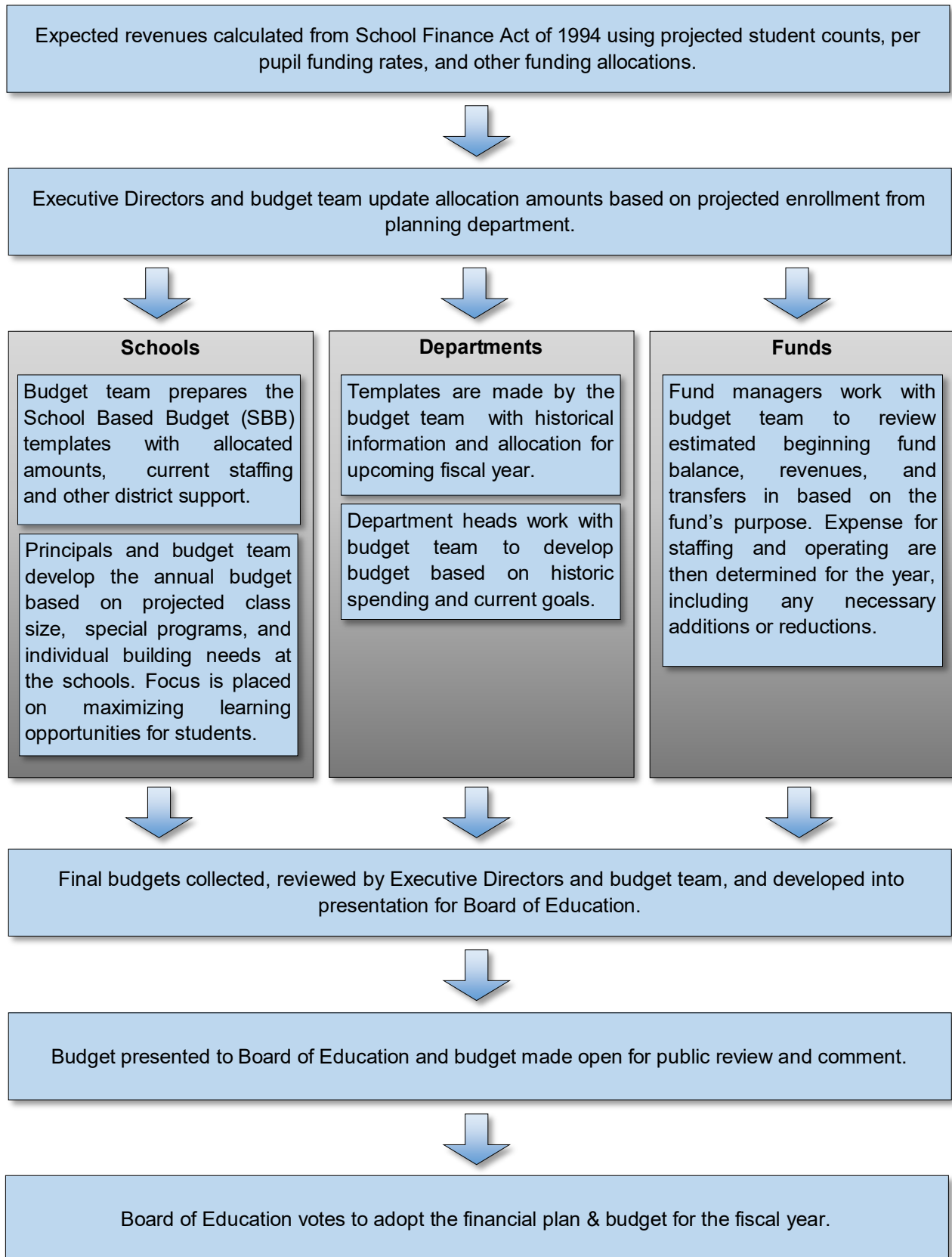
Other Post-Employment Benefits (OPEB)

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

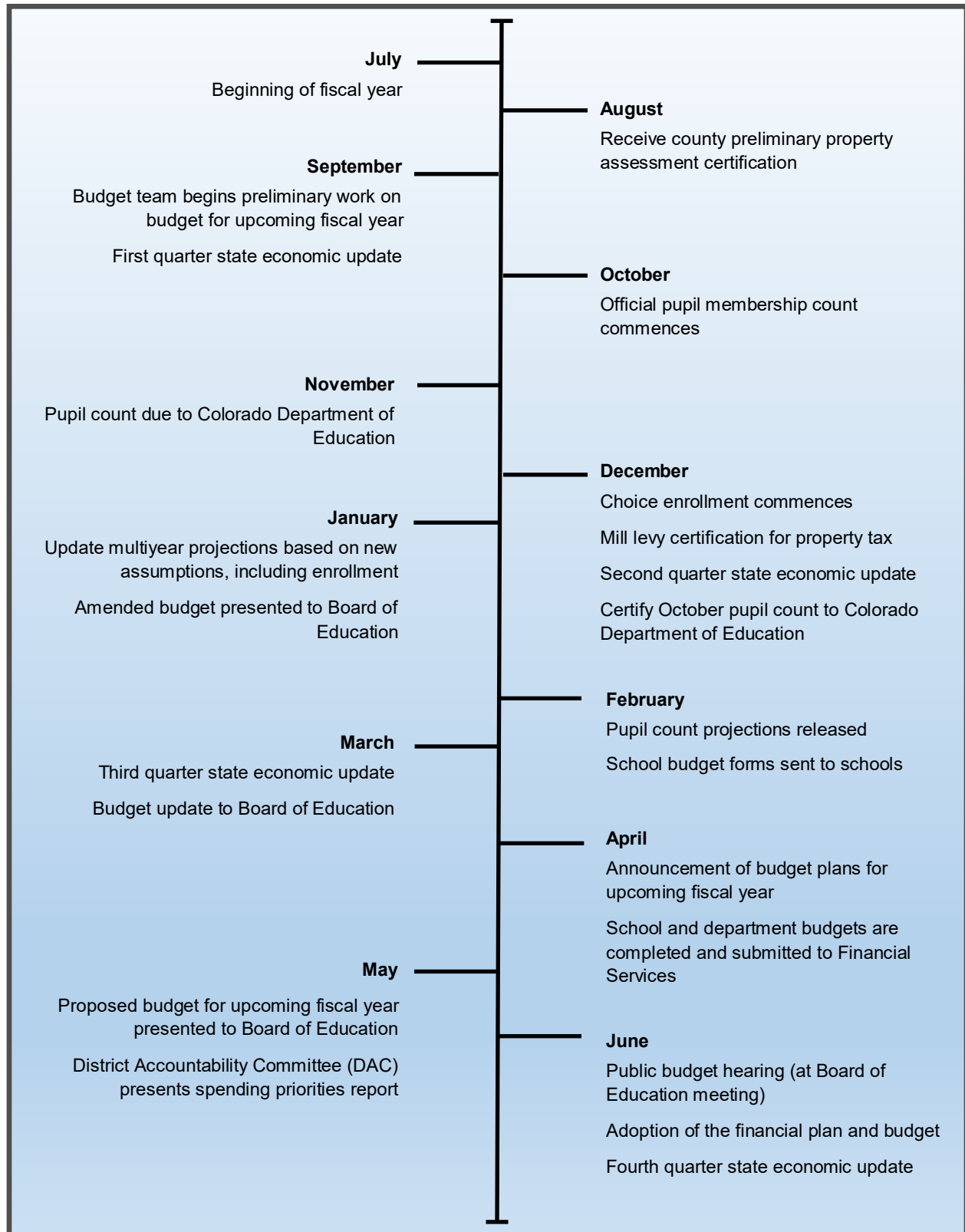
Capital Improvements, Operations, and Maintenance

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

Budget Process Overview



BUDGET PROCESS TIMELINE OVERVIEW



Significant Events

COVID-19 Response

The district was presented with numerous challenges and disruptions throughout the 2020-21 school year due to the changing COVID-19 safety guidelines including remote learning, in-person learning with enhanced safety measures and, when called for, mandatory quarantines for staff and students. Staff, students, and families worked together to minimize the impact to students. Some of the ways student needs were taken care of include:

Remote Learning, In-Person Learning and Hybrid-Learning

The primary learning mode changed throughout the school year in response to recommendations from public health officials. The school year began with remote learning for all students and ended with in-person learning or hybrid-learning model depending upon the grade. Full-time remote learning remained an option throughout the year for families who selected this format.

Device Distribution and Grab-n-Go

One major component in serving every child is providing meals at school. Throughout the year and regardless of in-person or remote learning, Nutrition Services provided breakfast and lunch free of charge to students at all schools. The Information Technology (IT) department organized and distributed devices to each student in the district, helping to ensure each students had equal opportunities at success. IT also partnered with internet companies to ensure students had reliable internet and access to remote learning resources.



Learning Pods

Recognizing that many families needed a place for students to engage independently in remote learning during standard school hours, the district offered Learning Pods for students in grades K-8 at schools across the district. Staff members in these pods did not provide instruction, but provided a safe, productive work environment for students to work remotely during the school day. The student's assigned teacher or teachers provided instruction remotely.

Graduation Rates Reach New All-Time High

Continuing a trend over the past decade, the four-year on time graduation rate for Adams 12 Five Star Schools again increased for the Class of 2020 to its highest point ever. The district's graduation rate reached 85.6 percent in 2020, not including charter schools. It also surpassed the state average of 81.9 percent, as reported by the Colorado Department of Education.

Enrollment and School Staffing

Adams 12 Five Star Schools is a declining enrollment district. Enrollment is projected to decline in 2021-22 by 501 funded pupils. Across all funds, FTE is increasing at the school level. A new Principal and an Assistant Principal were added for the online program. There is a net increase in teachers due to addition of an online school option, additional teachers to address impact of COVID-19 on schools and declining enrollment. Counselor FTE are increasing as the result of a new Counselor Corp grant. A detailed chart of FTE is provided at the end of the Executive Summary section.

2016 Bond Program

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

FutureForward Career Technical Education (CTE) Center

The FutureForward at Washington Square campus, was completed in August 2020. The campus offers existing district CTE programs such as construction trades, welding, introductory diesel mechanic



courses and EMT training. Programming will include criminal justice, forensic science and fire science programs as well as an advanced diesel mechanic program. In conjunction with the existing FutureForward at Bollman (formerly Bollman Technical Education Center), the new campus significantly expands the CTE capacity and offerings to students.

Improvements to District Schools and Facilities

Work completed in 2020 includes completion of the renovation of FutureForward at Bollman; critical plumbing repair projects at six of the district's older schools; kitchen renovation and modernization at Vantage Point High School; roof replacement at Thornton Middle School; new artificial surfaces at Horizon and Mountain Range high schools and Pathways & Independence Academy.

Planned work for Summer 2021 includes the final round of school interior renovations projects and safety upgrades; playground improvement projects; and roof replacement/restoration projects at 10 district schools and facilities.

Five Star Stadium

Renovation of the Five Star Stadium will update the facility and is anticipated to be completed in 2022. During Summer 2021, Phase 1 of the \$6.0 million renovation of the Five Star Stadium will include new west bleachers, upgrades to stadium facilities and a new front entry.

Continued Installation on Instructional Upgrades

Across the district, schools are using bond funds to replace aging classroom technology, update learning tools, and make improvements to building spaces to expand the education opportunities of students. These upgrades include interactive projectors, classroom sound amplification systems, document cameras, teacher computers, and whiteboards that support interactivity.

School Connectivity Project

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

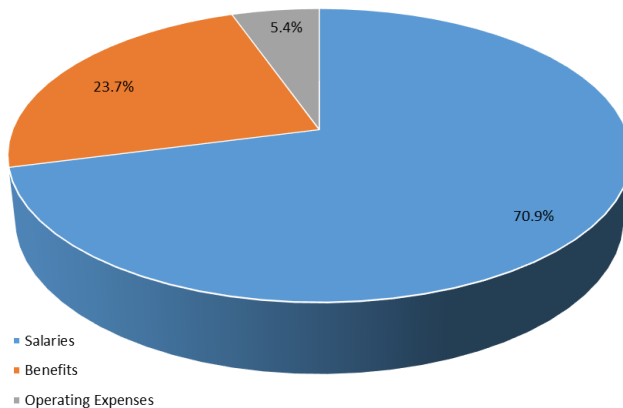
For information please visit: www.adams12.org/initiatives/2016-bond-program

General Fund Summary

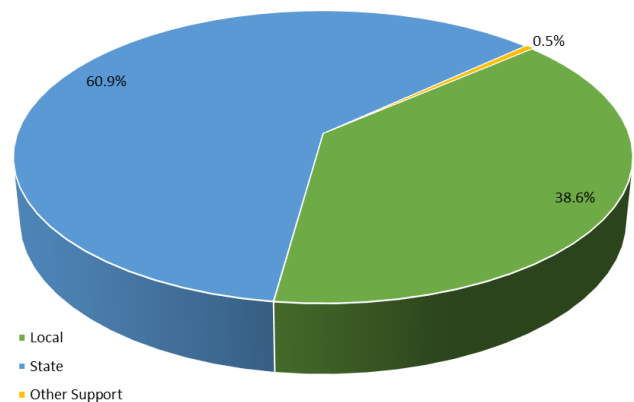
GENERAL FUND BUDGET SUMMARY FISCAL YEARS 2017-2018 TO 2021-2022

	2017-2018 Audited Actual	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Amended Budget	2021-2022 Adopted Budget
Beginning Fund Balance	\$ 33,901,377	\$ 43,657,259	\$ 63,489,960	\$ 81,246,746	\$ 63,580,440
Revenues:					
Local	117,011,009	144,734,564	158,930,961	159,518,300	160,033,427
State	216,573,026	239,282,718	244,986,205	219,853,467	252,760,578
Other Support	3,215,267	4,895,959	4,907,611	1,881,528	2,166,285
Transfer In	-	-	-	-	-
Total Revenues	336,799,302	388,913,241	408,824,777	381,253,295	414,960,290
Expenditures:					
Salaries	205,833,959	219,103,469	232,061,958	238,344,143	252,308,693
Benefits	61,552,367	71,882,393	76,124,115	75,864,231	84,295,216
Operating Expenses	23,992,631	27,563,127	26,736,255	34,067,664	19,169,610
Transfers Out	35,664,463	50,531,551	56,145,663	56,521,441	58,365,587
Total Expenditures and Transfers Out	327,043,419	369,080,539	391,067,991	404,797,479	414,139,106
Excess of Revenues Over/ (Under) Expenditures and Transfers Out	9,755,882	19,832,703	17,756,786	(23,544,184)	821,184
Ending Fund Balance	\$ 43,657,259	\$ 63,489,961	\$ 81,246,746	\$ 57,702,562	\$ 64,401,624

General Fund Expenditures



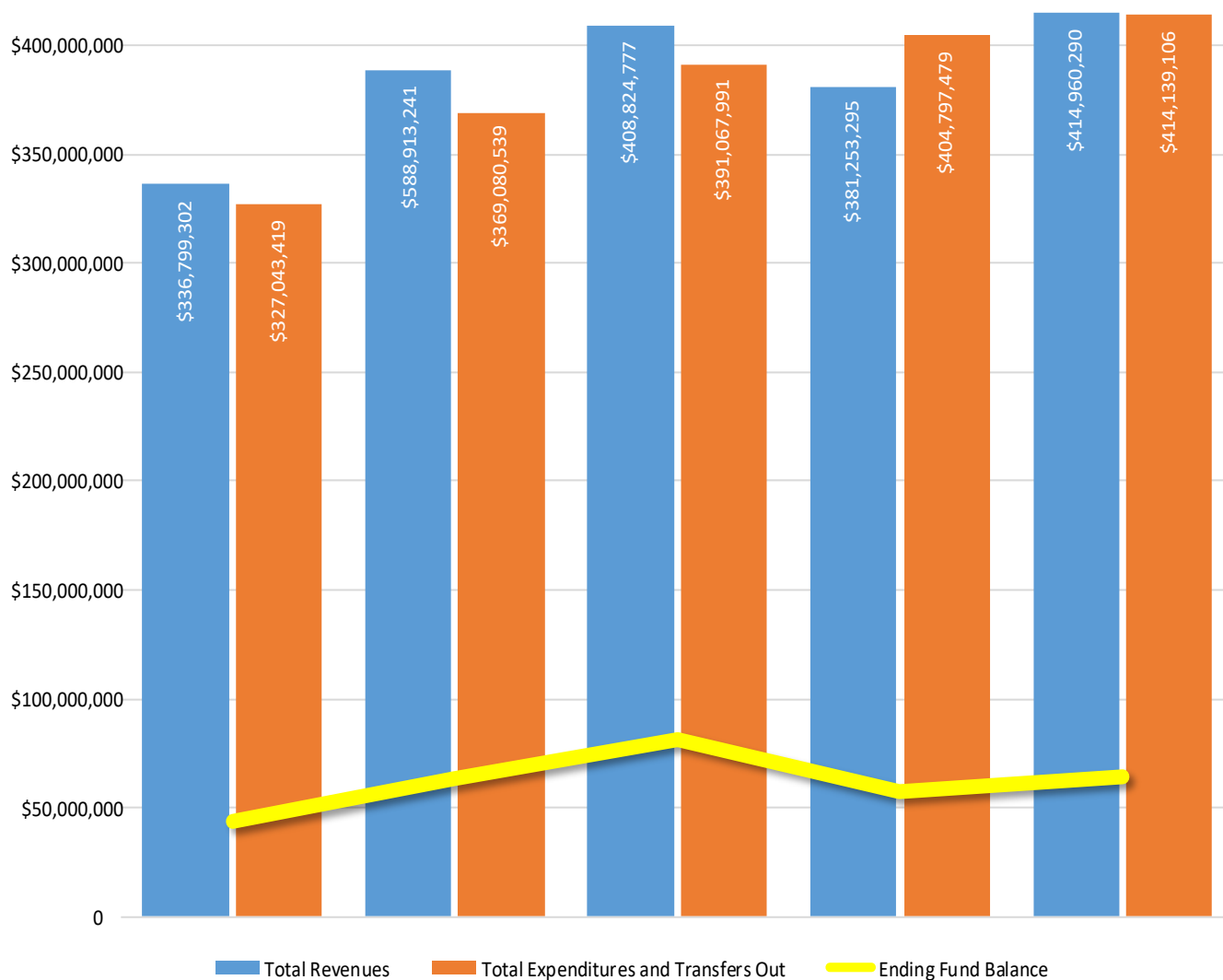
General Fund Revenue



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.

General Fund History



*Data for Fiscal Years 2017-18 through 2019-20 based on audited actual information.
Data for Fiscal Year 2020-21 and 2021-22 based on budgeted information.*

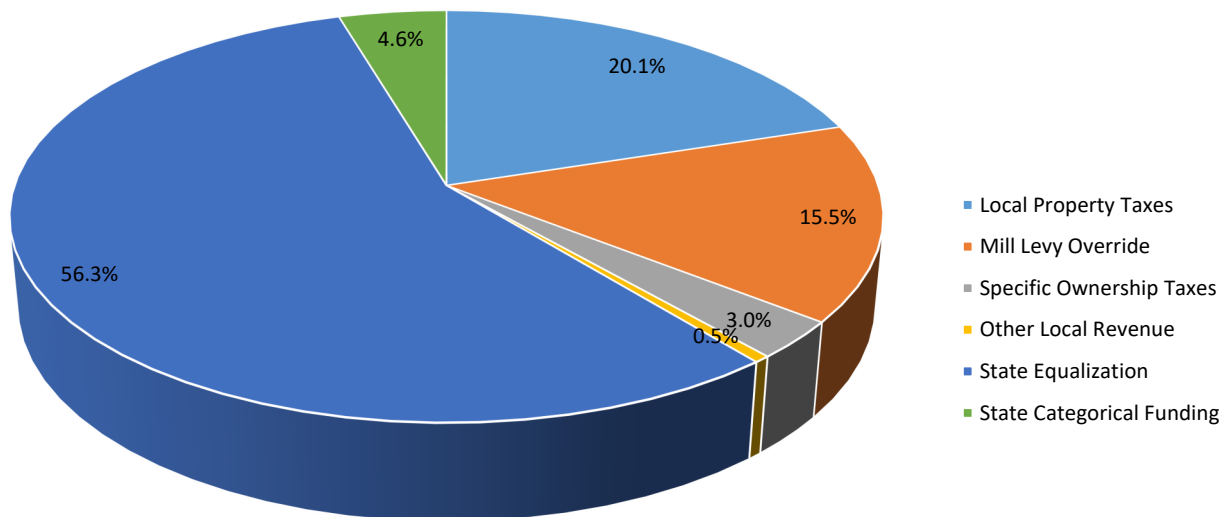
General Fund Revenue Assumptions

The district's funded pupil count projection is determined by the planning department and may differ slightly from spreadsheets found on the CDE website. Use of enrollment projections estimate the funded pupil count to be 36,697 (including charter schools) for Fiscal Year 2021-22.

Changes to the School Finance Act for Fiscal Year 2021-22 include:

- The statewide base per pupil funding was adjusted for 2.0 percent inflation and increased to \$7,225.
- The budget stabilization factor statewide was \$572.4 million, which reduced funding for the district by \$26.7 million. The budget stabilization is a reduction from the \$54.1 million in Fiscal Year 2020-21.
- Beginning in Fiscal Year 2021-22 state legislation changed the definition of at-risk pupils by adding those pupils eligible for reduced-priced lunch under the federal school lunch program and removing the subset of English Language Learner (ELL) pupils and applying those students to the new ELL factor. The projected district at-risk enrollment is 16,769.4 students according to Total Program Funding, and will provide nearly \$18.0 million in additional funding for Fiscal Year 2021-22.
- The new ELL Factor was used in Fiscal Year 2021-22 and is calculated as 8.0 percent of preliminary per pupil funding multiplied by ELL enrollment. The projected district ELL enrollment is 4,013 and will provide nearly \$2.9 million in additional funding for Fiscal Year 2021-22.

Fiscal Year 2021-22 General Fund Revenue



General Fund Revenue Summary	Amount	Percent
Local Property Taxes	83,358,342	20.1%
Mill Levy Override	64,220,968	15.5%
Specific Ownership Taxes	12,442,479	3.0%
Other Local Revenue	2,177,923	0.5%
State Equalization	233,682,942	56.3%
State Categorical Funding	19,077,636	4.6%
Total Revenue	414,960,290	100.00%

General Fund Expenditure Assumptions

The changes in budgeted expenditures for Fiscal Year 2021-22 mainly result from the following components:

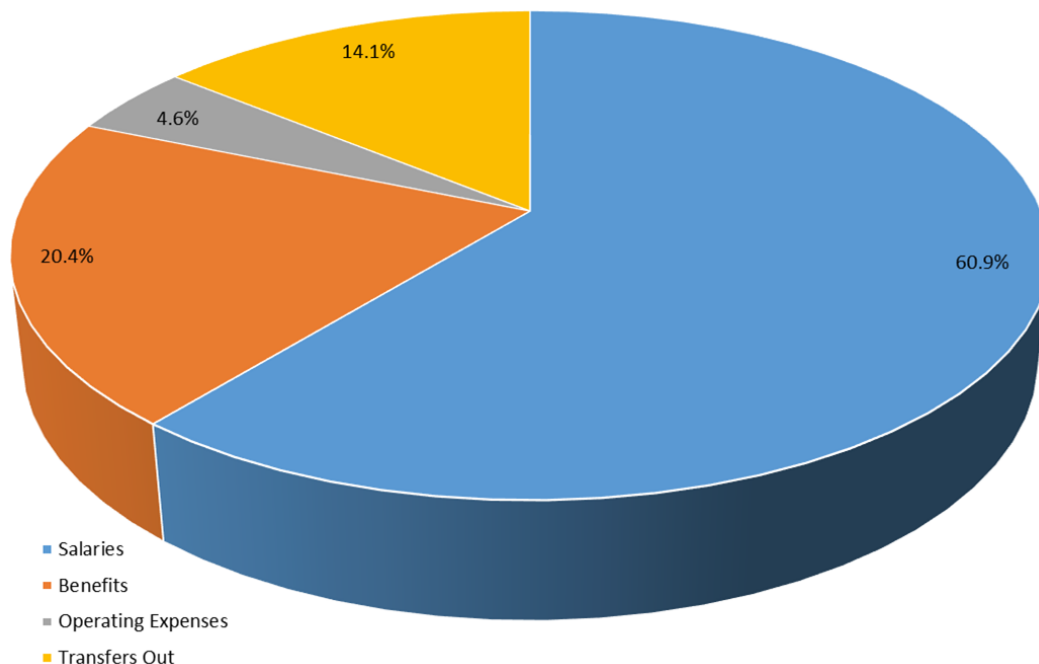
Employee Compensation Increase:

- \$5.40 million step and step equivalent for all employee groups.
- \$4.70 million to account for the negotiated 1.5 percent cost of living increase.
- \$1.50 million administrator pay market adjustment.

Other Significant Changes in Expenditures:

- \$3.60 million increase for a online school program with staff and classroom teachers.
- \$0.80 million increase due to health insurance premium increase.
- \$0.20 million for the addition of an Executive Director of Diversity, Equity and Inclusion.
- \$1.50 million in recurring IT expenses including licenses, family tech support and cybersecurity.
- \$0.28 million increase in the transfer from the General Fund to the Interscholastic Athletic and BASE funds to ensure all funds meet both the TABOR reserve and the BOE reserve requirements.

Fiscal Year 2021-22 General Fund Expenditures



General Fund Expenditure Summary	Amount	Percent
Salaries	252,308,693	60.90%
Benefits	84,295,216	20.40%
Operating Expenses	19,169,610	4.60%
Transfers Out	58,365,587	14.10%
Total Expenditures	414,139,106	100.00%

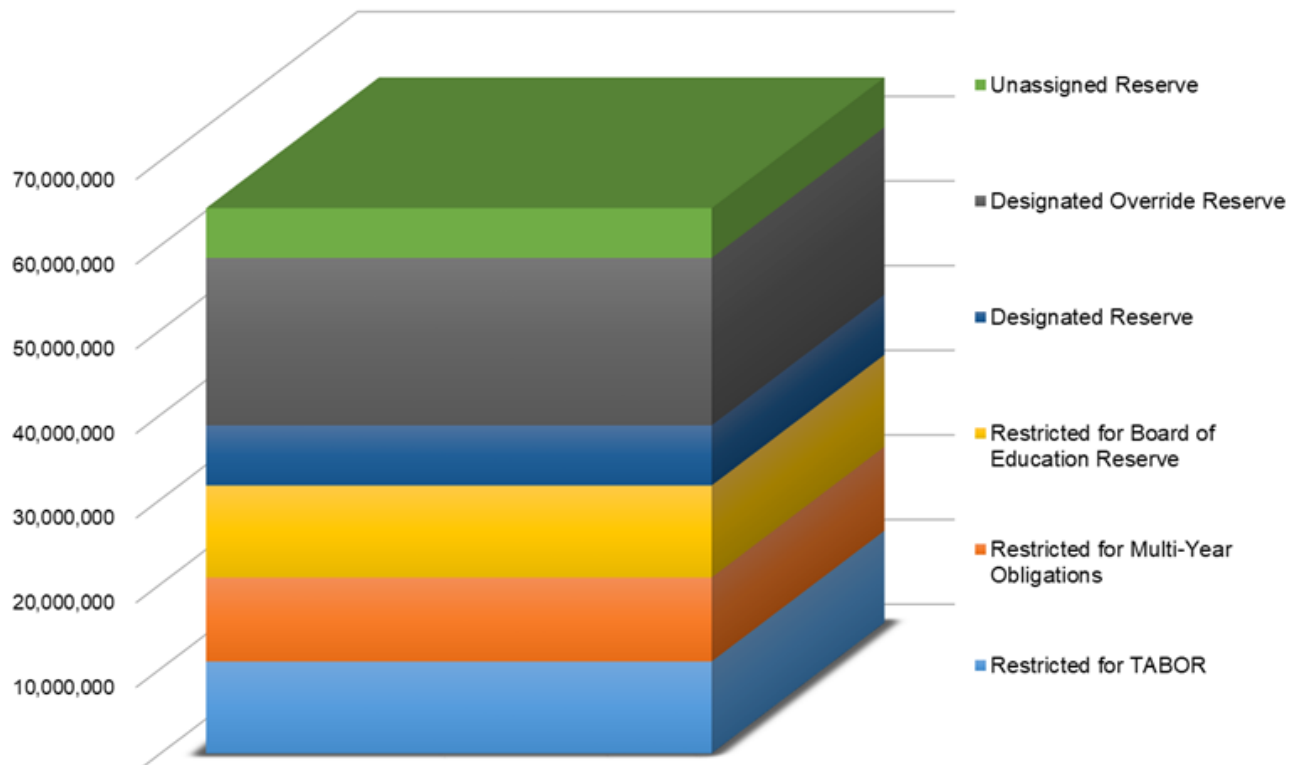
General Fund Reserves and Fund Balance

Legal reserves have been established to meet the requirements of Article X, Section 20 of the Colorado Constitution (TABOR). The required TABOR reserve is estimated to be \$10.9 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 2021-2022 Estimated Ending Fund Balance	Amount
Restricted for TABOR	10,860,448
Restricted for Multi-Year Obligations	9,921,570
Restricted for Board of Education Reserve	10,860,448
Designated Reserve	7,101,363
Designated Override Reserve	19,772,034
Unassigned Reserve	5,885,761
Total	\$ 64,401,624

General Fund Estimated Fund Balance June 30, 2022



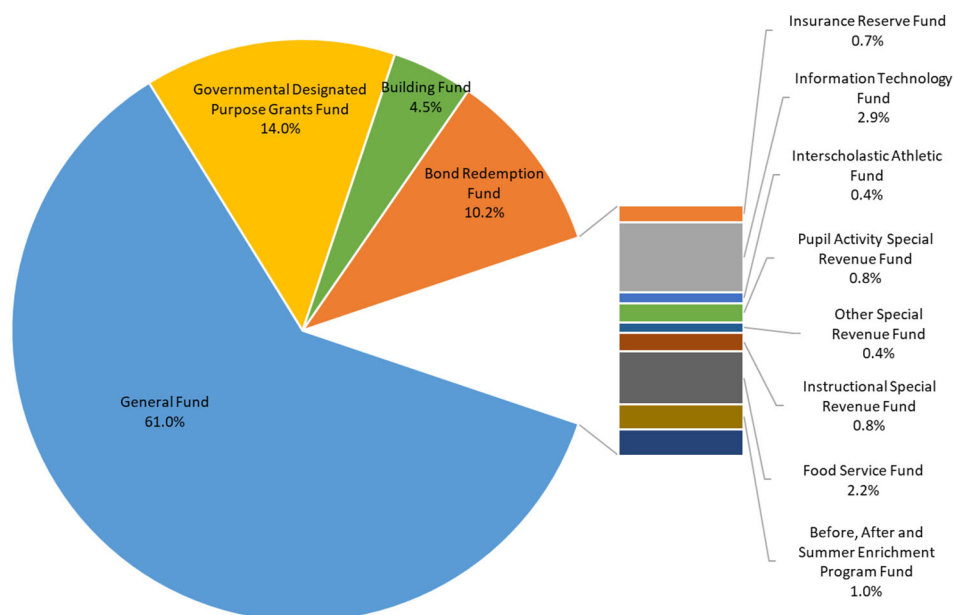
Overview of All Funds

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 61.0 percent, of expenditures. The Governmental Designated Purpose Grants Fund accounts for 14.0 percent of expenditures as a result of the additional funding from the Elementary and Secondary School Emergency Relief Funds (ESSER).

All Funds Expenditure Summary	Amount	Percent
General Fund	\$ 355,773,519	61.0%
Insurance Reserve Fund	4,198,160	0.7%
Information Technology Fund	16,845,516	2.9%
Governmental Designated Purpose Grants Fund	81,508,540	14.0%
Interscholastic Athletic Fund	2,550,042	0.4%
Pupil Activity Special Revenue Fund	4,697,858	0.8%
Other Special Revenue Fund	2,451,308	0.4%
Instructional Special Revenue Fund	4,504,445	0.8%
Food Service Fund	12,679,938	2.2%
Before, After and Summer Enrichment Program Fund	6,081,601	1.0%
Capital Reserve Fund	6,340,021	1.1%
Building Fund	26,205,516	4.5%
Bond Redemption Fund	59,479,150	10.2%
Total	\$ 583,315,614	100.00%

Fiscal Year 2021-2022 All Funds Expenditure Summary



**ALL FUNDS (EXCLUDING CHARTER SCHOOLS)
BUDGET SUMMARY
FISCAL YEARS 2017-2018 TO 2021-2022**

	2017-2018 Audited Actual	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Amended Budget	2021-2022 Adopted Budget
Beginning Fund Balance and Net Assets	\$414,511,349	\$358,554,111	\$380,355,183	\$ 324,793,786	\$282,930,155
Revenues and Financing Sources:					
General Fund	336,799,302	388,913,241	408,824,777	381,253,295	414,960,290
Insurance Reserve Fund	3,746,300	3,933,293	3,965,662	3,545,988	3,545,988
Information Technology Fund	-	-	-	-	17,431,179
Capital Reserve Fund	7,424,121	17,122,157	10,796,254	8,408,034	5,984,450
Governmental Designated Purpose Grants Fund	23,053,804	24,495,946	39,553,923	69,669,448	81,508,540
Interscholastic Athletic Fund	2,075,435	2,473,200	2,046,371	1,925,274	2,470,387
Pupil Activity Special Revenue Fund	5,051,234	5,284,409	4,100,646	4,593,512	3,957,703
Other Special Revenue Fund	2,537,032	2,786,445	2,886,712	3,658,225	1,911,256
Instructional Special Revenue Fund	5,325,905	6,540,140	10,874,611	9,731,646	4,286,011
Food Service Fund	10,688,554	11,488,877	11,397,739	10,563,661	12,922,195
Before, After and Summer Enrichment Program Fund	7,887,764	8,597,452	6,299,993	6,241,966	6,309,782
Bond Redemption Debt Service Fund	53,650,551	55,199,262	66,177,760	66,862,439	67,031,448
Building Fund	2,687,323	82,659,798	9,433,669	2,677,722	3,703,419
Pupil Activity Agency Fund	974,253	335,328	-	-	-
Total Revenues and Financing Sources	461,901,578	609,829,549	576,358,118	569,131,210	626,022,648
Expenditures and Transfers Out:					
General Fund	327,043,420	369,080,539	391,067,991	404,797,479	414,139,106
Insurance Reserve Fund	3,315,030	3,653,143	3,679,071	4,202,240	4,198,160
Information Technology Fund	-	-	-	-	16,017,770
Capital Reserve Fund	26,330,637	9,186,851	7,587,620	11,056,423	6,340,021
Governmental Designated Purpose Grants Fund	23,053,804	24,495,946	39,553,923	69,669,448	81,508,540
Interscholastic Athletic Fund	2,046,328	2,311,747	2,230,240	2,320,748	2,550,042
Pupil Activity Special Revenue Fund	4,584,495	5,058,687	3,783,187	4,574,351	4,697,858
Other Special Revenue Fund	2,167,515	1,868,434	2,516,976	4,690,931	2,451,308
Instructional Special Revenue Fund	2,490,950	4,273,056	7,630,950	11,564,380	4,504,445
Food Service Fund	11,314,163	11,402,589	11,834,407	10,952,566	12,679,938
Before, After and Summer Enrichment Program Fund	9,004,175	8,906,410	6,767,034	6,240,694	6,081,601
Bond Redemption Debt Service Fund	46,094,875	47,999,356	49,486,475	44,812,775	59,479,150
Building Fund	59,414,556	98,860,774	105,781,641	70,770,695	26,205,516
Pupil Activity Agency Fund	998,867	930,942	-	-	-
Total Expenditures	517,858,815	588,028,474	631,919,513	645,652,730	640,853,455
Excess of Revenues Over / (Under) and Expenditures and Transfers Out	(55,957,238)	21,801,075	(55,561,395)	(76,521,520)	(14,830,807)
Ending Fund Balance/Net Assets	\$358,554,111	\$380,355,183	\$324,793,786	\$ 248,272,266	\$268,099,348

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 2021-22 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.

Board Policy 2.4 Operating Limitations Financial Conditions and Activities 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 discretionary reserves at the conclusion of a fiscal year to be less than 3.00 percent of general fund expenditures except as provided in section 2.4.2.*
- 2. The discretionary reserve 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 2021-22 BUDGET AND PROJECTIONS TO 2024-25

	2021-2022 Adopted Budget	2022-2023 Projected Budget	2023-2024 Projected Budget	2024-2025 Projected Budget
Beginning Fund Balance	\$ 63,580,440	\$ 64,401,624	\$ 54,454,271	\$ 50,136,262
Revenues	414,960,290	418,014,616	424,284,835	432,770,533
Total Source of Funds Available	478,540,730	482,416,240	478,739,106	482,906,795
Expenditures	355,773,519	364,590,058	368,235,958	374,495,969
Transfers Out	58,365,587	59,357,802	60,366,886	60,668,720
Total Expenditures and Transfers Out	414,139,106	423,947,860	428,602,844	435,164,689
Total Ending Fund Balance	\$ 64,401,624	\$ 58,468,380	\$ 50,136,262	\$ 47,742,106
Change in Fund Balance	\$ 821,184	\$ (5,933,244)	\$ (4,318,009)	\$ (2,394,156)

**ALL FUNDS (EXCLUDING CHARTER SCHOOLS)
BUDGET AND FORECAST SUMMARY
FISCAL YEARS 2021-2022 TO 2024-2025**

	2021-2022 Adopted Budget	2022-2023 Projected Budget	2023-2024 Projected Budget	2024-2025 Projected Budget
Beginning Fund Balance and Net Assets	\$ 282,930,155	\$ 268,099,348	\$ 227,618,919	\$ 246,248,685
Revenues and Financing Sources:				
General Fund	414,960,290	418,014,616	424,284,835	432,770,533
Insurance Reserve Fund	3,545,988	3,606,270	3,667,577	3,685,915
Information Technology Fund	17,431,179	17,727,509	18,028,877	18,119,021
Capital Reserve Fund	5,984,450	6,078,704	6,174,495	6,218,274
Governmental Designated Purpose Grants Fund	81,508,540	40,721,796	37,074,027	31,155,447
Interscholastic Athletic Fund	2,470,387	2,514,869	2,560,213	2,587,603
Pupil Activity Special Revenue Fund	3,957,703	4,003,563	4,054,919	4,104,534
Other Special Revenue Fund	1,911,256	2,541,150	2,591,973	2,643,812
Instructional Special Revenue Fund	4,286,011	4,358,873	4,432,974	4,455,139
Food Service Fund	12,922,195	11,667,842	11,865,803	12,067,132
Before, After and Summer Enrichment Program Fund	6,309,782	6,495,976	6,687,703	6,882,169
Bond Redemption Debt Service Fund	67,031,448	68,372,077	69,739,519	71,134,309
Building Fund	3,703,419	74,317	-	-
Pupil Activity Agency Fund	-	-	-	-
Total Revenues and Financing Sources	626,022,648	586,177,562	591,162,915	595,823,889
Expenditures and Transfers Out:				
General Fund	414,139,106	423,947,860	428,602,844	435,164,689
Insurance Reserve Fund	4,198,160	4,320,260	4,673,289	5,086,448
Information Technology Fund	16,017,770	17,204,080	17,569,814	17,942,864
Capital Reserve Fund	6,340,021	6,055,957	6,081,953	6,120,300
Governmental Designated Purpose Grants Fund	81,508,540	40,721,796	37,074,027	31,155,447
Interscholastic Athletic Fund	2,550,042	2,516,320	2,555,325	2,584,563
Pupil Activity Special Revenue Fund	4,697,858	4,791,815	4,887,651	4,985,404
Other Special Revenue Fund	2,451,308	2,500,334	2,550,341	2,601,348
Instructional Special Revenue Fund	4,504,445	4,593,051	4,482,647	4,571,400
Food Service Fund	12,679,938	13,724,648	13,372,550	13,424,955
Before, After and Summer Enrichment Program Fund	6,081,601	6,225,489	6,370,938	6,497,976
Bond Redemption Debt Service Fund	59,479,150	59,500,575	44,065,175	43,692,125
Building Fund	26,205,516	36,299,224	-	-
Pupil Activity Agency Fund	-	-	-	-
Total Expenditures	640,853,455	622,401,409	572,286,554	573,827,520
Excess of Revenues Over/ (Under) and Expenditures and Transfers Out	(14,830,807)	(36,223,847)	18,876,361	21,996,369
Ending Fund Balance/Net Assets	\$ 268,099,348	\$ 231,875,501	\$ 246,495,280	\$ 268,245,054

Insurance Reserve - Sub Fund of the General Fund

The Insurance Reserve Fund is used to account for the resources for the district's liability, property, and workers' compensation insurance needs, and provide overall risk management activities for the district. The district has procured insurance policies from the Colorado School Districts Self Insurance Pool (CSDSIP) for property and liability coverage and from Pinnacol Assurance for workers' compensation coverage. Risk Management also purchased Foreign Liability insurance, a surety bond for CDL training, and a WC surety bond from Arthur J. Gallagher. Funding is also provided for physicals for employees, safety programs, and driver safety-related programs. Expenditures for Fiscal Year 2021-22 are expected to be \$4.2 million.

Fiscal Year 2021-22 beginning fund balance is higher than the 2020-21 ending fund balance due to insurance claims for Fiscal Year 2020-21 being lower than anticipated for the year as buildings were vacant during remote learning. Also, implementation of an asset accounting system was scheduled in Spring of 2021; however, due to delays from the company the system will be implemented in the Fall of 2021.

INSURANCE RESERVE FUND BUDGET SUMMARY FISCAL YEARS 2017-2018 TO 2021-2022

	2017-2018 Audited Actual	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Amended Budget	2021-2022 Adopted Budget
Beginning Fund Balance	\$ 3,681,872	\$ 4,113,142	\$ 4,393,292	\$ 4,679,883	\$ 4,757,531
Revenues:					
Local Support	-	-	-	-	-
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	3,746,300	3,933,293	3,965,662	3,545,988	3,545,988
Total Revenues	\$ 3,746,300	\$ 3,933,293	\$ 3,965,662	\$ 3,545,988	\$ 3,545,988
Expenditures:					
Salaries	241,201	256,549	297,720	295,800	311,330
Benefits	67,519	73,810	89,148	91,785	94,749
Operating Expenses	3,006,309	3,322,784	3,292,202	3,814,655	3,792,081
Total Expenditures	\$ 3,315,030	\$ 3,653,143	\$ 3,679,071	\$ 4,202,240	\$ 4,198,160
Excess of Revenues Over/ (Under) Expenditures	431,270	280,150	286,592	(656,252)	(652,172)
Ending Fund Balance	\$ 4,113,142	\$ 4,393,292	\$ 4,679,883	\$ 4,023,631	\$ 4,105,359

Information Technology - Sub Fund of the General Fund

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

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

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

INFORMATION TECHNOLOGY FUND BUDGET SUMMARY FISCAL YEARS 2017-2018 TO 2021-2022

	2017-2018 Audited Actual	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Amended Budget	2021-2022 Adopted Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Local Support	-	-	-	-	-
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	-	-	-	-	17,431,179
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$17,431,179
Expenditures:					
Salaries	-	-	-	-	5,518,039
Benefits	-	-	-	-	1,626,384
Operating Expenses	-	-	-	-	9,701,093
Transfers Out	-	-	-	-	(827,746)
Total Expenditures and Transfers Out	\$ -	\$ -	\$ -	\$ -	\$16,017,770
Excess of Revenues Over/ (Under) Expenditures	-	-	-	-	1,413,409
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 1,413,409

Governmental Designated-Purpose Grants Fund

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

The total Fiscal Year 2021-22 Governmental Designated-Purpose Grant Fund budget is \$81.5 million and includes onetime Federal funds from the Elementary and Secondary School Emergency Relief (ESSER) Fund totaling \$37.8 million. When compared to the Fiscal Year 2020-21 amended budget, the Grant Fund budget has increased a net of \$11.8 million. The increase can be attributed to an increase in Federal funding of \$11.5 million and an increase in state grants of \$0.3 million.

The Federal funding increase of \$11.5 million primarily consists in the change of funding that was budgeted for Federal grants attributed to COVID-19. In Fiscal Year 2020-21 the district budgeted Coronavirus Relief Funds (CRF) and ESSER Fund funds of \$34.7 million and in Fiscal Year 2021-22 the District is budgeting \$46.2 million for ESSER and potential future federal funds in support of COVID-19.

GOVERNMENTAL DESIGNATED PURPOSE GRANTS FUND BUDGET SUMMARY FISCAL YEARS 2017-2018 TO 2021-2022

	2017-2018 Audited Actual	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Amended Budget	2021-2022 Adopted Budget
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues:					
Local Support	131,313	-	-	-	-
State Support	6,255,965	6,119,320	5,738,624	11,631,698	11,930,626
Federal Support	16,666,526	18,376,626	33,803,603	58,032,508	69,577,914
Other	-	-	11,696	5,242	-
Total Revenues	\$23,053,804	\$24,495,946	\$39,553,923	\$69,669,448	\$81,508,540
Expenditures:					
Salaries	12,694,405	13,611,178	25,104,572	21,599,514	17,837,229
Benefits	3,778,312	4,080,830	6,613,997	6,526,498	5,655,123
Operating Expenses	6,581,087	6,803,938	7,835,354	41,543,436	58,016,188
Total Expenditures	\$23,053,804	\$24,495,946	\$39,553,923	\$69,669,448	\$81,508,540
Excess of Revenues Over/ (Under) Expenditures	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -

Interscholastic Athletic - Special Revenue Fund

The Interscholastic Athletic Fund provides the funding for the day-to-day operation of the athletic programs at five high schools, and intramurals at middle schools and 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 2018-19 revenues and expenditures increased due to the Veteran's Memorial Aquatic Center (VMAC) moving out of the General Fund into the Athletic Fund. Fiscal Year 2020-21 Ending Fund Balance was below Fiscal Year 2021-22 Beginning Fund Balance, due to reserve funds being used to account for anticipated loss of revenue related to COVID-19. In Fiscal Year 2021-22, Ending Fund Balance includes TABOR and Designated Athletic Reserve.

INTERSCHOLASTIC ATHLETIC FUND BUDGET SUMMARY FISCAL YEARS 2017-2018 TO 2021-2022

	2017-2018 Audited Actual	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Amended Budget	2021-2022 Adopted Budget
Beginning Fund Balance	\$ 389,751	\$ 418,858	\$ 580,311	\$ 396,442	\$ 366,271
Revenues:					
Local Support	231,993	211,348	191,500	2,162	205,500
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	1,843,442	2,261,853	1,854,871	1,923,112	2,264,887
Total Revenues	\$ 2,075,435	\$ 2,473,200	\$ 2,046,371	\$ 1,925,274	\$ 2,470,387
Expenditures:					
Salaries	1,046,197	1,222,195	1,263,020	1,224,348	1,264,799
Benefits	222,201	263,220	284,439	295,729	301,531
Operating Expenses	777,931	826,332	682,781	800,671	983,712
Total Expenditures	\$ 2,046,328	\$ 2,311,747	\$ 2,230,240	\$ 2,320,748	\$ 2,550,042
Excess of Revenues Over/					
(Under) Expenditures	29,106	161,453	(183,869)	(395,474)	(79,655)
Ending Fund Balance	\$ 418,858	\$ 580,311	\$ 396,442	\$ 968	\$ 286,616

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 increase or decrease.

PUPIL ACTIVITY - SPECIAL REVENUE FUND BUDGET SUMMARY FISCAL YEARS 2017-2018 TO 2021-2022

	2017-2018 Audited Actual	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Amended Budget	2021-2022 Adopted Budget
Beginning Fund Balance	\$ 3,268,738	\$ 3,735,477	\$ 3,961,199	\$ 4,278,658	\$ 4,387,054
Revenues:					
Local Support	2,614,597	2,679,534	2,131,256	2,025,978	2,329,213
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	2,436,637	2,604,875	1,969,390	2,567,534	1,628,490
Total Revenues	\$ 5,051,234	\$ 5,284,409	\$ 4,100,646	\$ 4,593,512	\$ 3,957,703
Expenditures:					
Salaries	109,294	92,460	112,339	90,000	92,430
Benefits	23,826	19,883	24,271	20,115	20,658
Operating Expenses	4,451,375	4,946,344	3,646,577	4,464,236	4,584,770
Total Expenditures	\$ 4,584,495	\$ 5,058,687	\$ 3,783,187	\$ 4,574,351	\$ 4,697,858
Excess of Revenues Over/ (Under) Expenditures	466,739	225,722	317,459	19,161	(740,155)
Ending Fund Balance	\$ 3,735,477	\$ 3,961,199	\$ 4,278,658	\$ 4,297,819	\$ 3,646,899

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 be less restrictive than others. All resources tracked in this fund are managed in accordance with district policies, controlled by the district and have administrative involvement. In Fiscal Year 2019-20, the Parent Teacher Organization (PTO) raised less funds due to COVID-19.

OTHER SPECIAL REVENUE FUND BUDGET SUMMARY FISCAL YEARS 2017-2018 TO 2021-2022

	2017-2018 Audited Actual	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Amended Budget	2021-2022 Adopted Budget
Beginning Fund Balance	\$ 1,877,324	\$ 2,246,841	\$ 3,164,852	\$ 3,534,588	\$ 2,501,882
Revenues:					
Local Support	1,410,508	1,689,201	2,041,823	2,454,322	382,000
State Support	-	356	-	-	-
Federal Support	-	-	-	-	-
Other	1,126,523	1,096,888	844,889	1,203,903	1,529,256
Total Revenues	\$ 2,537,032	\$ 2,786,445	\$ 2,886,712	\$ 3,658,225	\$ 1,911,256
Expenditures:					
Salaries	617,037	509,246	503,815	566,077	383,577
Benefits	160,078	136,583	145,457	158,451	117,632
Operating Expenses	1,390,400	1,222,605	1,867,703	3,966,403	1,950,099
Total Expenditures	\$ 2,167,515	\$ 1,868,434	\$ 2,516,976	\$ 4,690,931	\$ 2,451,308
Excess of Revenues Over/ (Under) Expenditures	369,517	918,011	369,736	(1,032,706)	(540,052)
Ending Fund Balance	\$ 2,246,841	\$ 3,164,852	\$ 3,534,588	\$ 2,501,882	\$ 1,961,830

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. In Fiscal Years 2018-19, 2019-20, and 2020-21 revenues for tuition based Preschool at participating locations and funding for Literacy are included in this budget.

Beginning in Fiscal Year 2019-20, due to the passage of HB19-1262, which increased state funding for Kindergarten students from 0.58 to 1.0 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 Fiscal Year 2021-22 those expenditures are now budgeted as part of the General Fund. Remaining budgeted expenditures for Fiscal Year 2021-22 include mill levy override funds allocated for textbooks and a small remaining fund balance for Literacy.

INSTRUCTIONAL SPECIAL REVENUE FUND BUDGET SUMMARY FISCAL YEARS 2017-2018 TO 2021-2022

	2017-2018 Audited Actual	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Amended Budget	2021-2022 Adopted Budget
Beginning Fund Balance	\$ 1,888,641	\$ 4,723,594	\$ 6,990,678	\$10,234,340	\$ 6,511,399
Revenues:					
Local Support	-	-	-	-	-
State Support	-	14,140	964,185	-	-
Federal Support	-	-	-	-	-
Other	5,325,905	6,526,000	9,910,426	9,731,646	4,286,011
Total Revenues	\$ 5,325,905	\$ 6,540,140	\$10,874,611	\$ 9,731,646	\$ 4,286,011
Expenditures:					
Salaries	1,438,927	1,686,296	3,823,896	4,339,124	146,261
Benefits	462,833	539,982	1,213,027	1,456,978	47,857
Operating Expenses	589,190	2,046,778	2,594,026	5,768,278	4,310,327
Total Expenditures	\$ 2,490,950	\$ 4,273,056	\$ 7,630,950	\$11,564,380	\$ 4,504,445
Excess of Revenues Over/ (Under) Expenditures	2,834,954	2,267,084	3,243,662	(1,832,734)	(218,434)
Ending Fund Balance	\$ 4,723,596	\$ 6,990,677	\$10,234,340	\$ 8,401,606	\$ 6,292,965

Food Service - Special Revenue Fund

The Food Service Fund accounts for all financial functions associated with the district school breakfast, lunch, snack, summer food, and fresh fruit and vegetable grant programs. The program operates on a financially self-supporting basis. In Fiscal Year 2020-21, due to the COVID-19 pandemic, United States Department of Agriculture (USDA) waiver program allowed all meals to be served to students and community youth ages 1 through 18, and the district was reimbursed at a higher per meal rate than the standard program. This will continue for Fiscal Year 2021-22 through the Seamless Summer Option (SSO) program. Expenditures are projected to be \$12.7 million for Fiscal Year 2021-22.

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

FOOD SERVICE FUND BUDGET SUMMARY FISCAL YEARS 2017-2018 TO 2021-2022

	2017-2018 Audited Actual	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Amended Budget	2021-2022 Adopted Budget
Beginning Fund Balance	\$ 4,132,522	\$ 3,506,913	\$ 3,593,201	\$ 3,156,533	\$ 5,953,694
Revenues:					
Local Support	3,236,102	3,705,025	3,078,625	43,342	1,249,699
State Support	211,945	259,802	272,402	104,091	78,012
Federal Support	7,217,214	7,470,929	8,018,145	10,395,242	11,571,484
Other	23,293	53,121	28,567	20,986	23,000
Total Revenues	\$10,688,554	\$11,488,877	\$11,397,739	\$10,563,661	\$12,922,195
Expenditures:					
Salaries	3,543,069	4,001,318	4,157,147	4,184,908	4,642,230
Benefits	1,137,133	1,262,291	1,312,929	1,314,617	1,456,365
Operating Expenses	6,633,961	6,138,980	6,364,331	5,453,041	6,581,343
Total Expenditures	\$11,314,163	\$11,402,589	\$11,834,407	\$10,952,566	\$12,679,938
Excess of Revenues Over/ (Under) Expenditures	(625,610)	86,288	(436,667)	(388,905)	242,257
Ending Fund Balance	\$ 3,506,913	\$ 3,593,201	\$ 3,156,533	\$ 2,767,628	\$ 6,195,951

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

The financial activities associated with the district's Before, After, and Summer Enrichment (BASE) Program are included in this fund. BASE is offered in most elementary schools and is a fee-based program offering before and after school and summer programs. The Fiscal Year 2020-21 budget was severely affected by COVID-19 pandemic. During times of remote learning, BASE operations were closed and fees were not collected. BASE continued to pay staff using fund balance and support from the General Fund until BASE programs could reopen. For Fiscal year 2021-22, programs are expected to return to pre-COVID participation levels and restore fund balance.

BEFORE, AFTER, AND SUMMER ENRICHMENT FUND BUDGET SUMMARY FISCAL YEARS 2017-2018 TO 2021-2022

	2017-2018 Audited Actual	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Amended Budget	2021-2022 Adopted Budget
Beginning Fund Balance	\$ 2,167,570	\$ 1,051,159	\$ 742,201	\$ 275,160	\$ 467,912
Revenues:					
Local Support	7,887,764	8,516,991	6,299,298	3,963,356	6,071,362
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	-	80,461	695	2,278,610	238,420
Total Revenues	\$ 7,887,764	\$ 8,597,452	\$ 6,299,993	\$ 6,241,966	\$ 6,309,782
Expenditures:					
Salaries	5,056,010	5,116,084	4,642,731	4,272,187	3,918,982
Benefits	1,530,822	1,559,893	1,430,287	1,371,315	1,192,100
Operating Expenses	2,417,343	2,230,434	694,016	597,192	970,519
Total Expenditures	\$ 9,004,175	\$ 8,906,410	\$ 6,767,034	\$ 6,240,694	\$ 6,081,601
Excess of Revenues Over/ (Under) Expenditures	(1,116,410)	(308,959)	(467,041)	1,272	228,181
Ending Fund Balance	\$ 1,051,159	\$ 742,201	\$ 275,160	\$ 276,432	\$ 696,093

Capital Reserve - Capital Projects Fund

This fund accounts for transfers from the General Fund and other revenue sources allocated to or earned in this fund. Associated expenditures are due to the ongoing capital needs of the district, such as ADA, safety and security, equipment, deferred maintenance, furniture replacement, major construction, and site improvements. In Fiscal Year 2021-22 funds associated with current technology projects were moved to the Information Technology Fund reducing Fund Balance, Transfers into the Capital Reserve Funds and budgeted Operating Expenditures.

CAPITAL RESERVE FUND BUDGET SUMMARY FISCAL YEARS 2017-2018 TO 2021-2022

	2017-2018 Audited Actual	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Amended Budget	2021-2022 Adopted Budget
Beginning Fund Balance	\$34,016,011	\$15,109,495	\$23,044,801	\$26,253,435	\$23,324,758
Revenues:					
Local Support	513,530	2,213,928	875,008	162,026	108,557
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	6,910,590	14,908,229	9,921,246	8,246,008	5,875,893
Total Revenues	\$ 7,424,121	\$17,122,157	\$10,796,254	\$ 8,408,034	\$ 5,984,450
Expenditures:					
Salaries	1,632	88,606	57,310	59,844	62,581
Benefits	336	33,913	21,248	22,121	21,723
Operating Expenses	26,328,670	9,064,332	7,509,062	10,974,458	6,255,717
Total Expenditures	\$26,330,637	\$ 9,186,851	\$ 7,587,620	\$11,056,423	\$ 6,340,021
Excess of Revenues Over/ (Under) Expenditures	(18,906,517)	7,935,306	3,208,634	(2,648,389)	(355,571)
Ending Fund Balance	\$15,109,495	\$23,044,801	\$26,253,435	\$23,605,046	\$22,969,187

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 \$680.5 million as of June 30, 2021. The budgeted amount for this debt service in Fiscal Year 2021-22 is \$59.5 million. Property taxes provide the revenue for this fund.

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

BOND REDEMPTION/DEBT SERVICE FUND BUDGET SUMMARY FISCAL YEARS 2017-2018 TO 2021-2022

	2017-2018 Audited Actual	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Amended Budget	2021-2022 Adopted Budget
Beginning Fund Balance	\$58,855,679	\$66,411,355	\$73,611,261	\$ 90,302,546	\$ 112,352,210
Revenues:					
Local Support	53,650,551	55,028,802	65,036,100	66,862,439	67,031,448
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	-	170,460	1,141,660	-	-
Total Revenues	\$53,650,551	\$55,199,262	\$66,177,760	\$ 66,862,439	\$ 67,031,448
Expenditures:					
Salaries	-	-	-	-	-
Benefits	-	-	-	-	-
Operating Expenses	46,094,875	47,999,356	49,486,475	44,812,775	59,479,150
Total Expenditures	\$46,094,875	\$47,999,356	\$49,486,475	\$ 44,812,775	\$ 59,479,150
Excess of Revenues Over/ (Under) Expenditures	7,555,676	7,199,906	16,691,285	22,049,664	7,552,298
Ending Fund Balance	\$66,411,355	\$73,611,261	\$90,302,546	\$ 112,352,210	\$ 119,904,508

Building - Capital Projects Fund

The district uses this fund to budget and account for the major capital outlays for facilities funded by the proceeds from general obligation bonds. In Fiscal Year 2016-17, proceeds from bond sales issued in December 2016 and in Fiscal Year 2018-19 bond sales issued in November 2018 were placed in this fund to facilitate the upcoming construction and renovation projects throughout the district as outlined in the bond election approved by voters. In Fiscal Year 2021-22 the beginning fund balance includes summer projects and IT equipment that was not received prior to the end of the Fiscal Year 2020-21.

BUILDING FUND BUDGET SUMMARY FISCAL YEARS 2017-2018 TO 2021-2022

	2017-2018 Audited Actual	2018-2019 Audited Actual	2019-2020 Audited Actual	2020-2021 Amended Budget	2021-2022 Adopted Budget
Beginning Fund Balance	\$269,711,636	\$212,984,403	\$196,783,427	\$100,435,455	\$ 58,727,004
Revenues:					
Local Support	-	-	-	-	-
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	2,687,323	82,659,798	9,433,669	2,677,722	3,703,419
Total Revenues	\$ 2,687,323	\$ 82,659,798	\$ 9,433,669	\$ 2,677,722	\$ 3,703,419
Expenditures:					
Salaries	1,605,602	1,953,855	1,998,397	1,974,465	1,767,964
Benefits	448,327	558,605	600,780	635,345	539,702
Operating Expenses	57,360,627	96,348,314	103,182,465	68,160,885	23,897,850
Total Expenditures	\$ 59,414,556	\$ 98,860,774	\$105,781,641	\$ 70,770,695	\$ 26,205,516
Excess of Revenues Over/ (Under) Expenditures	(56,727,233)	(16,200,976)	(96,347,972)	(68,092,973)	(22,502,097)
Ending Fund Balance	\$212,984,403	\$196,783,427	\$100,435,455	\$ 32,342,482	\$ 36,224,907

Pupil Activity - Agency Fund

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

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

PUPIL ACTIVITY - AGENCY FUND BUDGET SUMMARY FISCAL YEARS 2017-2018 TO 2021-2022

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
	Audited Actual	Audited Actual	Audited Actual	Amended Budget	Adopted Budget
Beginning Fund Balance	\$ 620,228	\$ 595,614	\$ -	\$ -	\$ -
Revenues:					
Local Support	974,253	335,328	-	-	-
State Support	-	-	-	-	-
Federal Support	-	-	-	-	-
Other	-	-	-	-	-
Total Revenues	\$ 974,253	\$ 1,044,479	\$ -	\$ -	\$ -
Expenditures:					
Salaries	-	-	-	-	-
Benefits	-	-	-	-	-
Operating Expenses	998,867	930,942	-	-	-
Total Expenditures	\$ 998,867	\$ 930,942	\$ -	\$ -	\$ -
Transfers:					
Transfers Out	-	-	-	-	-
Total Transfers	\$ -	\$ -	\$ -	\$ -	\$ -
Excess of Revenues Over/ (Under) Expenditures	(24,614)	(595,614)	-	-	-
Ending Fund Balance	\$ 595,614	\$ -	\$ -	\$ -	\$ -

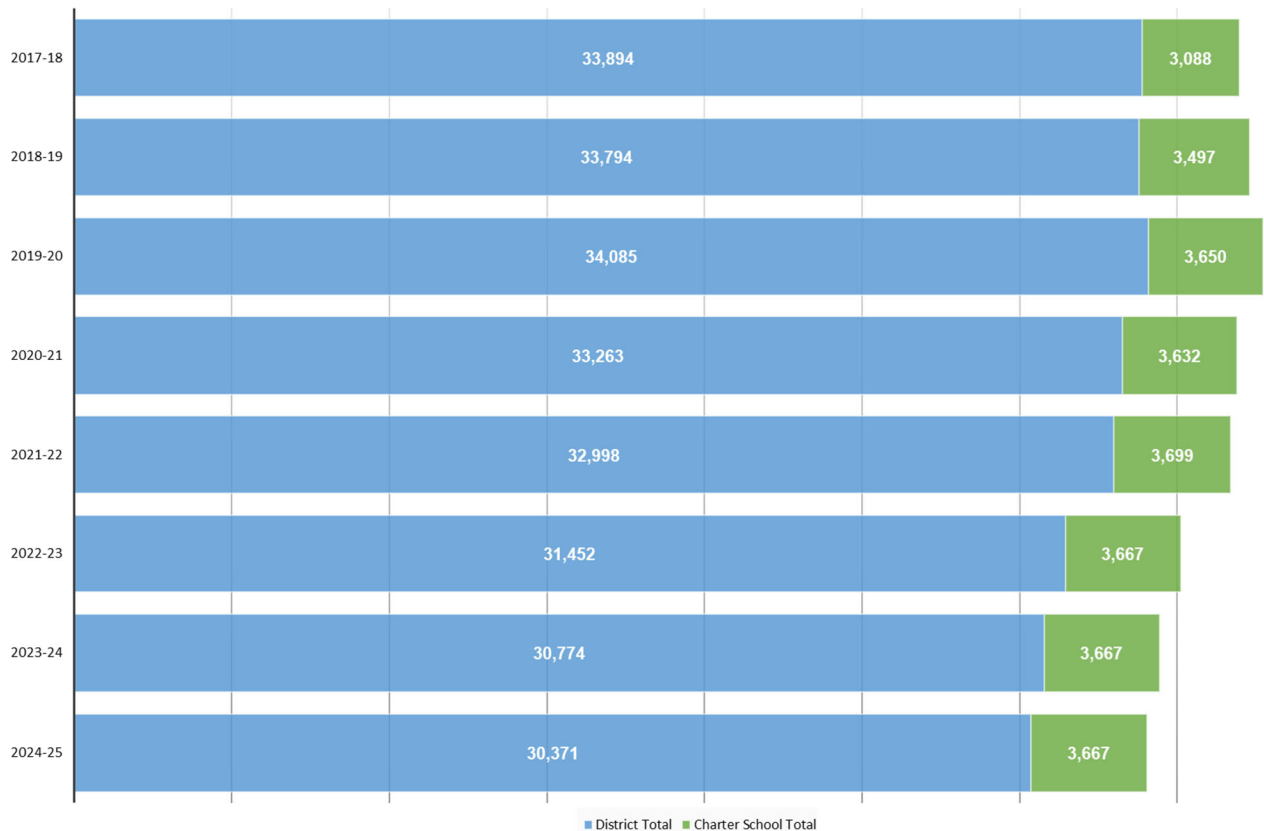
Funded Pupil Count

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, Kindergarteners will be counted as a 1.0, with the passage of HB19-1262. Students may also be funded at less than a 1.0 FTE depending on the number of credit hours in a student's schedule.

For the 2021-22 school year, district charter students make up more than 10.1 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 percent of a charter school's per pupil funding to cover the cost of administrative services (such as data management, state reporting, and information technology support) provided to the charter school, which is specified in the contract between the district and charter school.

Fiscal Year 2021-22 Funded Pupil Count History and Projections



*Fiscal Year 2021-22 through Fiscal Year 2024-25 forecasted
Fiscal Year 2018-19 added New America Charter School.*

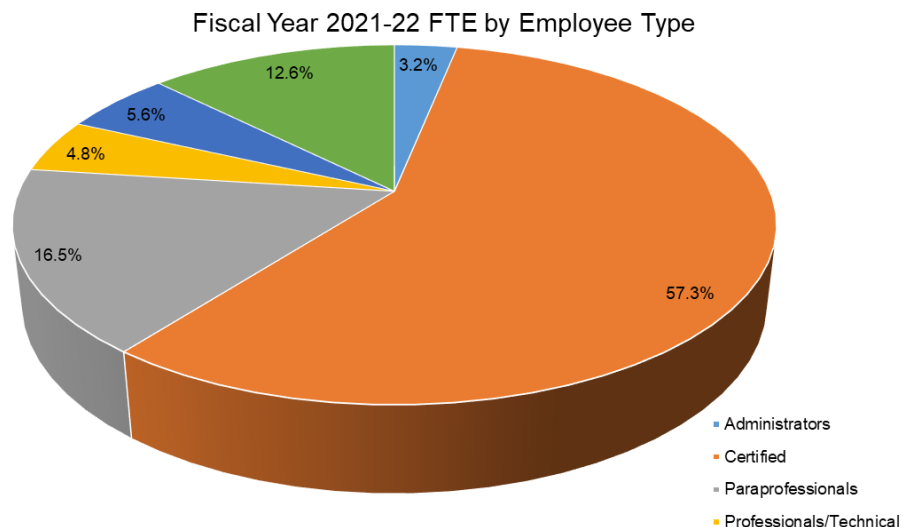
District Personnel

Summary of FTE for All District Funds

Staffed Positions:	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Net Change
Administrators						
Principals ¹	49.00	49.00	49.00	50.00	51.00	1.00
Assistant Principals ¹	53.00	60.50	63.00	64.50	65.00	0.50
Central ²	49.63	54.00	26.50	22.00	23.40	1.40
Certified						
Teachers ³	2,051.44	2,086.96	2,270.55	2,247.07	2,277.30	30.23
Deans	18.00	17.00	22.50	21.00	21.50	0.50
Counselors ⁴	71.62	68.50	77.30	75.25	84.00	8.75
Nurses ⁵	15.82	18.90	19.00	19.00	21.80	2.80
Psychologists	38.80	38.90	38.20	41.40	46.40	5.00
Social Workers	25.85	33.15	77.35	80.25	74.75	(5.50)
Paraprofessionals ⁶	694.00	724.30	750.54	752.07	726.77	(25.30)
Professionals/Technical ⁷	167.33	158.50	187.88	201.20	211.94	10.74
Office Support ⁸	237.06	240.28	254.98	252.05	245.09	(6.97)
Crafts, Trades, and Services ⁹	514.71	532.27	569.98	559.51	553.50	(6.01)
Total Staffed Positions	3,986.26	4,082.25	4,406.78	4,385.30	4,402.44	17.14

Explanation of Major Changes

- ¹ Principal and Assistant Principal net increase due to addition of online program option.
- ² Central Administrators increased due to increase Deputy Superintendent FTE and addition of Executive Director of Equity, Diversity, and Inclusion.
- ³ Teachers increased due to addition of the online program option, additional teachers to address impact of COVID-19 on schools net against declining enrollment.
- ⁴ Counselors added with new Counselor Corp Grant and for the new online program option.
- ⁵ Nurses increased to expand services in schools.
- ⁶ Paraprofessionals net decrease due to reduction in BASE staff resulting from decline in programs and participation and expanding the Newcomer program through addition of Newcomer Classroom Assistants at various elementary schools.
- ⁷ Professionals/Technical increased due additional IT staff for cyber security and system administration, additional HR personnel officers and re-classified FTE.
- ⁸ Office Support decreased due to schools and departments realigning needs with FTE and reduction in Bond Preventative Maintenance positions.
- ⁹ Crafts, Trades, and Services decreased due to the reduction of the summer lunch program FTEs and consolidation of summer programs at Food Services.





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ORGANIZATIONAL SECTION



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District Organization, Facilities, and Services

The Board of Education

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



Ms. Kathy D. Plomer
President
Director District No. 3



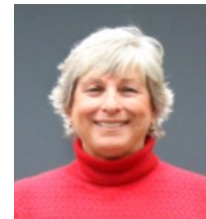
Ms. Laura P. Mitchell
Vice President
Director District No. 5



Ms. Jamey L. Lockley
Secretary
Director District No. 2



Mr. Brian M. Batz
Director
Director District No. 4



Ms. Lori B. Goldstein
Director
Director District No. 1

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, and Westminster, the City and County of Broomfield, and portions of unincorporated Adams County. The population within the district's boundaries is approximately 236,223¹ and the December 2020 certified assessed valuation is \$3.09 billion^{2,3}. With 35,687 enrolled students (including pre-school and charter schools) for the 2021-22 school year, the district is the sixth largest of the 178 school districts in the state. In Fiscal Year 2021-22, 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 programs, three 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.

School District Powers

Adams 12 Five Star Schools is a school district organized and existing under the School District Organization Act of 1965, Article 30, Title 22, Colorado Revised Statutes.

The district has all rights and powers delegated under the laws of the state for exercise by school districts, including the right to hold property for any purpose authorized by law, to sue and be sued, and to be a party to contracts for any purpose authorized by law. State statutes grant the Board of Education

¹ American Fact Finder. (n.d.). *United States Census Bureau*. Retrieved June 2021 from: <https://data.census.gov/cedsci/table?q=97000000US0806900&tid=ACSDP5Y2019.DP05&q=DP05>

² Adams County, Colorado. Assessor's Department. *Abstract of Assessment and Tax Levies*. Retrieved June 2021 from: <http://www.adcogov.org/sites/default/files/2020AbstractOfAssessmentAndTaxLevies.pdf>

³ City and County of Broomfield, Colorado. Assessor's Department. *Abstract of Assessment for 2021 Revenues*. Retrieved June 2021 from: <https://www.broomfield.org/DocumentCenter/View/37164/2021-ABSTRACT-Publication-PROOF?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 Board of Education (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 and vocational areas, and the arts, to its students from kindergarten through twelfth grade. Beginning with Fiscal Year 2019-20, full-day kindergarten has been offered throughout all Adams 12 Five Star elementary schools at no cost to families as a result of HB 19-1262 signed into law by the governor.

The district also has a comprehensive special education program for students with disabilities, for gifted and talented students, and a program for limited English proficiency students. The Five Star Online Program will be available in Fiscal Year 2021-22 for those families that have COVID-19 related concerns and offers robust online learning opportunities for students. 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 Five Star Online Program is designed to provide continued flexibility for families with COVID-19 related concerns and offer the most robust online learning opportunity for students. This program operates at the district level and is committed to providing the best learning experience possible for online students by offering support through school counselors and learning specialists. Students also have the opportunity to engage in elective, honors, and/or AP level courses and participate in co-curricular activities and athletics at their home schools.

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

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

The Studio School (Grades K-5)

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

Hulstrom K-8 School

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

Primary Years Program at Leroy Elementary (Grades K-5)

The International Baccalaureate — Primary Years Program (PYP) is designed to meet the full range of needs of young learners. This transdisciplinary program of international education focuses on the growth of the whole child, including academic, social, physical, emotional, and cultural needs. The PYP presents a balanced curriculum emphasizing the development of concepts, knowledge, skills, attitudes, and self-initiated action in students. The goal is to guide students to think and act on both a global and local level, to embody the learner profile attributes, and to encourage reflection.

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

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

IB at Thornton High School (Grades 9-12)

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

STEM at Northglenn High School

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

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

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

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

The SOAR Honors program is a school-wide individualized curriculum designed to enlighten, enrich, and excite students. The program provides structure and support for high-achieving students to prepare for college success. Students enroll in a special area of study by declaring a major. The SOAR Honors program is specific to individual students and the area of choice for educational emphasis. It is designed to provide a well-rounded high school experience including Advanced Placement (AP) courses, extracurricular activities, community service, and extended learning opportunities.

Mountain Range High School Global Studies Program

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

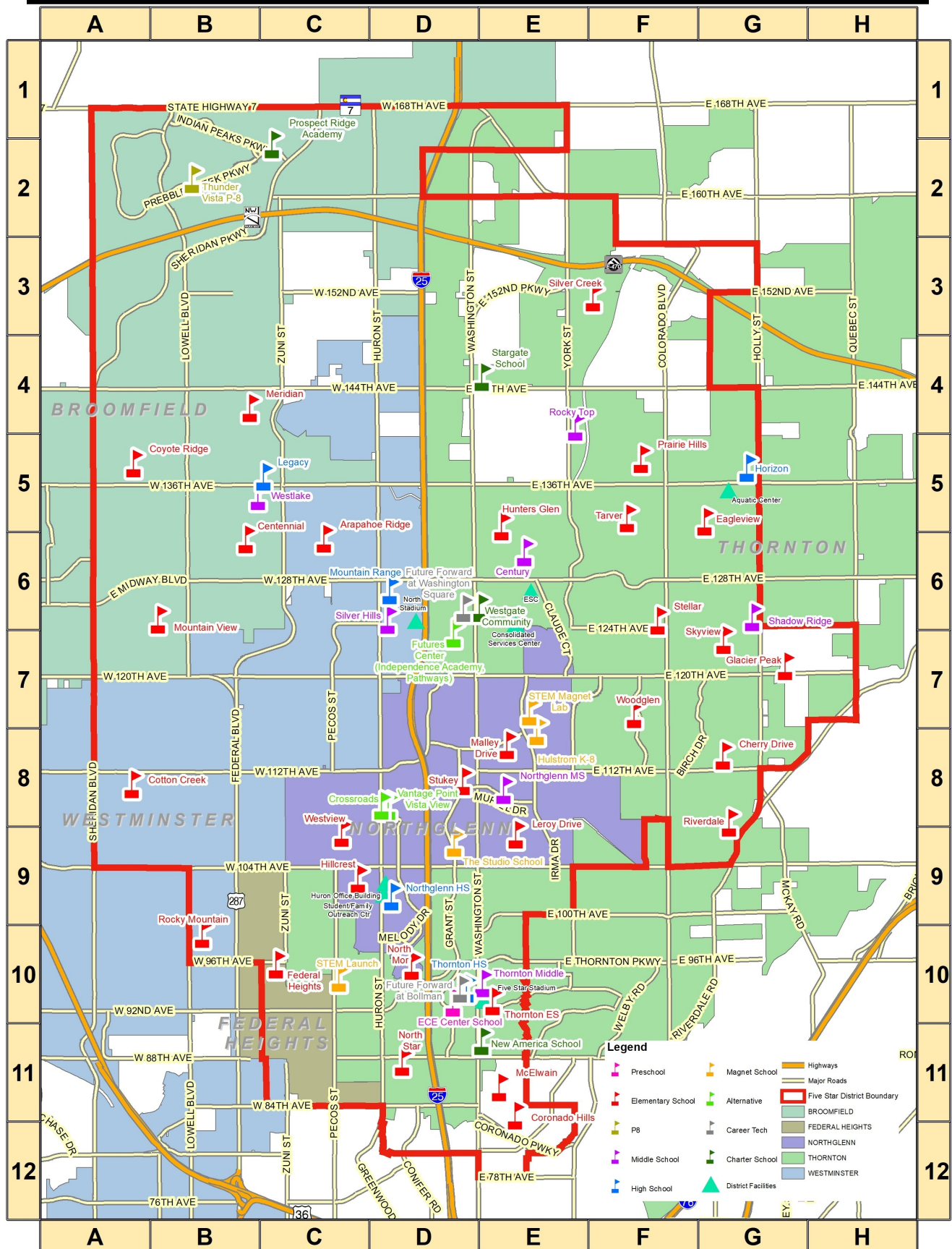
Legacy 2000 at Legacy High School

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

FutureForward at Bollman and Washington Square

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

District Map



School and Campuses Legend

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

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

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

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

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

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

ALTERNATIVE SCHOOLS	
1 Independence Academy	D-6
2 Pathways HS	D-6
3 Vantage Point HS/ Crossroads MS/Vista View	D-8

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

District Enrollment Summary

ADAMS 12 FIVE STAR SCHOOLS *	
Grade Level	Pupils
Pre-K	426
Colorado Preschool Program	411
Full-Day Kindergarten	2,352
Grade 1	2,206
Grade 2	2,420
Grade 3	2,501
Grade 4	2,582
Grade 5	2,655
Grade 6	2,609
Grade 7	2,746
Grade 8	2,881
Grade 9	2,892
Grade 10	2,840
Grade 11	2,998
Grade 12	3,168
District Total	35,687

TOTALS	
	Pupils
Early Childhood Education	837
Elementary Schools	14,716
Middle Schools	8,236
High Schools	11,898
TOTAL	35,687

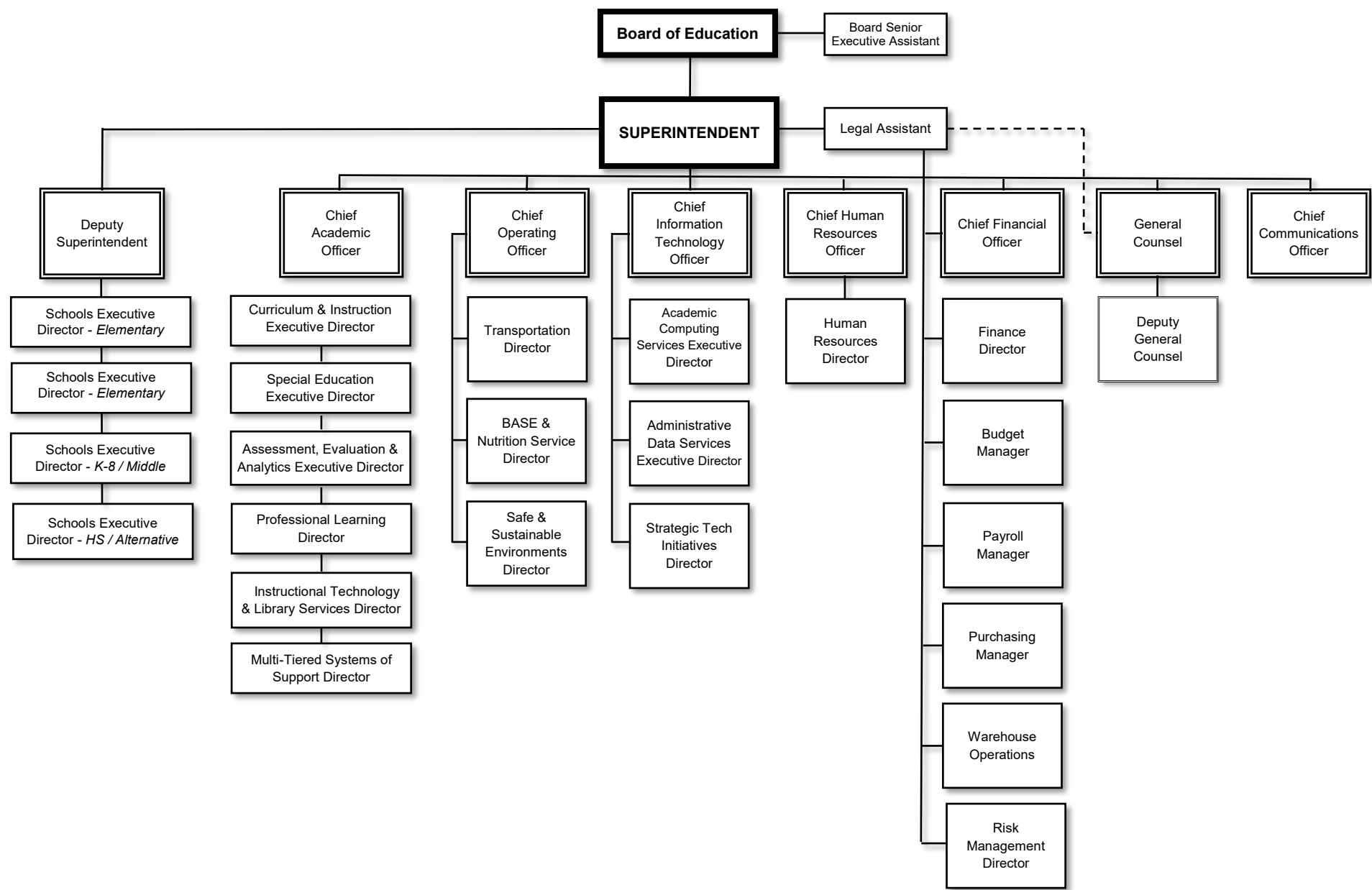


Source: 21-22-SFA-funding - April 13, 2021 ("District Enrollment Summary" tab)

* Includes charter schools

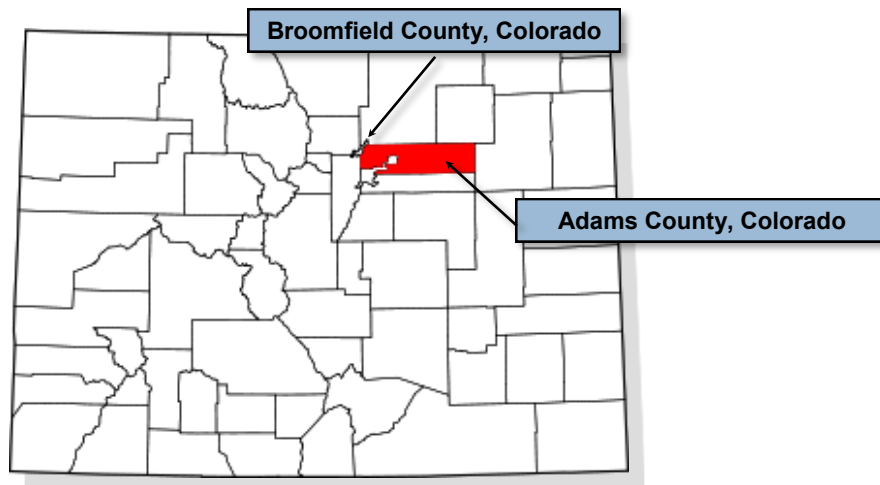


District Organizational Chart



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 2019, 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 (2019)	517,421	70,465
Land area (square miles)	1,167.7	34.0
Median age (2019)	33.8	38.9
Median household income (2015 - 2019)	\$ 71,202	\$ 96,416
Median house value (2015 - 2019)	\$ 307,600	\$ 413,500
Percentage of residents living below poverty level (2015 - 2019)	10.8 %	3.5 %

Racial Breakdown (2019)

White Non-Hispanic	48.9 %	76.4 %
Hispanic	40.8 %	12.7 %
Black	3.5 %	1.2 %
American Indian and Alaska Native	0.4 %	0.2 %
Asian	3.8 %	7.2 %
Native Hawaiian and Other Pacific Islander	0.1 %	0.0 %
Other Race	0.1 %	0.1 %
Two or More Races	2.5 %	2.3 %

Source

United States Census Bureau. Retrieved June 2021 from <http://data.census.gov/cedsci/all?q=Broomfield%20county,%20CO;> Data Tables B01003, DP03, DP04, DP05, S0101, S1501, S1701, S1903,

United States Census Bureau. Retrieved June 2021 from <http://data.census.gov/cedsci/all?q=Adams%20county,%20CO;> Data Tables B01003, DP03, DP04, DP05, S0101, S1501, S1701, S1903,

Demographic Information (cont'd)

	Adams County	Broomfield County
People 25 years or older with high school degree or higher (2015-2019)	83.8 %	96.9 %
People 25 years or older with bachelor's degree or higher (2015-2019)	24.3 %	55.7 %
Industries Providing Employment (2019)		
Agriculture, forestry, fishing and hunting, and mining	1.7 %	0.6 %
Construction	12.4 %	5.6 %
Manufacturing	7.9 %	9.0 %
Wholesale trade	3.5 %	3.3 %
Retail trade	11.8 %	8.2 %
Transportation, warehousing, and utilities	7.0 %	2.5 %
Information	2.5 %	6.0 %
Finance and insurance, real estate, rental and leasing	5.2 %	6.2 %
Professional, scientific, management, and administrative	11.6 %	18.6 %
Educational services, health care and social assistance	17.2 %	22.7 %
Arts, entertainment, recreation, accommodation and food services	9.7 %	9.6 %
Other services, except public administration	5.1 %	4.3 %
Public administration	4.2 %	3.4 %
Age Distribution, % of Population (2019)		
0 - 19	28.5 %	23.9 %
20 - 24	6.3 %	5.9 %
25 - 34	16.6 %	15.2 %
35 - 44	14.8 %	14.8 %
45 - 54	12.1 %	14.4 %
55 - 64	10.9 %	12.3 %
65 - 74	6.8 %	8.4 %
75 and older	3.9 %	5.3 %

Source

United States Census Bureau. Retrieved June 2021 from <http://data.census.gov>; Data Tables B01003, DP03, DP04, DP05, S0101, S1501, S1701, S1903,

Economic Conditions in Colorado

Summary

The State of Colorado's March 2021 Colorado Economic and Fiscal Outlook⁴ addresses the state's economy and General Fund growth of 0.3 percent as forecasted prior to March. The revenue forecast has since been revised as the economic recovery from the impacts of the novel coronavirus 2019 ("COVID-19") continues. Compared to March 2021 forecasts, the June 2021 Colorado Economic and Fiscal Outlook⁵ projects an increase of \$3.7 billion in General Fund revenues between Fiscal Year 2020-21 and Fiscal year 2022-23.

Colorado and National Economic Outlook

After declining in late 2020, total Colorado employment returned to growth in January 2021 as COVID-19 caseloads began to decline and allowed for the easing of public health restrictions. This growth is expected to continue as more people become vaccinated. Colorado's labor force participation rate returned to pre-pandemic levels of 68.6 percent in May 2021. The state is benefiting from a return to domestic travel, although business travel recovery has been slower due to businesses continuing to allow employees to work remotely.

Driven by projections of the fastest Gross Domestic Product growth in decades, the U.S. economy looks to rebound sharply from COVID-19. The U.S. unemployment rate continues to decline at a faster rate than Colorado and as of May 2021 declined to 5.8 percent as business applications increased even in those sectors most affected by COVID-19. Aggregate job openings continue to outpace hirings due to labor supply constraints. While inflation is currently high due in part to supply chain disruptions and reopening sectors, it is expected to subside but remains a risk.

Revenue: General Fund and Cash Fund

As of June 2021, the General Fund revenue is projected to increase by 12.1 percent in Fiscal Year 2020-21, followed by 4.1 percent in Fiscal Year 2021-22, and 4.2 percent in Fiscal Year 2022-23. These revised projection increases are driven by higher than anticipated collections of all major revenue sources and stronger economic growth due to COVID-19 vaccine distribution and high consumer spending.

In March 2021, Fiscal Year 2020-21 total Cash Fund revenues were projected to increase 1.2 percent after decreasing 8.3 percent the prior year. The total Cash Fund revenue subject to TABOR was \$2.3 billion in Fiscal Year 2020-21, an increase of 2.1 percent from the prior year. In Fiscal Year 2021-22, Cash Fund revenue is projected to increase another 9.2 percent, before growing by 5.7 percent in Fiscal Year 2022-23.

Taxpayers Bill of Rights (TABOR)

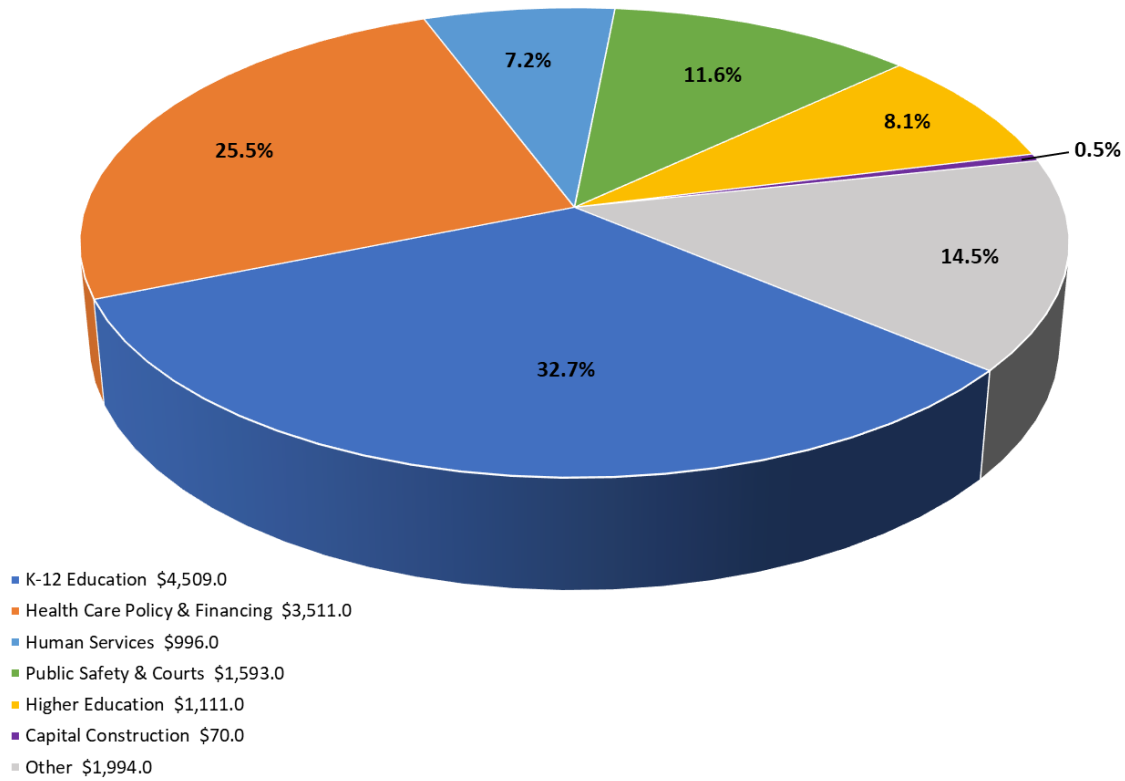
Revenue subject to TABOR is expected to exceed the voter-approved Referendum C cap (as restored by SB21-260) in each of the next 3 fiscal years. In Fiscal Year 2020-21, revenue subject to TABOR is expected to exceed the cap by \$696.6 million. In Fiscal Year 2021-22 and Fiscal Year 2022-23, revenue is projected to exceed the cap by \$1,012.1 million and \$1,133.6 million. The temporary income tax rate reduction (from 4.6 percent to 4.5 percent) is expected to be triggered in both years.

Source

⁴ The Governor's Office of State Planning and Budgeting (2021). *Colorado Economic and Fiscal Outlook* (March 2021, pp. 2-3). Retrieved June 2021 from <https://www.colorado.gov/governor/economics>

⁵ The Governor's Office of State Planning and Budgeting (2021). *Colorado Economic and Fiscal Outlook* (June 2021, pp. 2-4). Retrieved June 2021 from <https://www.colorado.gov/governor/office-state-planning-budgeting>

**General Fund and State Education Fund
Budget Composition for Fiscal Year 2021-22**
(\$ in Millions)



Data Source: Governor's Office of State Planning and Budgeting: FY21-22 Budget Cycle "(November 2, 2020) FY2021-22 Executive Branch Budget Requests", p. 41; pp. 64-72. Retrieved from <https://www.colorado.gov/governor/OSPB>



The Future: Goals and Objectives



ELEVATE

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

In its commitment to jumpstart the work outlined in the new strategic plan by the Five Star community, the Adams 12 Five Star Schools Board of Education prioritized a series of investments aligned to ELEVATE to be featured in a mill levy override ballot measure. Thanks to the support of the Five Star community, Ballot Issue 5C was passed on November 6, 2018, which contributes additional funding to jump-start the community's priorities identified through ELEVATE. For Fiscal Year 2021-22, the estimate revenue is \$28.8 million.

Vision

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

Mission

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

Outcomes

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

Strengths

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



The Future: Goals and Objectives (cont'd)

Focus Areas

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



ELEVATE: Implementation

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

- In December 2018, district-level fees for students at all grade levels were eliminated. Retroactive to the start of the 2018-2019 school year, families will no longer be asked to pay district-level textbook/instructional fees and technology fees. These fees equated to between \$15-\$45 per student. Families who have already paid these district-level fees for the 2018-19 school year received a refund of their payment.
- A major need to meet was class-size reduction and additional funding was aligned to assist. Schools now have the funding to pay for additional teachers to reduce class sizes. Middle schools added 2 teachers and high schools added 3. For elementary schools, nearly 17 teachers were added across the district to address targeted areas with high class sizes.
- 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/initiatives/elevate>

The Future: Goals and Objectives (cont'd)

GOALS

Student Achievement

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

Climate & Culture

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

Social-Emotional Well-Being

- Know every student by name, strength and need

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

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

FOCUS AREAS



21ST CENTURY LEARNERS

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



SAFE SCHOOLS

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



DIVERSE LEARNING

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



SOCIAL-EMOTIONAL LEARNING

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



OUTSIDE-THE-CLASSROOM LEARNING

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



WORLD-CLASS STAFF


































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

The Future: Goals and Objectives (cont'd)



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

prioritized investments are funded through Ballot Issue 5C, which passed on November 6, 2018. More information can be found at www.adams12.org/community/elevate.

Investment Item	Est. Revenue*	Focus Area
Reduce class sizes and increase high school course options: <i>Elementary: Add 16.5 Teachers districtwide to address class sizes above targeted levels</i> <i>Middle: Add 2 Teachers per building</i> <i>High: Add 3 Teachers per building</i>	\$ 4,686,564	 
Update learning materials, resources, and textbooks	\$ 1,559,070	  
Expand Career and Technical Education (CTE) programming	\$ 2,286,636	  
Add Academic Interventionists at elementary and K-8 schools	\$ 1,501,904	
Increase early career educator salary and compensation across all experience levels to remain competitive in the market	\$ 3,324,977	
Increase experience credit to 10 years to better recruit veteran teachers	\$ 519,690	
Develop and implement a new program for teacher leadership	\$ 1,559,070	  
Implement 1% Cost-of-Living Adjustment (COLA) for all staff	\$ 3,501,958	
Implement salary adjustments for identified Administrative and Classified (support staff) roles to remain competitive in the market	\$ 155,907	
Add Counselors and Social Workers to schools at all levels	\$ 3,582,743	 
Develop and implement social-emotional learning curriculum	\$ 415,752	 
Expand preschool to new locations	\$ 727,566	  
Add a member to the district Crisis Response Team	\$ 103,938	 
Install facility access cards at high schools	\$ 311,814	
Add additional Campus Supervisors at high school (2 per comprehensive high school)	\$ 415,752	
Reduce district-level student fees	\$ 1,143,318	 
Update technology devices and systems	\$ 155,907	 
Allocate resources to district charter schools based on enrollment	\$ 2,868,402	 
TOTAL:	\$ 28,820,968	

*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.
- Using appropriate data, the policy interpretations shall include district, school, and sub-groups.

* 60 percent of students meeting college readiness benchmarks represents more than a 50-percent increase from baseline data in the spring of 2016.

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:

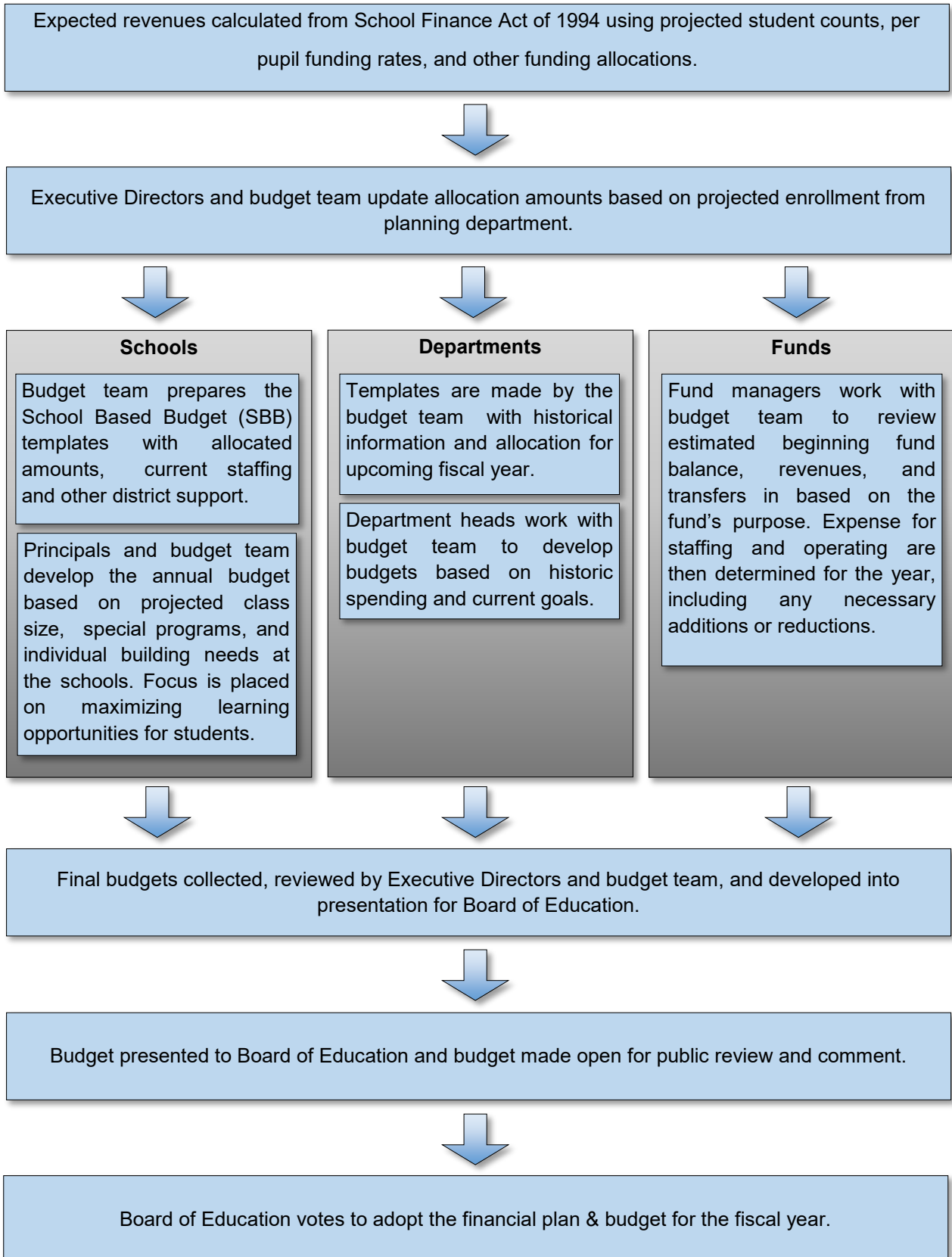
1. Fail to include credible projections of revenues, carryover funds and expenses, separation of capital and operational items, and disclosure of planning assumptions for the organization as a whole, for each school and operating unit, and for each fund.
2. Provide less for Board prerogatives during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

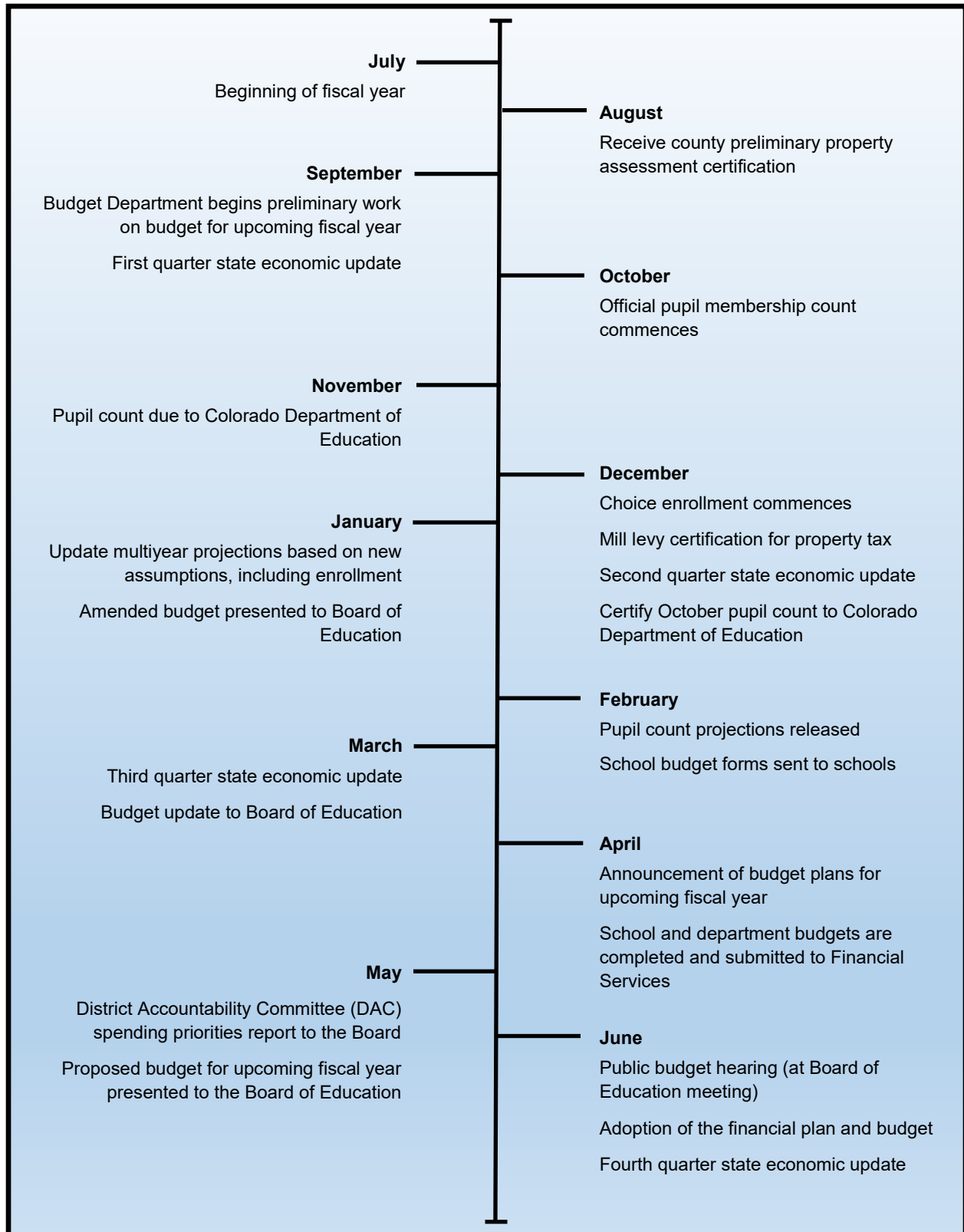
In January, multi-year projections are updated based on new assumptions including enrollment projections. In February and March, funding needs and the prioritization of the allocation of resources are reviewed and budget information is distributed to schools and departments. Throughout the month of March, 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 2021-22 mainly result from the following components:

Employee Compensation

- Compensation adjustments in 2021-22 include a step, equivalent to 1.70 percent and a 1.50 percent cost of living adjustment for certified staff. Administrators and classified adjustments equate to a step equivalent, 1.70 percent, and 1.50 percent cost of living increase. Part of the COLA increase was offset by an increase in the employees' portion of PERA from 10.00 percent to 10.50 percent.
- Certified employee contracts were realigned to that their annual contract period begins on August 1st instead of September 1st.

Employee Benefits

- Health insurance premiums were budgeted with an anticipated increase of 3.21 percent in 2021-22.
- Employees' portion of retirement contributions increased from 10.00 percent to 10.50 percent.

Budget Administration and Management

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

Budget Projections

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

- Beginning Fund Balance: The district determines an estimate of the year-end fund balances to be carried forward to the ensuing year as beginning balances. This requires projections of accounts payable and receivable, expenditures, and revenues for the remainder of the current budget year.
- Revenues: Major revenue sources include local property and specific ownership taxes, state funding, and categorical funding, as well as federal grant funding, tuition, and fees. Revenue projections are made based on pupil count projections and the Total Program Funding formula (comprised of the state's base-per-pupil amount, plus any specific district factors such as at-risk population, cost of living, and district size). The factors are applied to prior years' historical trending to forecast future revenues. Complete details on revenue sources and the projection process are presented in the Executive Summary section titled "Where the Money Comes From."
- Expenditures: Expenditure needs of the district, including adjustments for compensation and inflation are analyzed and then addressed through available funds, including enrollment growth, budget realignment, periodic program evaluation, and historical trending. These are reasonable as the district has experience in adjusting expenditures with consideration of the following factors: analysis of non-instructional versus instructional expenses, class-size adjustments, program effectiveness, and efficiency studies. A review of the district's expenditure projections are presented in the Executive Summary section titled "General Fund Expenditure Assumptions."
- Reserves: Reserves are established to meet the requirements under Article X, Section 20 of the Colorado Constitution (TABOR). The district maintains sufficient reserves to cover multiyear payment commitments to former certified and classified employees for post employment benefit stipends, designated reserve for future needs or projects, unassigned reserve, and a 3.0 percent discretionary serve maintained by the Board of Education (per the district's 2.3 Monitoring Report).

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 19, 2021, it was then published in the local newspaper on May 23, 2021.

- 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 2021-22 on June 16, 2021.
- 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 2021-22 budget on June 16, 2021.
- Budget Filing: The budget is also to remain on file at the main administrative office of the district throughout the year and must be open for public inspection during reasonable business hours. C.R.S. 22-44-111(1)
- Failure to Adopt a Budget: If either the budget or the appropriation resolution is not adopted, then 90 percent of the last duly adopted budget and appropriation resolution shall be deemed to be budgeted and appropriated. C.R.S. 22-44-104

Budget Amendments or Revisions

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

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



Participation in the Budget Process

Invitation to Participate

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

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

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

Contact Information

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

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

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

Board Policies and Procedures

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



Basis of Budgeting

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

Modified Accrual Basis for Governmental Funds

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

Fund Accounting

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

Governmental Funds

General Fund

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

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

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

Bond Redemption Debt Service Fund

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

Building Capital Projects Fund

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

Capital Reserve Capital Projects Fund

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

Special Revenue Funds

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

Before, After and Summer Enrichment Program Fund

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

Governmental Designated Purpose Grants Fund

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

Interscholastic Athletic Fund

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

Food Service Fund

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

Instructional Special Revenue Fund

This fund contains revenues and expenditures for instructional materials, the Preschool Tuition program, transfers from the General Fund for 5C Curriculum, textbooks, and the Full-Day Kindergarten program. The district will no longer charge nor collect fees for full-day kindergarten tuition.

Pupil Activity Special Revenue Fund

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

Other Special Revenue Fund

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

Fiduciary Fund

Pupil Activity Fund

Effective July 1, 2019, implementation of GASB Statement No. 84, Fiduciary Activities⁷ requires governmental agencies to evaluate monies held in fiduciary and agency funds. The new reporting requirements specify that governments holding funds as a trustee or for custodial purposes with no administrative oversight will be required to change accounting standards and reporting. The district evaluated the remaining funds in the Pupil Activity Agency Fund as having district oversight and administrative approval authority based on current policy, therefore in Fiscal Year 2019-20, all funds were reclassified to the Other Special Revenue Fund.

⁷ Governmental Accounting Standards Board. *Statement No. 84 of the Governmental Accounting Standards Board, Fiduciary Activities* (Issued January 2017). Retrieved from https://www.gasb.org/jsp/GASB/Document_C/DocumentPage?cid=1176168786182&acceptedDisclaimer=true



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FINANCIAL SECTION



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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. These include the property taxes allocated to schools.

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

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

Major Expenditure Categories

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

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

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

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

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

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

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

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

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

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



ADAMS 12 FIVE STAR SCHOOLS
SUMMARY OF ALL FUNDS - CONSOLIDATED
FISCAL YEARS 2017-2018 TO 2024-2025

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 414,511,349	\$ 358,554,111	\$ 380,355,183	\$ 324,793,786	\$ 282,930,155	\$ 268,099,348	\$ 227,618,919	\$246,248,685
Local Support								
Property Tax	156,768,473	185,070,923	210,237,216	213,845,585	214,610,758	218,460,235	222,078,999	226,520,579
Specific Ownership Taxes	13,862,710	14,658,994	13,704,723	12,514,978	12,442,479	12,654,001	12,843,811	13,100,687
Other Local	17,030,436	19,384,804	14,642,632	8,671,362	10,357,969	14,267,633	14,600,837	14,942,358
State Support								
State Equalization	205,047,241	221,675,173	226,389,820	207,125,722	233,682,942	233,692,578	237,230,636	242,018,808
State Categorical	17,993,695	24,001,163	25,571,597	24,463,534	31,086,274	29,205,186	28,256,725	27,955,083
Audit Adjustment & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	23,883,740	25,847,555	41,821,747	68,427,750	81,149,398	38,803,911	36,529,682	31,442,935
Other Support								
Tuition & Fees	6,526,736	6,285,023	3,262,104	3,749,492	2,881,111	2,888,595	2,896,206	2,903,947
Community Use	3,383,658	3,318,319	2,971,048	2,112,718	2,600,304	3,027,468	3,073,142	3,119,703
Transfer In From Other Funds	13,001,549	21,378,927	21,778,863	23,221,954	31,557,329	32,093,803	32,639,399	32,802,596
Earnings on Investment	3,729,733	11,201,683	8,636,001	1,798,735	716,372	661,602	588,305	589,345
Other Miscellaneous	673,606	77,006,985	7,342,366	3,199,380	4,937,712	422,550	425,173	427,848
Total Revenue	461,901,578	609,829,549	576,358,117	569,131,210	626,022,648	586,177,562	591,162,915	595,823,889
Total Available Resources	876,412,927	968,383,660	956,713,300	893,924,996	908,952,803	854,276,910	818,781,834	842,072,574
Expenditures								
Employee Salaries	232,187,333	247,641,254	274,022,905	276,950,410	288,254,115	302,518,200	302,050,394	303,047,461
Employee Benefits	69,383,754	80,411,401	87,859,698	87,757,185	95,369,040	98,147,690	98,169,255	98,748,579
Purchased Services	29,658,679	35,714,233	31,037,510	39,485,578	37,158,739	35,542,822	31,557,968	32,091,124
Supplies & Materials	18,867,752	21,498,037	17,426,957	31,477,233	24,778,631	24,336,215	23,957,570	24,395,255
Utilities	6,679,278	6,928,927	7,243,101	9,019,545	8,387,733	8,471,884	8,556,620	8,701,566
Property/Equipment	71,909,807	89,218,405	105,280,881	68,795,438	29,024,654	34,476,109	3,925,691	3,596,439
Debt Services	52,230,077	54,297,130	52,477,705	47,270,625	61,937,275	61,958,700	46,512,475	46,140,225
Internal Charge/Reimbursements	169,990	176,285	179,397	593,445	1,015,211	(3,751,082)	(4,172,765)	(4,938,324)
Other Expenditures	1,107,682	1,611,251	245,696	20,874,941	36,410,775	402,945	405,221	408,441
Contingency Reserve	-	-	-	6,906,889	979,441	940,124	957,240	968,034
Total Expenditures	482,194,352	537,496,923	575,773,850	589,131,289	583,315,614	563,043,607	511,919,668	513,158,800
Transfers								
Allocations to Charter Schools	23,164,902	29,981,478	35,487,122	34,401,197	37,534,168	38,172,249	38,821,177	39,015,283
Charter School Service Charges	(501,988)	(828,854)	(1,120,322)	(1,101,710)	(1,165,546)	(1,185,360)	(1,205,511)	(1,211,539)
Transfer to Governmental Designated Grant Fund	-	-	-	-	(10,388,110)	(9,722,890)	(9,888,179)	(9,937,620)
Transfer to BASE Fund	-	80,461	-	2,278,610	238,420	242,473	246,595	247,828
Transfer for Athletic Subsidy	1,384,484	1,428,019	1,333,019	1,383,719	1,517,237	1,543,030	1,569,262	1,577,108
Transfer to Capital Reserve	5,246,056	11,526,056	6,911,056	6,275,456	4,316,365	4,389,743	4,464,369	4,486,691
Transfer to Instructional Revenue Fund	2,631,009	4,176,287	9,550,207	9,520,407	4,286,011	4,358,873	4,432,974	4,455,139
Transfer of Other Funds for Prior Year Commitments	-	236,116	213,713	217,774	222,129	225,905	229,745	230,894
Transfer to Information Technology Fund	-	-	-	-	17,431,179	17,727,509	18,028,877	18,119,021
Transfer to Insurance Reserve	3,740,000	3,931,988	3,770,868	3,545,988	3,545,988	3,606,270	3,667,577	3,685,915
Total Transfers	35,664,463	50,531,551	56,145,663	56,521,441	57,537,841	59,357,802	60,366,886	60,668,720
Total Year End Expenditures & Transfers	517,858,815	588,028,474	631,919,513	645,652,730	640,853,455	622,401,409	572,286,554	573,827,520
Reserves Designated								
TABOR Reserve	9,184,737	9,854,398	9,973,038	9,149,084	11,648,557	11,946,295	12,112,729	12,238,436
Reserved for Multi-Year Obligations	10,881,224	10,975,952	10,975,952	10,975,952	9,921,570	9,921,570	9,921,570	9,921,570
Contingency Reserve - 3% Per Board Policy	8,276,053	8,405,314	8,800,277	8,146,074	10,860,448	11,045,076	11,194,184	11,306,126
Encumbrances and Carryover	65,694	1,496,917	192,335	-	-	-	-	-
Designated Reserve Commitments	318,500,325	318,725,674	244,484,033	187,662,324	203,812,558	168,193,069	190,266,460	213,570,723
School Carryforward	603,672	896,211	367,987	367,987	-	-	-	-
CPP Reserve	42,367	-	-	-	-	-	-	-
Assigned	-	-	12,967,403	-	-	-	-	-
Designated Override Reserve	-	21,585,123	24,603,476	23,448,778	25,970,454	22,593,147	18,551,310	18,455,933
Unassigned	11,000,039	8,415,596	12,429,285	8,522,067	5,885,761	8,176,344	4,449,027	2,752,266
Ending Fund Balance	358,554,111	380,355,183	324,793,786	248,272,266	268,099,348	231,875,501	246,495,280	268,245,054
Total Appropriations	\$ 876,412,927	\$ 968,383,660	\$ 956,713,299	\$ 893,924,996	\$ 908,952,803	\$ 854,276,910	\$ 818,781,834	\$ 842,072,573

- Listed above is a consolidated summary of all funds for an eight year period from Fiscal Year 2017-18 through Fiscal Year 2024-25. Revenue is listed by major source and expenditures are summarized by objects.

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

ADAMS 12 FIVE STAR SCHOOLS
SUMMARY OF ALL FUNDS - TOTAL RESOURCES
FISCAL YEARS 2020-2021 TO 2021-2022

	2020-2021 Amended Budget			2021-2022 Adopted Budget		
	Beginning Fund Balance	Revenues / Transfers In	Total Resources	Beginning Fund Balance	Revenues / Transfers In	Total Resources
General Funds						
General Fund	81,246,746	381,253,295	462,500,041	63,580,440	414,960,290	478,540,730
Information Technology Fund	-	-	-	-	17,431,179	17,431,179
Insurance Reserve Fund	4,679,883	3,545,988	8,225,871	4,757,531	3,545,988	8,303,519
Debt Service Fund						
Bond Redemption Debt Service Fund	90,302,546	66,862,439	157,164,985	112,352,210	67,031,448	179,383,658
Capital Projects Funds						
Building Capital Projects Fund	100,435,455	2,677,722	103,113,177	58,727,004	3,703,419	62,430,423
Capital Reserve Capital Projects Fund	26,253,435	8,408,034	34,661,469	23,324,758	5,984,450	29,309,208
Special Revenue Funds						
Before, After, and Summer Enrichment Program Fund (BASE)	275,160	6,241,966	6,517,126	467,912	6,309,782	6,777,694
Governmental Designated-Purpose Grants Fund	-	69,669,448	69,669,448	-	81,508,540	81,508,540
Interscholastic Athletic Fund	396,442	1,925,274	2,321,716	366,271	2,470,387	2,836,658
Food Service Fund	3,156,533	10,563,661	13,720,194	5,953,694	12,922,195	18,875,889
Instructional Special Revenue Fund	10,234,340	9,731,646	19,965,986	6,511,399	4,286,011	10,797,410
Pupil Activity Special Revenue Fund	4,278,658	4,593,512	8,872,170	4,387,054	3,957,703	8,344,757
Other Special Revenue Fund	3,534,588	3,658,225	7,192,813	2,501,882	1,911,256	4,413,138
Total Resources	\$ 324,793,786	\$ 569,131,210	\$ 893,924,996	\$ 282,930,155	\$ 626,022,648	\$ 908,952,803

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

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

- Major variances in Revenue/Transfers consist of the following:

1. General Fund - Details of increase included on pages 85-86.
2. Information Technology Fund - New fund in 2021-2022, revenue includes transfer in from the General Fund.
3. Bond Redemption Fund - Increase in Property Tax revenue.
4. Building Capital Projects Fund - Increase in Other Misc. revenue due to increase in e-rate reimbursements.
5. Capital Reserve Fund - Decrease in transfer in from the General Fund due to IT moving to it's own fund.
6. Governmental Grants Fund - All increases/decreases detailed on page 106.
7. Interscholastic Athletic Fund - Increase in the transfer in from the General Fund to cover increased coaching stipends and to ensure fund meets one month required reserves
8. Food Service Fund - Increase in federal revenue due to a higher reimbursement rate from the Seamless Summer Option waiver extended through 2021-2022.
9. Instructional Special Revenue Fund - Decrease in the transfer in from the General Fund due to kindergarten teacher expenditures moving into the General Fund.
10. Pupil Activity Special Revenue Fund - Planned decrease in student fees due to decrease in student enrollment.
11. Other Special Revenue Fund - Decrease in Other Local due to the decrease in local grants received.

ADAMS 12 FIVE STAR SCHOOLS
SUMMARY OF ALL FUNDS - TOTAL EXPENDITURES AND TRANSFERS OUT
FISCAL YEARS 2020-2021 TO 2021-2022

	2020-2021 Amended Budget			2021-2022 Adopted Budget		
	Expenditures	Transfers Out	Total Expenditures & Transfers	Expenditures	Transfers Out	Total Expenditures & Transfers
General Funds						
General Fund	348,276,038	56,521,441	404,797,479	355,773,519	58,365,587	414,139,106
Information Technology Fund	-	-	-	16,845,516	(827,746)	16,017,770
Insurance Reserve Fund	4,202,240	-	4,202,240	4,198,160	-	4,198,160
Debt Service Fund						
Bond Redemption Debt Service Fund	44,812,775	-	44,812,775	59,479,150	-	59,479,150
Capital Projects Funds						
Building Capital Projects Fund	70,770,695	-	70,770,695	26,205,516	-	26,205,516
Capital Reserve Capital Projects Fund	11,056,423	-	11,056,423	6,340,021	-	6,340,021
Special Revenue Funds						
Before, After, and Summer Enrichment Program Fund (BASE)	6,240,694	-	6,240,694	6,081,601	-	6,081,601
Governmental Designated Purpose Grants Fund	69,669,448	-	69,669,448	81,508,540	-	81,508,540
Interscholastic Athletic Fund	2,320,748	-	2,320,748	2,550,042	-	2,550,042
Food Service Fund	10,952,566	-	10,952,566	12,679,938	-	12,679,938
Instructional Special Revenue Fund	11,564,380	-	11,564,380	4,504,445	-	4,504,445
Pupil Activity Special Revenue Fund	4,574,351	-	4,574,351	4,697,858	-	4,697,858
Other Special Revenue Fund	4,690,931	-	4,690,931	2,451,308	-	2,451,308
Total Expenditures & Transfers Out	\$ 589,131,289	\$ 56,521,441	\$ 645,652,730	\$ 583,315,614	\$ 57,537,841	\$ 640,853,455

- 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 Resources chart above.

- In Fiscal Year 2021-2022 a one time transfer to the Governmental Designated Grant Fund of \$0.80 million associated with the American Rescue Plan (ESSER funds) is included in the Information Technology Fund.

**ADAMS 12 FIVE STAR SCHOOLS
SUMMARY OF OPERATING FUNDS
REVENUE BY SOURCE
EXPENDITURES BY OBJECT AND FUND RESERVES
FISCAL YEAR 2021-2022**

	General Fund	Insurance Reserve Fund	Information Technology Fund	Governmental Designated Purpose Grants Fund	Interscholastic Athletic Fund	Pupil Activity Special Revenue Fund
Beginning Fund Balance and Net Assets	\$ 63,580,440	\$ 4,757,531	\$ -	\$ -	\$ 366,271	\$ 4,387,054
Local Support						
Property Tax	147,579,310	-	-	-	-	-
Specific Ownership Taxes	12,442,479	-	-	-	-	-
Other Local	11,638	-	-	-	205,500	2,329,213
State Support						
State Equalization	233,682,942	-	-	-	-	-
State Categorical	19,077,636	-	-	11,930,626	-	-
Audit Adjustment & Other	-	-	-	-	-	-
Federal Support						
Federal Revenue	-	-	-	69,577,914	-	-
Other Support						
Tuition & Fees	1,039,000	-	-	-	440,250	1,401,861
Community Use	325,000	-	-	-	305,000	-
Transfer In From Other Funds	-	3,545,988	17,431,179	-	1,517,237	222,129
Earnings on Investment	520,885	-	-	-	2,400	4,500
Other Miscellaneous	281,400	-	-	-	-	-
Total Revenue	414,960,290	3,545,988	17,431,179	81,508,540	2,470,387	3,957,703
Total Available Resources	478,540,730	8,303,519	17,431,179	81,508,540	2,836,658	8,344,757
Expenditures						
Employee Salaries	252,308,693	311,330	5,518,039	17,837,229	1,264,799	92,430
Employee Benefits	84,295,216	94,749	1,626,384	5,655,123	301,531	20,658
Purchased Services	11,057,067	3,308,892	10,049,610	5,501,442	204,412	1,259,070
Supplies & Materials	7,940,001	24,000	315,313	1,421,271	74,400	2,958,059
Utilities	8,328,373	-	39,414	1,996	-	-
Property/Equipment	506,579	1,000	371,140	5,716,270	18,500	56,118
Debt Services	-	-	-	-	-	-
Internal Charges/Reimbursements	(9,504,878)	456,689	(1,057,950)	9,340,283	213,450	263,903
Other Expenditures	302,743	1,500	8,300	36,034,926	8,500	47,620
Contingency Reserve	539,725	-	(24,734)	-	464,450	-
Total Expenditures	355,773,519	4,198,160	16,845,516	81,508,540	2,550,042	4,697,858
Transfers						
Allocations to Charter Schools	37,534,168	-	-	-	-	-
Charter School Service Charges	(1,165,546)	-	-	-	-	-
Transfer to Governmental Designated Grant Fund	(9,560,364)	-	(827,746)	-	-	-
Transfer to BASE Fund	238,420	-	-	-	-	-
Transfer for Athletic Subsidy	1,517,237	-	-	-	-	-
Transfer to Capital Reserve	4,316,365	-	-	-	-	-
Transfer to Instructional Revenue Fund	4,286,011	-	-	-	-	-
Transfer of Other Funds for Prior Year Commitments	222,129	-	-	-	-	-
Transfer to Information Technology Fund	17,431,179	-	-	-	-	-
Transfer to Insurance Reserve	3,545,988	-	-	-	-	-
Total Transfers	58,365,587	-	(827,746)	-	-	-
Total Year End Expenditures & Transfers	414,139,106	4,198,160	16,017,770	81,508,540	2,550,042	4,697,858
Reserves Designated						
TABOR Reserve	10,860,448	-	-	-	74,112	118,731
Reserved for Multi-Year Obligations	9,921,570	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	10,860,448	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-
Designated Reserve Commitments	7,101,363	4,105,359	1,413,409	-	212,504	3,286,072
School Carryforward	-	-	-	-	-	-
CPP Reserve	-	-	-	-	-	-
Designated Override Reserve	19,772,034	-	-	-	-	242,096
Unassigned	5,885,761	-	-	-	-	-
Ending Fund Balance	64,401,624	4,105,359	1,413,409	-	286,616	3,646,899
Total Appropriations	\$ 478,540,730	\$ 8,303,519	\$ 17,431,179	\$ 81,508,540	\$ 2,836,658	\$ 8,344,757

- Operating funds listed above include the General Fund, Information Technology, Insurance Reserve, and Special Revenue Funds.

**ADAMS 12 FIVE STAR SCHOOLS
SUMMARY OF OPERATING FUNDS
REVENUE BY SOURCE
EXPENDITURES BY OBJECT AND FUND RESERVES
FISCAL YEAR 2021-2022**

	Other Special Revenue Fund	Instructional Special Revenue Fund	Food Service Fund	Before, After & Summer Enrichment Program Fund	Sub-Total Operating Funds
Beginning Fund Balance and Net Assets	\$ 2,501,882	\$ 6,511,399	\$ 5,953,694	\$ 467,912	\$ 88,526,183
Local Support					
Property Tax	-	-	-	-	147,579,310
Specific Ownership Taxes	-	-	-	-	12,442,479
Other Local	382,000	-	1,249,699	6,071,362	10,249,412
State Support					
State Equalization	-	-	-	-	233,682,942
State Categorical	-	-	78,012	-	31,086,274
Audit Adjustment & Other	-	-	-	-	-
Federal Support					
Federal Revenue	-	-	11,571,484	-	81,149,398
Other Support					
Tuition & Fees	-	-	-	-	2,881,111
Community Use	460,776	-	-	-	1,090,776
Transfer In From Other Funds	-	4,286,011	-	238,420	27,240,964
Earnings on Investment	-	-	13,000	-	540,785
Other Miscellaneous	1,068,480	-	10,000	-	1,359,880
	1,911,256	4,286,011	12,922,195	6,309,782	549,303,331
	4,413,138	10,797,410	18,875,889	6,777,694	637,829,514
Expenditures					
Employee Salaries	383,577	146,261	4,642,230	3,918,982	286,423,570
Employee Benefits	117,632	47,857	1,456,365	1,192,100	94,807,615
Purchased Services	11,400	45,000	398,988	464,800	32,300,681
Supplies & Materials	1,936,149	4,265,327	5,001,687	253,414	24,189,621
Utilities	-	-	660	17,290	8,387,733
Property/Equipment	-	-	94,798	12,000	6,776,405
Debt Services	-	-	-	-	-
Internal Charges/Reimbursements	2,550	-	1,079,819	221,320	1,015,186
Other Expenditures	-	-	5,391	1,695	36,410,675
Contingency Reserve	-	-	-	-	979,441
Total Expenditures	2,451,308	4,504,445	12,679,938	6,081,601	491,290,927
Transfers					
Allocations to Charter Schools	-	-	-	-	37,534,168
Charter School Service Charges	-	-	-	-	(1,165,546)
Transfer to Governmental Designated Grant Fund	-	-	-	-	(10,388,110)
Transfer to BASE Fund	-	-	-	-	238,420
Transfer for Athletic Subsidy	-	-	-	-	1,517,237
Transfer to Capital Reserve	-	-	-	-	4,316,365
Transfer to Instructional Revenue Fund	-	-	-	-	4,286,011
Transfer of Other Funds for Prior Year Commitments	-	-	-	-	222,129
Transfer to Information Technology Fund	-	-	-	-	17,431,179
Transfer to Insurance Reserve	-	-	-	-	3,545,988
Total Transfers	-	-	-	-	57,537,841
Total Year End Expenditures & Transfers	2,451,308	4,504,445	12,679,938	6,081,601	548,828,768
Reserves Designated					
TABOR Reserve	57,338	128,580	40,521	189,293	11,469,023
Reserved for Multi-Year Obligations	-	-	-	-	9,921,570
Contingency Reserve - 3% Per Board Policy	-	-	-	-	10,860,448
Encumbrances and Carryover	-	-	-	-	-
Designated Reserve Commitments	1,904,492	496,816	6,155,430	506,800	25,182,245
School Carryforward	-	-	-	-	-
CPP Reserve	-	-	-	-	-
Designated Override Reserve	-	5,667,569	-	-	25,681,699
Unassigned	-	-	-	-	5,885,761
Ending Fund Balance	1,961,830	6,292,965	6,195,951	696,093	89,000,746
Total Appropriations	\$ 4,413,138	\$ 10,797,410	\$ 18,875,889	\$ 6,777,694	\$ 637,829,514

- The Bond Redemption, Capital Reserve, Building, and Pupil Activity Agency Funds are summarized on the following pages.

**ADAMS 12 FIVE STAR SCHOOLS
SUMMARY OF OPERATING FUNDS
REVENUE BY SOURCE
EXPENDITURES BY OBJECT AND FUND RESERVES
FISCAL YEAR 2021-2022**

	Total Operating Funds	Bond Redemption Fund	Capital Reserve Fund	Building Fund	Total All Funds
Beginning Fund Balance	\$ 88,526,183	\$ 112,352,210	\$ 23,324,758	\$ 58,727,004	\$ 282,930,155
Local Support					
Property Tax	147,579,310	67,031,448	-	-	214,610,758
Specific Ownership Taxes	12,442,479	-	-	-	12,442,479
Other Local	10,249,412	-	108,557	-	10,357,969
State Support					
State Equalization	233,682,942	-	-	-	233,682,942
State Categorical	31,086,274	-	-	-	31,086,274
Audit Adjustment & Other	-	-	-	-	-
Federal Support					
Federal Revenue	81,149,398	-	-	-	81,149,398
Other Support					
Tuition & Fees	2,881,111	-	-	-	2,881,111
Community Use	1,090,776	-	1,509,528	-	2,600,304
Transfer In From Other Funds	27,240,964	-	4,316,365	-	31,557,329
Earnings on Investment	540,785	-	50,000	125,587	716,372
Other Miscellaneous	1,359,880	-	-	3,577,832	4,937,712
Total Revenue	549,303,331	67,031,448	5,984,450	3,703,419	626,022,648
Total Available Resources	637,829,514	179,383,658	29,309,208	62,430,423	908,952,803
Expenditures					
Employee Salaries	286,423,570	-	62,581	1,767,964	288,254,115
Employee Benefits	94,807,615	-	21,723	539,702	95,369,040
Purchased Services	32,300,681	16,000	1,771,000	3,071,058	37,158,739
Supplies & Materials	24,189,621	-	323,700	265,310	24,778,631
Utilities	8,387,733	-	-	-	8,387,733
Property/Equipment	6,776,405	-	1,686,767	20,561,482	29,024,654
Debt Services	-	59,463,150	2,474,125	-	61,937,275
Internal Charge/Reimbursements	1,015,186	-	25	-	1,015,211
Other Expenditures	36,410,675	-	100	-	36,410,775
Contingency Reserve	979,441	-	-	-	979,441
Total Expenditures	491,290,927	59,479,150	6,340,021	26,205,516	583,315,614
Transfers					
Allocations to Charter Schools	37,534,168	-	-	-	37,534,168
Charter School Service Charges	(1,165,546)	-	-	-	(1,165,546)
Transfer to Governmental Designated Grant Fund	(10,388,110)	-	-	-	(10,388,110)
Transfer to BASE Fund	238,420	-	-	-	238,420
Transfer for Athletic Subsidy	1,517,237	-	-	-	1,517,237
Transfer to Cap Reserve	4,316,365	-	-	-	4,316,365
Transfer to Instructional Revenue Fund	4,286,011	-	-	-	4,286,011
Transfer of Other Funds for Prior Year Commitments	222,129	-	-	-	222,129
Transfer to Information Technology Fund	17,431,179	-	-	-	17,431,179
Transfer to Insurance Reserve	3,545,988	-	-	-	3,545,988
Total Transfers	57,537,841	-	-	-	57,537,841
Total Year End Expenditures & Transfers	548,828,768	59,479,150	6,340,021	26,205,516	640,853,455
Reserves Designated					
TABOR Reserve	11,469,023	-	179,534	-	11,648,557
Reserved for Multi-Year Obligations	9,921,570	-	-	-	9,921,570
Contingency Reserve - 3% Per Board Policy	10,860,448	-	-	-	10,860,448
Encumbrances and Carryover	-	-	-	-	-
Designated	25,182,245	119,904,508	22,500,898	36,224,907	203,812,558
School Carryforward	-	-	-	-	-
CPP Reserve	-	-	-	-	-
Designated Override Reserve	25,681,699	-	288,755	-	25,970,454
Unassigned	5,885,761	-	-	-	5,885,761
Ending Fund Balance	89,000,746	119,904,508	22,969,187	36,224,907	268,099,348
Total Appropriations	\$ 637,829,514	\$ 179,383,658	\$ 29,309,208	\$ 62,430,423	\$ 908,952,803

General Fund Assumptions

Assumptions and Planning Criteria

The General Fund is the main operating fund for Adams 12 Five Star Schools. The budgets for the schools and 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/Boulder 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 2021-22 budget, the district's funded pupil count projection was determined by the planning department and may differ slightly from spreadsheets found on the Colorado Department of Education's website. The funded pupil count is projected to be 36,697 which includes 3,699 Charter school students. The district uses an extended 5 year enrollment plan that is used for forecasting future funding, planned expenditures, and new school needs.

Public School Finance Act

The statewide base in Fiscal Year 2021-22 will be \$7,225, an increase of \$141 (or 2.0 percent) over the Fiscal Year 2020-21 base of \$7,084. Total Program district revenues from this source, as adjusted by the funding factors below, are expected to be \$323.7 million for Fiscal Year 2021-22.

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 1.225 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 2021-22.
- **ELL Factor:** New factor in Fiscal Year 2021-2022, calculated as 8 percent of preliminary per pupil funding multiplied by ELL enrollment.
- **Budget Stabilization Factor:** Formerly called the 'negative factor', this is a method used by the state to balance its budget. It was first introduced when economic conditions placed financial hardships on the state and caused extensive reductions. The current Budget Stabilization Factor for all districts is 6.78 percent, an improvement over the Fiscal Year 2020-21 factor of 14.04 percent, but still amounts to \$26.7 million in decreased funding.

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) uncollectable property taxes. Property tax revenues are projected to be \$147.6 million for Fiscal Year 2021-22.

- Each school district is required to impose a property tax levy to finance its local share of Total Program funding. The mill rate is set by the state and is currently 27.00 mills. With a projected assessed valuation of \$3.1 billion for properties within the district, the base property tax revenue is \$84.3 million.
- Mill levy overrides are additional revenues that have been approved by district voters. Adams 12 Five Star Schools have successfully passed five mill levy overrides that total \$64.2 million in additional annual revenues.
- Uncollectable property tax revenue is estimated to be \$0.5 million.

At-Risk Funding

Beginning in Fiscal Year 2021-2022 state legislation changed the definition of at-risk pupils by adding those pupils eligible for reduced-priced lunch under the federal school lunch program and removing the subset of English Language Learner (ELL) pupils and applying those students to the new ELL factor. The projected district at-risk enrollment is 16,769.4 students according to Total Program Funding, and will provide nearly \$18.0 million in additional funding for Fiscal Year 2021-22. The projected district ELL enrollment is 4,013 and will provide nearly \$2.9 million in additional funding for Fiscal Year 2021-2022.

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 \$12.4 million, of which \$5.7 million will be used as the local share of Total Program funding.

Special Education Funding

Funding for Special Education programs is made available through the Colorado Exceptional Children's Educational Act (ECEA) of 2013. Projected funding of \$9.1 million is planned for Fiscal Year 2021-22.

Vocational Education

Funding for Vocational Education is provided through the State Board for Community Colleges and Occupational Education. Funding is to cover the cost of instruction personnel, supplies, equipment, and instructional services provided by cooperating agencies or institutions. Estimated revenue of \$1.4 million is projected for Fiscal Year 2021-22.

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 \$2.2 million is projected for Fiscal Year 2021-22.

Transfers

The transfers to other funds total \$58.4 million. This includes \$4.3 million for the Capital Reserve Fund, \$3.5 million for the Insurance Reserve Fund, \$17.4 million for the Information Technology Fund, \$1.5 million for the Athletic Fund, \$4.3 million for the Instructional Revenue Fund, \$0.2 million to the Before, After & Summer Enrichment (BASE) Fund, \$0.2 million to the Pupil Activity Special Revenue Fund, (\$9.5) million to the Governmental Designated Grant Fund, and \$36.4 million to the district's 4 charter schools.

Expenditures

The General Fund accounts for the vast majority of the district's expenditures. General Fund expenditures and transfers are budgeted at \$414.1 million for Fiscal Year 2021-22. A one time transfer of expenses from the General Fund to the Governmental Designated Grants Fund of \$9.6 million associated with ESSER funding is included in the total. With this one time adjustment, there is an overall increase of \$9.3 million from the Fiscal Year 2020-21 Amended budget.

Included in the expenditures is a salary increase associated with a certified step and a step equivalent for administrators and classified staff and a cost of living adjustment (COLA) of 1.5 percent. In addition to the salary increase, additional staff was hired to staff the online program, and the district staffed all schools based on principal requests and not the standard ratio. Benefit expenses increased because of medical insurance premiums. The PERA employer rate for Fiscal Year 2021-22 remained at 20.90 percent.

Other adjustments include a variety of increases in both recurring and one time expenditures. The total increase in the recurring expenses is \$2.0 million, of which \$1.4 million is for staffing across district support services. The increase in one time expenses total \$9.6 million: \$7.6 million for additional school based staff and \$2.0 million for staffing the Five Star Online program.

Reserves

The ending fund balance for Fiscal Year 2021-22 is projected to increase by \$6.7 million to \$64.4 million. This increase is the direct result of the one time transfer of expenses to the Government Designated Reserve Fund associated with the spend down of the district's multiple ESSER allocations. Reserves have been established to meet requirements under Article X, Section 20 of the Colorado Constitution (TABOR). The TABOR reserve is estimated to be \$10.9 million, and in a prior fiscal year, the Board voted to use the same calculation methodology for the 3 percent contingency reserve. The multi-year obligation budgeted at \$9.9 million covers post employment benefit stipends paid to former eligible certified and classified employees. Approximately 50 certified and 40 classified staff budgeted for this benefit in Fiscal Year 2021-22, and the forecast remains the same for the next 3 years. The remaining reserves account for designated reserves, unassigned reserves, and mill levy override reserves.

General Fund Multi-Year Projections

The district conservatively forecasts pupil enrollment decline over the next three years and a corresponding staff reduction to return to the pre-pandemic student-to-teacher ratios. The statutory employer contribution rates to PERA are projected to increase by 0.5 percent in July 2022 and remain constant for the following two years. Health insurance is expected to increase 5 percent each of the following three fiscal years. Colorado's economy was not impacted as significantly as anticipated during the pandemic, and the decline in enrollment will partially be offset by a forecasted increase in the per-pupil revenue. Still, the district will have to reduce expenses and use some reserves to balance the budget. The fund balance is expected to decrease in the forecasted fiscal years due to this assumption. 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 \$478.5 million in Fiscal Year 2021-22. Estimated expenditures of \$355.8 million and transfers out to other funds of \$58.4 million will leave an estimated ending fund balance of \$64.4 million at the end of the Fiscal Year 2021-22. For the Fiscal Year 2022-23 through 2024-25, per-pupil revenue is projected to increase by 2.5 percent annually. Expenditures in the forecasted years will increase due to increased revenue and the district's plan to spend down ESSER funding through 2024. In all forecasted fiscal years, assumptions include reducing staffing and annual step and step equivalent increases.

Mill Levy Override Elections

Adams 12 Five Star Schools was successful in passing 5 mill levy override elections. These mill levy override elections provide \$64.2 million annually as funding resources for the district.

<u>Year</u>	<u>Amount of Override</u>
1991	\$ 5,400,000
2000	10,200,000
2004	9,900,000
2008	9,900,000
<u>2018</u>	<u>28,820,968</u>
Total	\$ 64,220,968

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 second-language 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



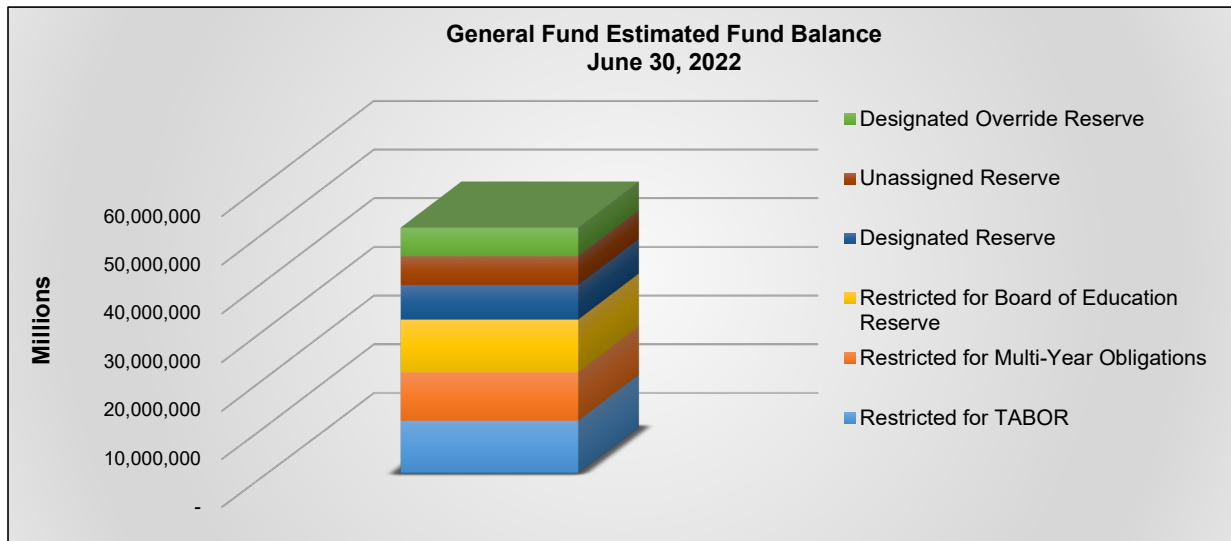
- Core teachers
- Staff development
- Gifted and Talented
- Retention of highly qualified staff
- Increase safety and security

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



**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND BALANCE
FISCAL YEARS 2017-2018 TO 2021-2022**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Amended Budget	2021-2022 Adopted Budget
Beginning Fund Balance	\$ 33,901,377	\$ 43,657,259	\$ 63,489,960	\$ 81,246,746	\$ 63,580,440
Revenues	336,799,302	388,913,241	408,824,777	381,253,295	414,960,290
Transfers In	-	-	-	-	-
Total Revenue Sources	336,799,302	388,913,241	408,824,777	381,253,295	414,960,290
Total Resources Available	370,700,679	432,570,500	472,314,737	462,500,041	478,540,730
Expenditures	291,378,957	318,548,988	334,922,328	348,276,038	355,773,519
Transfers Out	35,664,463	50,531,551	56,145,663	56,521,441	58,365,587
Total Expenditures and Transfers Out	327,043,420	369,080,539	391,067,991	404,797,479	414,139,106
Total Revenue Over (Under) Total Expenditures and Transfers Out	9,755,882	19,832,703	17,756,786	(23,544,184)	821,184
Ending Fund Balance:	\$ 43,657,259	\$ 63,489,962	\$ 81,246,747	\$ 57,702,562	\$ 64,401,624



Fiscal Year 2021-2022 Estimated Ending Fund Balance	Amount
Restricted for TABOR	10,860,448
Restricted for Multi-Year Obligations	9,921,570
Restricted for Board of Education Reserve	10,860,448
Designated Reserve	7,101,363
Designated Override Reserve	19,772,034
Unassigned Reserve	5,885,761
Total	\$ 64,401,624

ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2017-2018 TO 2024-2025

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 33,901,377	\$ 43,657,259	\$ 63,489,960	\$ 81,246,746	\$ 63,580,440	\$ 64,401,624	\$ 54,454,271	\$ 50,136,262
Local Support								
Property Taxes	103,117,923	130,386,136	145,201,116	146,983,146	147,579,310	150,088,158	152,339,480	155,386,270
Specific Ownership Taxes	13,862,710	14,314,979	13,704,723	12,514,978	12,442,479	12,654,001	12,843,811	13,100,687
Other Local	30,376	33,449	25,122	20,176	11,638	11,638	11,638	11,638
State Support								
State Equalization	205,047,241	221,675,173	226,389,820	207,125,722	233,682,942	233,692,578	237,230,636	242,018,808
State Categorical	11,525,785	17,607,545	18,596,386	12,727,745	19,077,636	19,401,956	19,692,985	20,086,845
Audit Adjustment & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	964,103	1,080,709	902,363	752,743	1,039,000	1,039,000	1,039,000	1,039,000
Community Use	1,165,456	389,521	327,350	312,000	325,000	325,000	325,000	325,000
Transfer In From Other Funds	-	-	-	-	-	-	-	-
Earnings on Investment	645,637	2,996,834	3,347,434	520,885	520,885	520,885	520,885	520,885
Other Miscellaneous	440,071	428,895	330,464	295,900	281,400	281,400	281,400	281,400
Total Revenue	336,799,302	388,913,241	408,824,777	381,253,295	414,960,290	418,014,616	424,284,835	432,770,533
Total Available Resources	370,700,678	432,570,500	472,314,737	462,500,041	478,540,730	482,416,240	478,739,106	482,906,795
Expenditures								
Employee Salaries	205,833,959	219,103,469	232,061,958	238,344,143	252,308,693	259,129,944	261,721,243	266,170,504
Employee Benefits	61,552,367	71,882,393	76,124,115	75,864,231	84,295,216	86,098,808	86,959,796	88,438,113
Purchased Services	14,995,780	16,096,438	15,860,228	18,722,735	11,057,067	11,167,638	11,279,314	11,471,062
Supplies & Materials	8,224,536	8,688,023	6,107,758	10,672,258	7,940,001	8,019,401	8,099,595	8,237,288
Utilities	6,664,374	6,909,475	7,221,677	9,000,300	8,328,373	8,411,657	8,495,774	8,640,202
Property/Equipment	431,421	1,826,451	2,629,895	662,318	506,579	511,645	516,761	525,546
Debt Service	527,979	527,979	527,980	-	-	-	-	-
Internal Charge/Reimbursements	(7,019,294)	(6,651,605)	(5,808,357)	(5,273,100)	(9,504,878)	(9,599,927)	(9,695,926)	(9,860,757)
Other Expenditures	167,835	166,366	197,075	283,153	302,743	305,770	308,828	314,078
Contingency Reserve	-	-	-	-	539,725	545,122	550,573	559,933
Total Expenditures	291,378,957	318,548,988	334,922,328	348,276,038	355,773,519	364,590,058	368,235,958	374,495,969
Transfers								
Allocations to Charter Schools	23,164,902	29,981,478	35,487,122	34,401,197	37,534,168	38,172,249	38,821,177	39,015,283
Charter School Service Charges	(501,988)	(828,854)	(1,120,322)	(1,101,710)	(1,165,546)	(1,185,360)	(1,205,511)	(1,211,539)
Transfer to Governmental								
Designated Grant Fund	-	-	-	-	(9,560,364)	(9,722,890)	(9,888,179)	(9,937,620)
Transfer to BASE Fund	-	80,461	-	2,278,610	238,420	242,473	246,595	247,828
Transfer for Athletic Subsidy	1,384,484	1,428,019	1,333,019	1,383,719	1,517,237	1,543,030	1,569,262	1,577,108
Transfer to Capital Reserve	5,246,056	11,526,056	6,911,056	6,275,456	4,316,365	4,389,743	4,464,369	4,486,691
Transfer to Instructional Special Revenue Fund	2,631,009	4,176,287	9,550,207	9,520,407	4,286,011	4,358,873	4,432,974	4,455,139
Transfer to Other Funds for Prior Year Commitments	-	236,116	213,713	217,774	222,129	225,905	229,745	230,894
Transfer to Information Technology Fund	-	-	-	-	17,431,179	17,727,509	18,028,877	18,119,021
Transfer to Insurance Reserve	3,740,000	3,931,988	3,770,868	3,545,988	3,545,988	3,606,270	3,667,577	3,685,915
Total Transfers	35,664,463	50,531,551	56,145,663	56,521,441	58,365,587	59,357,802	60,366,886	60,668,720
Total Year End Expenditures & Transfers	327,043,420	369,080,539	391,067,991	404,797,479	414,139,106	423,947,860	428,602,844	435,164,689
Reserves Designated								
TABOR Reserve	8,276,053	8,405,314	8,800,277	8,146,074	10,860,448	11,045,076	11,194,184	11,306,126
Reserved for Multi-Year Obligations	10,881,224	10,975,952	10,975,952	10,975,952	9,921,570	9,921,570	9,921,570	9,921,570
Contingency Reserve - 3% Per Board Policy	8,276,053	8,405,314	8,800,277	8,146,074	10,860,448	11,045,076	11,194,184	11,306,126
Encumbrances and Carryover	65,694	1,496,917	192,335	-	-	-	-	-
Designated Reserve Commitments	4,512,157	6,095,819	6,511,054	1,839,434	7,101,363	1,842,559	921,280	-
School Carryforward	603,672	896,211	367,987	367,987	-	-	-	-
CPP Reserve	42,367	-	-	-	-	-	-	-
Assigned	-	-	12,967,403	-	-	-	-	-
Designated Override Reserve	-	18,798,836	20,202,175	19,704,974	19,772,034	16,437,755	12,456,017	12,456,017
Unassigned	11,000,039	8,415,597	12,429,285	8,522,067	5,885,761	8,176,344	4,449,027	2,752,266
Ending Fund Balance	\$ 43,657,259	\$ 63,489,960	\$ 81,246,746	\$ 57,702,562	\$ 64,401,624	\$ 58,468,380	\$ 50,136,262	\$ 47,742,105
Total Appropriations	370,700,679	432,570,499	472,314,737	462,500,041	478,540,730	482,416,240	478,739,106	482,906,794

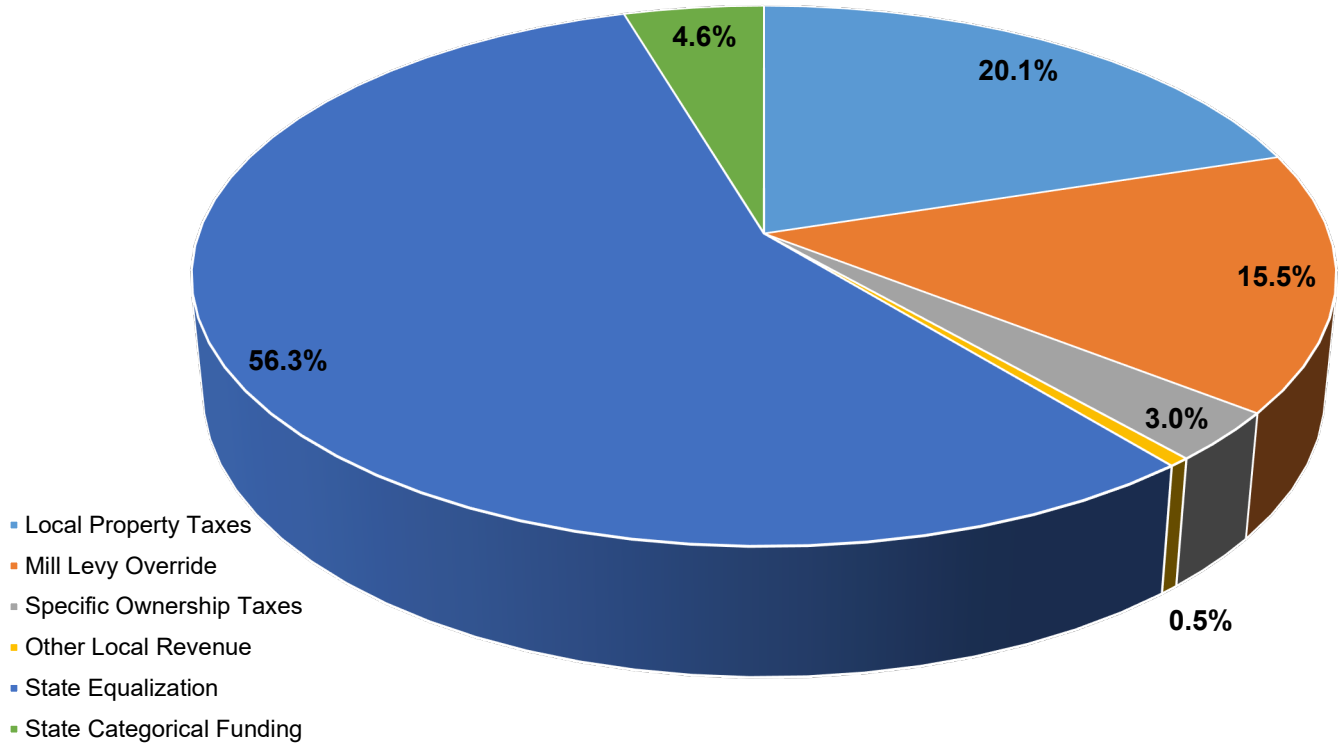
- Appropriations include total expenses, transfers, and designated reserves, inclusive of the charter school per pupil allocation as required by CRS-22-44-105 and CRS-22-30-5.112.

**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF REVENUES
FISCAL YEARS 2017-2018 TO 2021-2022**

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
	Actual	Actual	Actual	Amended Budget	Adopted Budget
Local Revenues					
Base Property Taxes	\$ 67,455,605	\$ 67,803,836	\$ 81,824,789	\$ 83,102,295	\$ 82,853,167
Mill Levy Override Elections	35,400,000	62,400,000	63,129,000	63,655,851	64,220,968
Delinquent Taxes	262,318	182,300	247,327	225,000	505,175
Specific Ownership Taxes	13,862,710	14,314,979	13,704,723	12,514,978	12,442,479
Community Use	1,165,456	389,521	327,350	312,000	325,000
Investment Earnings	645,637	2,996,834	3,347,434	520,885	520,885
Tuition/Fees	964,103	1,080,709	902,363	752,743	1,039,000
Other Local	470,447	462,344	355,586	316,076	293,038
Total Local Revenues	120,226,276	149,630,523	163,838,572	161,399,828	162,199,712
State Revenues					
State Equalization	205,047,241	221,675,173	226,389,820	207,125,722	233,682,942
Allocation to Charter Schools	-	-	-	-	-
Special Education	7,534,523	7,716,229	9,057,632	9,055,795	9,138,115
Transportation	2,081,301	2,128,639	2,156,762	2,076,267	2,136,790
Career and Technical Education	1,328,491	1,296,718	986,662	1,222,224	1,431,443
Gifted and Talented Program	360,452	368,117	374,494	373,459	374,713
Hold Harmless Full Day Kindergarten	189,018	200,108	-	-	-
State Other	32,000	5,897,734	6,020,835	-	5,996,575
Total State Revenues	216,573,026	239,282,718	244,986,205	219,853,467	252,760,578
Federal Funding					
Federal State Education Stabilization Funds	-	-	-	-	-
Total Federal Funds	-	-	-	-	-
Total Revenues	336,799,302	388,913,242	408,824,777	381,253,295	414,960,290
Transfers In	-	-	-	-	-
Total Revenues and Transfers In	\$ 336,799,302	\$ 388,913,242	\$ 408,824,777	\$ 381,253,295	\$ 414,960,290

- In Fiscal Year 2018-19, Community Use revenue for VMAC, CAM, and the Education Support Center moved to the Other Special Revenue Fund.
- In Fiscal Year 2018-19, the district passed a mill levy override for \$27 million, which will increase with inflation in subsequent years.
- In Fiscal Year 2021-2022, Preschool tuition revenue moved into the General Fund.
- Prior to Fiscal Year 2008-09, CPP had a full-day kindergarten component in which preschool slots were set aside for full day kindergarten. When the set aside was eliminated, a "hold harmless" provision was established that essentially provided funding in perpetuity. Due to new legislation to fully fund kindergarten, this funding source is eliminated.

**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF REVENUES
FISCAL YEAR 2021-2022**



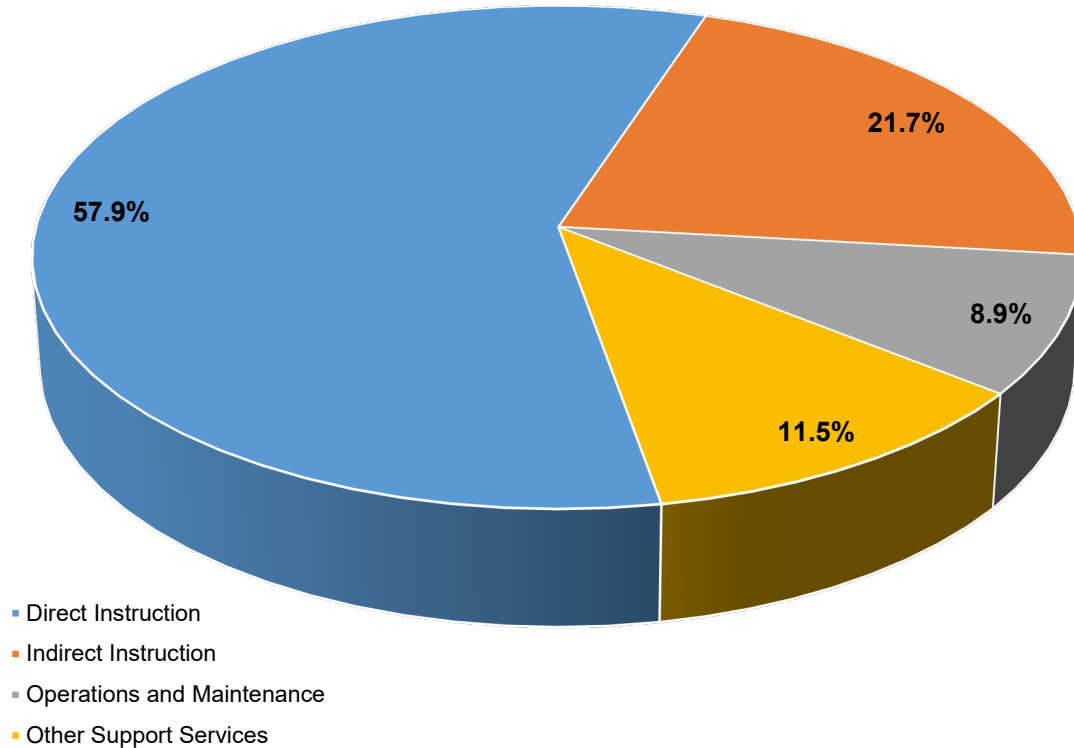
General Fund Revenue Summary	Amount	Percent
Local Property Taxes	\$ 83,358,342	20.1%
Mill Levy Override	64,220,968	15.5%
Specific Ownership Taxes	12,442,479	3.0%
Other Local Revenue	2,177,923	0.5%
State Equalization	233,682,942	56.3%
State Categorical Funding	19,077,636	4.6%
Total Revenue	\$ 414,960,290	100.0%

**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
EXPENDITURES BY PROGRAM
FISCAL YEARS 2017-2018 TO 2021-2022**

	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Budget	2021-2022 Budget	Percent by Type
Direct Instruction						
Elementary Education	\$ 51,997,150	\$ 55,467,712	\$ 54,735,689	\$ 56,404,112	\$ 60,661,295	17.1%
K-8 Education	8,700,223	11,029,448	12,638,410	13,279,603	13,597,214	3.8%
Middle School Education	27,565,357	29,090,094	28,248,407	27,168,417	26,965,018	7.6%
High School Education	37,486,730	41,251,212	40,394,159	40,202,334	40,755,840	11.5%
Other Regular Education	19,899,925	20,240,125	27,380,734	22,439,455	25,104,707	7.1%
Special Education	32,412,897	35,484,014	35,689,907	36,974,093	38,801,166	10.9%
Total - Direct Instruction	178,062,282	192,562,605	199,087,306	196,468,014	205,885,240	57.9%
Indirect Instruction						
Student Support Services	15,042,202	17,606,460	18,959,061	21,827,244	22,296,384	6.3%
Instructional Staff Services	16,569,831	18,485,795	22,560,515	23,648,810	26,243,525	7.4%
School Administration	24,257,525	27,303,056	28,103,170	28,439,348	28,610,730	8.0%
Total - Indirect Instruction	55,869,558	63,395,311	69,622,746	73,915,402	77,150,639	21.7%
Total Instruction	233,931,840	255,957,916	268,710,052	270,383,416	283,035,879	79.6%
Other Programs						
General Administration	2,147,296	2,557,758	2,348,410	2,729,653	2,878,934	0.8%
Business/Fiscal Services	2,756,057	2,913,842	2,743,076	2,867,717	3,205,796	0.9%
Procurement and Warehouse	1,513,961	1,887,902	1,740,542	1,744,813	1,370,770	0.4%
Printing, Publishing, and Duplicating	(154,643)	(81,600)	198,178	311,342	-	0.0%
Operations and Maintenance	16,241,068	17,585,482	17,471,333	18,969,985	19,183,390	5.4%
Energy/Utilities	7,595,819	7,827,083	7,515,947	8,698,564	8,087,447	2.3%
Safety Services	2,741,923	3,592,094	3,961,402	4,309,597	4,492,040	1.3%
Pupil Transportation Services	10,374,574	12,256,501	12,853,492	12,436,562	11,715,196	3.3%
Communications	479,535	539,177	645,149	608,358	623,101	0.2%
Staff Services	3,491,982	3,490,955	3,990,324	6,830,445	5,109,050	1.4%
Information Technology	9,943,200	9,549,491	9,998,698	13,701,311	575,135	0.2%
Other Support Services	1,593,250	1,600,782	2,665,298	2,791,486	4,796,964	1.4%
Community Services	(968,578)	210,040	234,404	94,254	298,166	0.1%
Construction and Facility Development	245,447	260,603	405,016	474,092	313,410	0.1%
Debt Service	527,980	527,980	527,980	-	-	0.0%
District-Wide Indirect Costs	(1,081,754)	(2,127,018)	(1,086,973)	(1,206,463)	(6,423,072)	-1.8%
Other District-Wide	-	-	-	2,530,906	16,511,313	4.6%
Total Other Programs	57,447,117	62,591,072	66,212,276	77,892,622	72,737,640	20.4%
Total Expenditures Before Transfers	291,378,957	318,548,988	334,922,328	348,276,038	355,773,519	100.0%
Transfers Out	-	-	-	-	-	
Total Expenditures and Transfers	\$ 291,378,957	\$ 318,548,988	\$ 334,922,328	\$ 348,276,038	\$ 355,773,519	

- Other District-Wide category includes budget increases across schools & departments not already placed in each location's budget. These allocations will be moved to the appropriate schools and departments in the Amended Budget.
- Beginning in Fiscal Year 2021-2022 Printing, Publishing, and Duplicating along with the Information Technology programs moved into their own fund.

**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
EXPENDITURES BY PROGRAM
FISCAL YEAR 2021-2022**



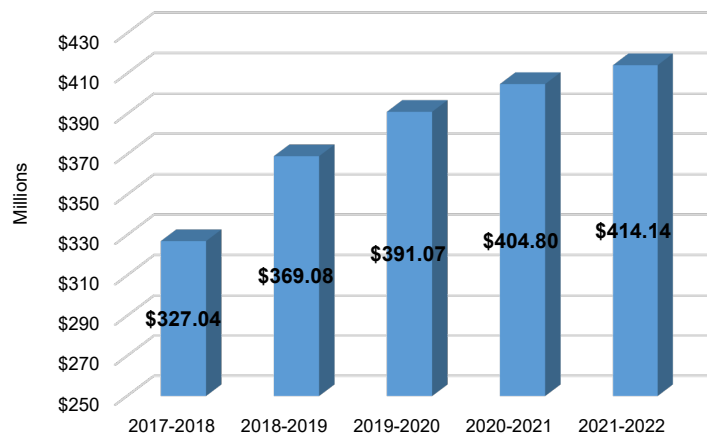
80% of General Fund expenditures consist of instructional program costs

General Fund Expenditures by Program		Amount	Percent
Direct Instruction	\$	205,885,240	57.9%
Indirect Instruction		77,150,639	21.7%
Operations and Maintenance		31,762,877	8.9%
Other Support Services		40,974,763	11.5%
Total	\$	355,773,519	100.0%

**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF EXPENDITURES BY OBJECT
FISCAL YEARS 2017-2018 TO 2021-2022**

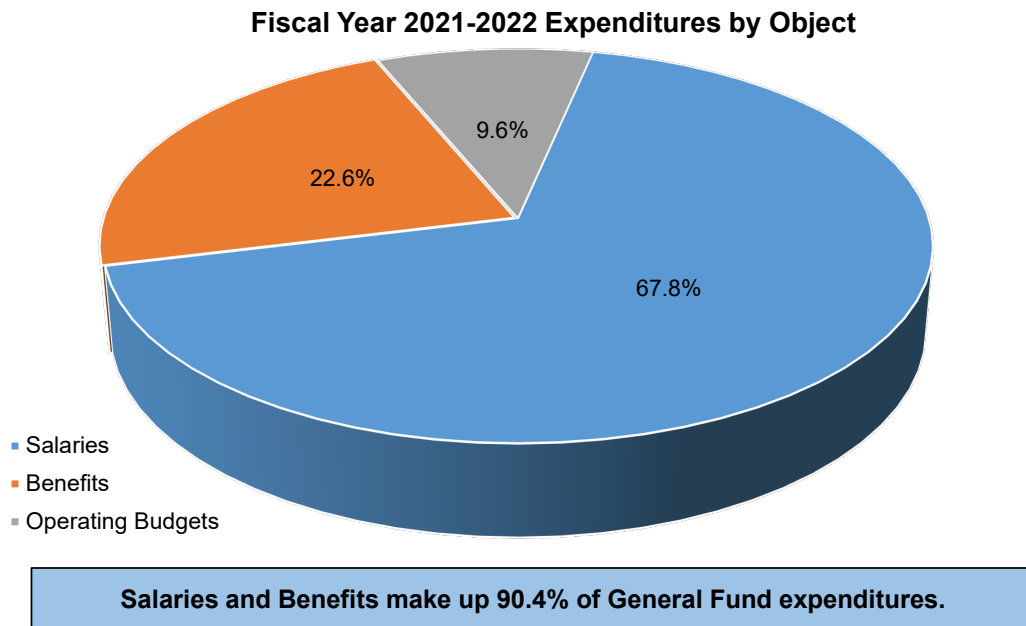
	2017-2018		2018-2019	
	Actual	% of Total	Actual	% of Total
Salaries				
Administrative	\$ 14,901,052	5.1%	\$ 15,280,539	4.8%
Certified	139,482,999	47.9%	148,399,820	46.6%
Professional/Technical	9,142,291	3.1%	10,814,950	3.4%
Paraprofessionals	14,418,230	5.0%	15,579,339	4.9%
Office Support	10,301,730	3.5%	10,689,536	3.4%
Crafts, Trades, and Services	17,587,635	6.0%	18,339,285	5.8%
Total Salaries	205,833,937	70.6%	219,103,469	68.8%
Benefits				
PERA and Medicare	41,356,760	14.2%	44,481,306	14.0%
Insurances and Other Benefits	20,195,663	6.9%	27,401,086	8.6%
Total Benefits	61,552,423	21.1%	71,882,392	22.6%
Total Salaries and Benefits	267,386,360	91.8%	290,985,861	91.4%
Operating Budgets	23,992,597	8.2%	27,563,127	8.6%
Transfers to Other Funds	35,664,463		50,531,551	
Total - Expenditures and Transfers	\$ 327,043,420		\$ 369,080,539	

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



**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF EXPENDITURES BY OBJECT
FISCAL YEARS 2017-2018 TO 2021-2022**

	2019-2020		2020-2021		2021-2022	
	Actual	% of Total	Amended Budget	% of Total	Adopted Budget	% of Total
Salaries						
Administrative	\$ 15,974,677	4.8%	\$ 16,412,469	4.7%	\$ 18,581,550	5.2%
Certified	156,022,173	46.6%	155,945,961	44.8%	170,735,349	48.0%
Professional/Technical	12,679,192	3.8%	13,056,192	3.8%	9,373,352	2.6%
Paraprofessionals	17,289,261	5.2%	21,021,311	6.0%	21,358,437	6.0%
Office Support	11,224,139	3.4%	12,515,898	3.6%	12,533,834	3.5%
Crafts, Trades, and Services	18,872,516	5.6%	19,392,312	5.6%	19,726,171	5.5%
Total Salaries	232,061,958	69.3%	238,344,143	68.4%	252,308,693	70.9%
Benefits						
PERA and Medicare	47,595,202	14.2%	52,341,813	15.0%	54,952,537	15.5%
Insurances and Other Benefits	28,528,913	8.5%	23,522,418	6.8%	29,342,679	8.3%
Total Benefits	76,124,115	22.7%	75,864,231	21.8%	84,295,216	23.7%
Total Salaries and Benefits	308,186,073	92.0%	314,208,374	90.2%	336,603,909	94.6%
Operating Budgets	26,736,255	8.0%	34,067,664	9.8%	19,169,610	5.4%
Transfers to Other Funds	56,145,663		56,521,441		58,365,587	
Total - Expenditures and Transfers	\$ 391,067,991		\$ 404,797,479		\$ 414,139,106	



- When calculating the percentage of salaries and benefits to total expenditures, transfers out associated with these expenditures were included in the calculation.

**ADAMS 12 FIVE STAR SCHOOLS
GENERAL FUND
SUMMARY OF FULL TIME EQUIVALENT (FTE) STAFFING
FISCAL YEARS 2017-2018 TO 2021-2022**

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022 Net Change
Schools						
Elementary Schools	931.18	842.96	874.15	841.73	895.64	53.91
K-8 Schools	152.30	170.74	202.40	208.25	216.03	7.78
Middle Schools	455.44	418.00	432.79	423.41	410.69	(12.72)
High Schools/Alternative Schools	704.23	667.20	699.76	727.67	685.33	(42.34)
Total Schools	2,243.15	2,098.90	2,209.10	2,201.06	2,207.69	6.63
Instructional Departments						
Adams 12 Five Star Online Program	-	-	-	-	63.90	63.90
Advanced Academics and Gifted Services	2.65	2.65	3.00	2.50	2.50	-
Co-Curricular Activities	2.50	2.50	2.50	2.50	2.50	-
Co-Curricular Electives	1.00	1.00	1.00	-	1.00	1.00
Counseling, CTE and Concurrent Enrollment	-	-	1.00	1.00	4.00	3.00
Curriculum and Instruction	14.00	16.00	15.00	15.00	16.00	1.00
Early Childhood Student Support Services	134.80	160.25	189.70	189.97	198.05	8.08
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	-
Language Acquisition Support Services	71.20	75.20	100.10	100.10	103.87	3.77
Learning Services	24.55	27.30	90.80	87.80	87.30	(0.50)
PEAK	5.76	5.76	5.79	5.67	5.67	-
School Effectiveness and Accountability	5.00	5.00	6.00	6.00	6.00	-
Student Engagement Initiatives	57.02	57.90	57.61	58.63	63.40	4.77
Student Support Services	504.86	504.87	529.55	529.23	535.71	6.48
Teacher and Principal Professional Learning	1.75	1.75	1.75	1.75	0.75	(1.00)
Total Instructional Departments	829.09	864.18	1,007.80	1,004.15	1,094.65	90.50
Support Departments						
Athletic Venues	7.00	4.87	4.87	4.87	4.62	(0.25)
Board of Education	1.00	1.00	1.00	1.00	1.00	-
Business Services	4.14	4.14	3.14	3.14	3.14	-
Communication Services	5.20	5.20	5.70	6.70	6.20	(0.50)
Custodial Services	15.95	186.08	186.08	186.08	189.08	3.00
Energy and Sustainability	2.50	2.95	2.95	2.95	2.95	-
Facilities Planning and Development	0.75	0.75	0.75	0.75	0.75	-
Financial Services	21.00	21.00	21.00	21.00	22.00	1.00
Human Resources	23.50	23.50	24.50	25.50	26.50	1.00
Information Technology/IT Maintenance	37.00	38.00	38.00	40.00	-	(40.00)
Instructional Materials Center	3.50	4.00	4.00	4.00	-	(4.00)
Office of Policy and Legal Services	2.50	2.50	2.50	2.50	2.50	-
Office of Superintendent	1.45	1.95	1.50	1.50	1.50	-
Office of Deputy Superintendent	-	-	0.95	2.85	4.75	1.90
Operations and Maintenance	54.00	55.00	55.00	56.50	57.50	1.00
Print Studio/Records	8.50	7.75	7.75	8.00	-	(8.00)
Procurement	4.50	4.00	4.00	4.00	5.00	1.00
Property Management	1.00	-	-	-	-	-
Pupil Transportation Services	161.67	171.89	180.91	185.50	186.50	1.00
Safe & Secure Environment	0.50	0.50	0.50	0.50	0.50	-
Safety Services	11.51	12.51	14.48	13.98	15.58	1.60
Warehouse	11.00	11.00	11.00	11.00	10.00	(1.00)
Total Support Departments	378.17	558.59	570.58	582.32	540.07	(42.25)
Total General Fund FTE	3,450.41	3,521.67	3,787.48	3,787.53	3,842.41	54.88

Explanation of Changes in Staffing

Schools

- Staffing that was previously coded to the Instructional Revenue Fund for Extended Day Kinder are now being coded to the General Fund. This increased certified staff at Elementary and K-8 levels.
- Teacher classroom ratios were reduced to 24 kids per classroom at the Elementary level.
- Due to declining enrollments FTE at the Secondary levels were reduced.

Instructional Departments

- Adams 12 Five Star Online Program was given as an option for students who chose an at home learning model, FTE was added to support this program.
- Co-Curricular Electives was approved a 1.00 FTE Elective Coordinator.
- The 3.00 FTE associated with the Career and Technical Education department were moved from the Learning Services department into the Counseling Services to create a new department called Counseling, CTE and Concurrent Enrollment.
- A 1.00 FTE Instructional Material Processor was moved from the Warehouse to the Curriculum and Instruction department.
- Early Childhood Education added 8.08 FTE for the addition of the Bright Horizon program.
- Certified staff were converted into classified Newcomer Classroom Assistant, this was cost neutral however amounted to more FTE.
- Learning Services added 1.00 FTE Director of Student Learning Pathways and Online Programming.
- The Student Engagement Initiative department added 4.00 FTE School Nurses.
- Additional paraprofessional support was added to the Student Support Services department in Fiscal Year 2020-2021.

Support Departments

Staffed associated with our Information Technology department were removed from the General Fund and budgeted in the new Information Technology Fund. The change effects the following departments; Information Technology/IT Maintenance, Instructional Materials Center, and Print Studio/Records.

The following positions were budgeted in the District Wide department in Fiscal Year 2020-2021 and allocated to appropriated departments in the Amended budget.

- The Custodial department added 3.00 FTE to staff FutureForward Washington Square.
- The Human Resources department added a 1.00 Compensation Specialist.

The following are new positions were approved during the Fiscal Year 2021-2022 budget building process.

- 1.00 FTE Accountant in Financial Services
- 1.00 FTE Executive Director of Equity, Diversity, and Inclusion in the Office of Deputy Superintendent
- 1.00 FTE Senior Groundkeeper in Maintenance and Operations
- 1.00 FTE Senior Buyer in Purchasing
- 1.00 FTE Business Support Technician in Pupil Transportation
- 1.00 FTE Security Services Specialist and 0.60 FTE Security Guard in Safety Services
- 1.00 FTE Director of Student Learning Pathways and Online Programming



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Other District Funds



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Insurance Reserve - Sub Fund of the General Fund

Statement of Program

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

- Safety training programs
- Americans with Disabilities Act (ADA) accommodations for employees
- 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 from Pinnacol Assurance for workers' compensation coverage. Risk Management purchases Foreign Liability insurance, a surety bond for CDL training, and a 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 workers compensation claim which is capped at an annual aggregate of \$1.5 million. The claim handling fee is 8 percent of paid claims which is capped once a claim meets the \$0.5 million deductible. This information provides the basis for transfers made to the Insurance Reserve Fund for payment of premiums for liability, property, and workers' compensation insurance coverage, as well as risk management.

Adequate funds have been allocated to "uninsured claims" expenditures, which have historically remained lower than budget. Expenditures for the Insurance Reserve Fund are expected to remain stable over the next few years and will be funded by a transfer from the General Fund.



**ADAMS 12 FIVE STAR SCHOOLS
INSURANCE RESERVE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2017-2018 TO 2024-2025**

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 3,681,872	\$ 4,113,142	\$ 4,393,292	\$ 4,679,883	\$ 4,757,531	\$ 4,105,359	\$ 3,391,369	\$ 2,385,658
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	-	-	-	-	-	-	-	-
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	3,740,000	3,931,988	3,770,868	3,545,988	3,545,988	3,606,270	3,667,577	3,685,915
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	6,300	1,305	194,794	-	-	-	-	-
Total Revenues	3,746,300	3,933,293	3,965,662	3,545,988	3,545,988	3,606,270	3,667,577	3,685,915
Total Available Resources	7,428,172	8,046,435	8,358,954	8,225,871	8,303,519	7,711,629	7,058,946	6,071,573
Expenditures								
Employee Salaries	241,201	256,549	297,720	295,800	311,330	316,623	322,005	327,479
Employee Benefits	67,519	73,810	89,148	91,785	94,749	96,087	97,721	99,382
Purchased Services	2,820,248	3,045,154	3,177,723	3,331,466	3,308,892	3,415,180	3,751,838	4,148,330
Supplies & Materials	6,351	20,825	22,344	24,000	24,000	24,456	24,921	25,394
Utilities	-	-	240	-	-	-	-	-
Property/Equipment	-	4,448	-	1,000	1,000	1,019	1,038	1,058
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	312,323	191,200	139,322	96,500	456,689	465,366	474,208	483,218
Other Expenditures	(132,612)	61,157	(47,427)	361,689	1,500	1,529	1,558	1,587
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	3,315,030	3,653,143	3,679,071	4,202,240	4,198,160	4,320,260	4,673,289	5,086,448
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	3,315,030	3,653,143	3,679,071	4,202,240	4,198,160	4,320,260	4,673,289	5,086,448
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Insurance Reserve Fund	4,113,142	4,393,292	4,679,883	4,023,631	4,105,359	3,391,369	2,385,658	985,125
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 4,113,142	\$ 4,393,292	\$ 4,679,883	\$ 4,023,631	\$ 4,105,359	\$ 3,391,369	\$ 2,385,658	\$ 985,125
Total Appropriations	\$ 7,428,172	\$ 8,046,435	\$ 8,358,954	\$ 8,225,871	\$ 8,303,519	\$ 7,711,629	\$ 7,058,946	\$ 6,071,573

Information Technology - Sub Fund of the General Fund

Statement of Program

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

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

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



**ADAMS 12 FIVE STAR SCHOOLS
INFORMATION TECHNOLOGY FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2017-2018 TO 2024-2025**

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,413,409	\$ 1,936,838	\$ 2,395,901
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	-	-	-	-	17,431,179	17,727,509	18,028,877	18,119,021
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	17,431,179	17,727,509	18,028,877	18,119,021
Total Available Resources	-	-	-	-	17,431,179	19,140,918	19,965,715	20,514,922
Expenditures								
Employee Salaries	-	-	-	-	5,518,039	5,628,400	5,740,968	5,855,787
Employee Benefits	-	-	-	-	1,626,384	1,658,912	1,692,090	1,725,932
Purchased Services	-	-	-	-	10,049,610	10,250,602	10,455,614	10,664,726
Supplies & Materials	-	-	-	-	315,313	321,619	328,051	334,612
Utilities	-	-	-	-	39,414	40,202	41,006	41,826
Property/Equipment	-	-	-	-	371,140	378,563	386,134	393,857
Debt Service	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	-	-	-	-	(1,057,950)	(1,057,950)	(1,057,950)	(1,057,950)
Other Expenditures	-	-	-	-	8,300	8,466	8,635	8,808
Contingency Reserve	-	-	-	-	(24,734)	(24,734)	(24,734)	(24,734)
Total Expenditures	-	-	-	-	16,845,516	17,204,080	17,569,814	17,942,864
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Governmental Designated Grant Fund	-	-	-	-	(827,746)	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	(827,746)	-	-	-
Total Year End Expenditures & Transfers	-	-	-	-	16,017,770	17,204,080	17,569,814	17,942,864
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Information Technology Fund	-	-	-	-	1,413,409	1,936,838	2,395,901	2,572,058
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 1,413,409	\$ 1,936,838	\$ 2,395,901	\$ 2,572,058
Total Appropriations	\$ -	\$ -	\$ -	\$ -	\$ 17,431,179	\$ 19,140,918	\$ 19,965,715	\$ 20,514,922

Governmental Designated-Purpose Grants Fund

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

The total Fiscal Year 2021-22 Governmental Designated-Purpose Grant Fund budget is \$81.5 million and includes onetime Federal funds from the Elementary and Secondary School Emergency Relief (ESSER) Fund totaling \$37.8 million. When compared to the Fiscal Year 2020-21 amended budget, the Grant Fund budget has increased a net of \$11.8 million. The increase can be attributed to an increase in Federal funding of \$11.5 million and an increase in state grants of \$0.3 million.

The Federal funding increase of \$11.5 million primarily consists in the change of funding that was budgeted for Federal grants attributed to COVID-19. In Fiscal Year 2020-21 the district budgeted Coronavirus Relief Funds (CRF) and Elementary and Secondary School Emergency Relief Fund (ESSER) funds of \$34.7 million and in Fiscal Year 2021-22 the District is budgeting \$46.2 million for ESSER and potential future federal funds in support of COVID-19.

State Grants

English Language Proficiency Act (ELPA)

The ELPA program is a categorical program that supports the requirement to provide an evidence-based English language proficiency program with the goal to increase the academic performance for all English learners. The ELPA Program provides funding intended to offset the cost of educating English learners.

Building Excellent Schools Today (BEST)

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

Colorado Reading To Ensure Academic Development Act (READ Act)

The READ Act focuses on early literacy development for all students, especially for students at risk for not achieving 3rd grade reading proficiency. It focuses 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 the SWAP program is to provide a wide range of services designed to help students with disabilities prepare for and engage in gainful employment consistent with their strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choices. Eligible students are those who have a physical or mental impairment that results in a substantial impediment to employment, who can benefit from vocational rehabilitation services for employment, and who require these services.

Career Success Pilot Program

The Career Development Incentive Program, passed under House Bill 18-1266, provides financial incentives for school districts and charter schools to encourage high school students to complete the following; 1) qualified industry credential programs; 2) internships, residencies, construction pre-apprenticeship or construction apprenticeship programs; or 3) a qualified Advanced Placement (AP) courses. A list of qualifying programs/courses is developed based on Colorado labor market data, existing secondary programs that correspond with high growth, high demand occupations and business/industry feedback. The specific dollar amount of each incentive depends on the total number of completed programs in the state and the number and type of completed programs reported by districts. The funding is distributed in tiers based on the identified completed objective listed above.

Expelled and At-Risk Student Services (EARSS)

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

Federal Grants

Title Programs

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

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

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

Title II, Part A: Supporting Effective Instruction

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

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

Title III is designed to improve and enhance the education of English Language Learners (ELL) in becoming proficient in English, as well as 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 the instructional opportunities for immigrant students and their families.

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

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

Other Federal Awards

21st Century Community Learning Centers (CCLC)

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

Individuals with Disabilities Education Act (IDEA)

IDEA Part B and Part 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.

Other Federal Awards (continued)

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

Carl D. Perkins funds are made available to develop more fully 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 high school. Funds from this program 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.



Elementary and Secondary School Emergency Relief Fund (ESSER I)

The Coronavirus Aid, Relief, and Economic Security (CARES) Act, enacted on March 27, 2020, created the Elementary and Secondary School Emergency Relief Fund (ESSER). These funds must be used to address the impact COVID-19 has had and continues to have on elementary and secondary schools within the district's boundaries, including continuing educational services to students during school building closures and developing and implementing plans for the return to normal operations. In addition, districts can use ESSER funds for activities authorized by ESEA, IDEA, the Adult Education and Family Literacy Act, the Perkins CTE Act, or the McKinney-Vento Homeless Assistance Act.

Elementary and Secondary School Emergency Relief Fund (ESSER II)

In December 2020, the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA) was signed into law, allocating \$15.4 million in ESSER II funding to the district. The use of funds are similar to those for ESSER I and include coordination of COVID preparedness and response, addressing learning loss and improving student engagement, school facility repairs to reduce the risk of virus transmission, as well as any allowable activity under ESEA, IDEA or Perkins. The district has also received supplemental ESSER II funding to provide additional supports to special education, native students, and the CCLC program totaling \$0.5 million.

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

The American Rescue Plan (ARP) Act was signed into law on March 11, 2021. The ARP ESSER III funding from the ARP Act provides support for K-12 schools with a total of nearly \$122 billion to States and school districts to help safely open and sustain the safe operations of schools and address the impacts of the coronavirus pandemic on the nation's students. The district was allocated \$32.8 million for ESSER III. The ARP Act also allocated additional funding to the IDEA and set aside specific funding for serving homeless children and youth.





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ADAMS 12 FIVE STAR SCHOOLS
GOVERNMENTAL DESIGNATED-PURPOSE GRANTS FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2017-2018 TO 2024-2025

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	131,313	-	-	-	-	-	-	-
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	6,255,965	6,119,320	5,738,624	11,631,698	11,930,626	9,538,233	8,294,238	7,594,154
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	16,666,526	18,376,626	33,803,603	58,032,508	69,577,914	31,183,563	28,779,789	23,561,293
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	-	-	-	-	-	-	-
Earnings on Investment	-	-	11,696	5,242	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	23,053,804	24,495,946	39,553,923	69,669,448	81,508,540	40,721,796	37,074,027	31,155,447
Total Available Resources	23,053,804	24,495,946	39,553,923	69,669,448	81,508,540	40,721,796	37,074,027	31,155,447
Expenditures								
Employee Salaries	12,694,405	13,611,178	25,104,572	21,599,514	17,837,229	25,845,813	23,530,601	19,774,124
Employee Benefits	3,778,312	4,080,830	6,613,997	6,526,498	5,655,123	6,809,283	6,199,322	5,209,649
Purchased Services	1,539,420	1,713,481	2,024,837	5,463,403	5,501,442	2,084,623	1,897,887	1,594,904
Supplies & Materials	422,186	476,942	659,195	3,648,784	1,421,271	678,658	617,866	519,228
Utilities	1,772	1,858	2,016	1,996	1,996	2,075	1,890	1,588
Property/Equipment	572,590	680,127	673,969	7,904,230	5,716,270	693,869	631,713	530,865
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	4,027,494	3,914,644	4,453,160	4,375,559	9,340,283	4,584,645	4,173,962	3,507,622
Other Expenditures	17,625	16,886	22,176	20,149,464	36,034,926	22,830	20,786	17,467
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	23,053,804	24,495,946	39,553,923	69,669,448	81,508,540	40,721,796	37,074,027	31,155,447
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	23,053,804	24,495,946	39,553,923	69,669,448	81,508,540	40,721,796	37,074,027	31,155,447
Reserves Designated								
TABOR Reserve	-	-	-	-	-	-	-	-
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Grants Fund	-	-	-	-	-	-	-	-
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$ 23,053,804	\$ 24,495,946	\$ 39,553,923	\$ 69,669,448	\$ 81,508,540	\$ 40,721,796	\$ 37,074,027	\$ 31,155,447

Adams 12 Five Star Schools
Governmental Designated-Purpose Grant Fund
Statement of Revenue by Grant
Fiscal Years 2017-2018 to 2024-2025

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Support								
Other Local	131,313	-	11,697	5,242	-	-	-	-
Subtotal Local Support	131,313	-	11,697	5,242	-	-	-	-
State Support								
English Language Proficiency Act (ELPA)	2,446,399	2,510,319	2,786,128	4,558,059	4,241,850	3,790,224	3,847,077	3,924,019
Building Excellent Schools Today (BEST)	-	231,607	426,076	2,144,021	1,743,517	956,000	-	-
Counselor Corps	407,000	400,000	409,338	85,662	400,000	400,000	400,000	-
Reading To Ensure Academic Development Act (READ)	2,806,059	2,255,010	1,325,840	1,539,143	1,535,308	1,434,441	1,434,441	1,434,441
Student Work Alliance Program (SWAP)	334,423	355,069	373,090	560,340	498,288	498,288	498,288	498,288
Career Development Incentive Program	-	9,430	23,269	1,113,320	1,496,624	1,188,000	888,000	688,000
Expelled & At-Risk Stdnt Services (EARSS)	108,426	-	-	362,168	471,008	221,874	177,026	-
School Security Disbursement Grant and SAFER	-	184,897	34,212	732,333	-	-	-	-
Other State Grants ¹	153,658	172,988	360,671	536,652	1,544,031	1,049,406	1,049,406	1,049,406
Subtotal State Support	6,255,965	6,119,320	5,738,624	11,631,698	11,930,626	9,538,233	8,294,238	7,594,154
Federal Support								
Title I: Education for the Disadvantaged	4,368,979	4,257,202	4,711,362	4,722,979	5,284,134	4,942,649	4,942,649	4,942,649
Title IC: Migrant Education	16,340	656	1,946	15,000	15,000	15,000	15,000	15,000
Title II: Improving Teacher Quality	725,265	933,109	832,138	983,145	1,023,518	939,144	939,144	939,144
Title III: Instruction for Limited English Proficient Students	552,463	489,033	443,945	830,457	794,698	571,683	571,683	571,683
Title IV: Well Rounded Education	21,715	153,652	263,373	546,130	486,869	319,269	319,269	319,269
Title VI: Indian Education	53,363	45,058	36,455	40,936	39,472	39,472	39,472	39,472
Title IX: McKinneyVento Homeless	37,455	42,295	49,165	74,279	60,000	60,000	60,000	60,000
21st Century Community Learning Centers (CCLC)	976,660	998,966	711,176	1,035,462	1,035,000	1,035,000	840,000	840,000
Individuals with Disabilities Education Act (IDEA)	5,964,224	6,551,389	6,552,253	7,777,132	7,834,514	8,589,226	8,339,226	8,339,226
Perkins - Vocational Secondary	215,018	230,322	231,425	230,773	230,773	230,773	230,773	230,773
Medicaid	3,419,224	4,551,850	4,706,893	7,039,436	6,463,007	5,816,462	5,264,077	5,264,077
Coronavirus Relief Funds (CRF)	-	-	14,554,612	15,792,904	-	-	-	-
Elementary and Secondary School Emergency Relief (ESSER)	-	-	-	18,943,875	37,810,929	6,624,885	5,218,496	-
Other Federal Grants ²	315,820	123,094	708,860	-	8,500,000	2,000,000	2,000,000	2,000,000
Subtotal Federal Support	16,666,526	18,376,626	33,803,603	58,032,508	69,577,914	31,183,563	28,779,789	23,561,293
Total Available Resources	23,053,804	24,495,946	39,553,924	69,669,448	81,508,540	40,721,796	37,074,027	31,155,447

¹ Other State Grants include grants awarded under \$200,000, such as Concurrent Enrollment Expansion grant, Connecting Colorado Students, Education Stability, and Comprehensive Sexual Education. Additionally, the district will continue to pursue grant funding that will support and enhance the learning experience for our students.

² For future Federal grant opportunities or allocation adjustments based on final Federal budget approvals. Examples of Other Federal awards include, funding in e-rate (\$3.5M), additional COVID related federal funding, as well as other Federal grant opportunities that become available prior to the Amended budget being approved by the Board of Education.

Interscholastic Athletic - Special Revenue Fund

Statement of Program

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

Currently, Adams 12 Five Star Schools offers 24 sports opportunities for students. High school students are charged an athletic fee of \$150 per sport per student, and the fee is capped to the first two sports. Middle school students are not charged to participate in intramural programs. Revenue is also generated from gate receipts at 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 2017-2018 TO 2024-2025**

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 389,751	\$ 418,858	\$ 580,311	\$ 396,442	\$ 366,271	\$ 286,616	\$ 285,165	\$ 290,053
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	231,993	211,348	191,500	2,162	205,500	207,555	209,631	211,727
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	454,738	472,507	258,841	440,250	440,250	447,734	455,345	463,086
Community Use	-	356,491	247,956	96,743	305,000	314,150	323,575	333,282
Transfer In From Other Funds	1,384,484	1,428,019	1,333,019	1,383,719	1,517,237	1,543,030	1,569,262	1,577,108
Earnings on Investment	4,220	4,836	7,056	2,400	2,400	2,400	2,400	2,400
Other Miscellaneous	-	-	8,000	-	-	-	-	-
Total Revenues	2,075,435	2,473,200	2,046,371	1,925,274	2,470,387	2,514,869	2,560,213	2,587,603
Total Available Resources	2,465,186	2,892,058	2,626,682	2,321,716	2,836,658	2,801,485	2,845,378	2,877,656
Expenditures								
Employee Salaries	1,046,197	1,222,195	1,263,020	1,224,348	1,264,799	1,298,766	1,320,845	1,343,299
Employee Benefits	222,201	263,220	284,439	295,729	301,531	309,442	314,703	320,053
Purchased Services	335,638	355,835	301,411	320,465	204,412	173,526	173,526	173,526
Supplies & Materials	172,887	228,023	190,922	210,154	74,400	74,400	74,400	74,400
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	24,977	10,829	7,811	19,000	18,500	18,500	18,500	18,500
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	218,774	202,599	154,070	146,905	213,450	213,450	213,450	213,450
Other Expenditures	25,654	29,046	28,567	27,987	8,500	8,500	8,500	8,500
Contingency Reserve	-	-	-	76,160	464,450	419,736	431,401	432,835
Total Expenditures	2,046,328	2,311,747	2,230,240	2,320,748	2,550,042	2,516,320	2,555,325	2,584,563
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	2,046,328	2,311,747	2,230,240	2,320,748	2,550,042	2,516,320	2,555,325	2,584,563
Reserves Designated								
TABOR Reserve	62,263	74,196	61,391	-	74,112	75,446	76,806	77,628
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Athletic Fund	356,595	506,115	335,051	968	212,504	209,719	213,247	215,465
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 418,858	\$ 580,311	\$ 396,442	\$ 968	\$ 286,616	\$ 285,165	\$ 290,053	\$ 293,093
Total Appropriations	\$ 2,465,186	\$ 2,892,058	\$ 2,626,682	\$ 2,321,716	\$ 2,836,658	\$ 2,801,485	\$ 2,845,378	\$ 2,877,656

Pupil Activity - Special Revenue Fund

Statement of Program

This special revenue fund is used to track revenue and expenditure activities tied to the collection of student fees and fines, afterschool activities, student clubs, and student group fundraising. Expenditures in this fund are associated with intrascholastic and interscholastic activities, 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 increase or decrease.



**ADAMS 12 FIVE STAR SCHOOLS
PUPIL ACTIVITY SPECIAL REVENUE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2017-2018 TO 2024-2025**

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 3,268,738	\$ 3,735,477	\$ 3,961,199	\$ 4,278,658	\$ 4,387,054	\$ 3,646,899	\$ 2,858,647	\$ 2,025,915
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	2,614,597	2,679,534	2,131,256	2,025,978	2,329,213	2,375,797	2,423,313	2,471,779
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	2,411,669	2,380,067	1,733,378	2,345,260	1,401,861	1,401,861	1,401,861	1,401,861
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	213,713	213,713	217,774	222,129	225,905	229,745	230,894
Earnings on Investment	9,352	11,095	21,190	4,500	4,500	-	-	-
Other Miscellaneous	15,616	-	1,109	-	-	-	-	-
Total Revenues	5,051,234	5,284,409	4,100,646	4,593,512	3,957,703	4,003,563	4,054,919	4,104,534
Total Available Resources	8,319,972	9,019,886	8,061,845	8,872,170	8,344,757	7,650,462	6,913,566	6,130,449
Expenditures								
Employee Salaries	109,294	92,460	112,339	90,000	92,430	94,279	96,164	98,087
Employee Benefits	23,826	19,883	24,271	20,115	20,658	21,071	21,493	21,922
Purchased Services	1,294,057	1,498,664	978,491	1,225,969	1,259,070	1,284,251	1,309,936	1,336,135
Supplies & Materials	2,850,137	3,163,589	2,437,018	2,880,291	2,958,059	3,017,220	3,077,565	3,139,116
Utilities	441	-	-	-	-	-	-	-
Property/Equipment	9,424	12,111	28,314	54,643	56,118	57,240	58,385	59,553
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	249,083	243,170	168,651	256,965	263,903	269,181	274,565	280,056
Other Expenditures	48,233	28,810	34,103	46,368	47,620	48,572	49,544	50,535
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	4,584,495	5,058,687	3,783,187	4,574,351	4,697,858	4,791,815	4,887,651	4,985,404
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	4,584,495	5,058,687	3,783,187	4,574,351	4,697,858	4,791,815	4,887,651	4,985,404
Reserves Designated								
TABOR Reserve	151,176	158,532	122,348	156,761	118,731	120,107	121,648	123,136
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Pupil Activity Special Revenue Fund	3,584,301	3,802,667	4,156,310	3,898,962	3,286,072	2,432,351	1,553,441	664,066
CPP Reserve	-	-	-	-	-	-	-	-
Designated Override Balance	-	-	-	242,096	242,096	306,189	350,826	357,843
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 3,735,477	\$ 3,961,199	\$ 4,278,658	\$ 4,297,819	\$ 3,646,899	\$ 2,858,647	\$ 2,025,915	\$ 1,145,045
Total Appropriations	\$ 8,319,972	\$ 9,019,886	\$ 8,061,845	\$ 8,872,170	\$ 8,344,757	\$ 7,650,462	\$ 6,913,566	\$ 6,130,449

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 a diverse purpose, some resources may be less restrictive than others.

Expenditures include:

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

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



**ADAMS 12 FIVE STAR SCHOOLS
OTHER SPECIAL REVENUE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2017-2018 TO 2024-2025**

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 1,877,324	\$ 2,246,841	\$ 3,164,852	\$ 3,534,588	\$ 2,501,882	\$ 1,961,830	\$ 2,002,646	\$ 2,044,278
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	1,410,508	1,689,201	2,041,823	2,454,322	382,000	1,550,000	1,581,000	1,612,620
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	356	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	1,330	2,027	7,304	-	-	-	-	-
Community Use	952,163	914,549	716,587	135,423	460,776	860,000	877,200	894,744
Transfer In From Other Funds	-	22,403	-	-	-	-	-	-
Earnings on Investment	11,811	28,553	16,602	-	-	-	-	-
Other Miscellaneous	161,220	129,356	104,396	1,068,480	1,068,480	131,150	133,773	136,448
Total Revenues	2,537,032	2,786,445	2,886,712	3,658,225	1,911,256	2,541,150	2,591,973	2,643,812
Total Available Resources	4,414,356	5,033,286	6,051,564	7,192,813	4,413,138	4,502,980	4,594,619	4,688,090
Expenditures								
Employee Salaries	617,037	509,246	503,815	566,077	383,577	391,249	399,074	407,055
Employee Benefits	160,078	136,583	145,457	158,451	117,632	119,985	122,384	124,832
Purchased Services	595,202	499,667	787,844	166,774	11,400	11,628	11,861	12,098
Supplies & Materials	736,380	659,668	915,862	3,540,900	1,936,149	1,974,872	2,014,369	2,054,657
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	29,723	40,480	126,199	194,610	-	-	-	-
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	26,533	19,104	33,444	49,478	2,550	2,601	2,653	2,706
Other Expenditures	2,564	3,686	4,354	-	-	-	-	-
Contingency Reserve	-	-	-	14,641	-	-	-	-
Total Expenditures	2,167,515	1,868,434	2,516,976	4,690,931	2,451,308	2,500,334	2,550,341	2,601,348
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	2,167,515	1,868,434	2,516,976	4,690,931	2,451,308	2,500,334	2,550,341	2,601,348
Reserves Designated								
TABOR Reserve	76,111	128,358	48,566	109,747	57,338	76,235	77,759	79,314
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Other Special Revenue Fund	2,170,730	3,036,494	3,486,022	2,392,135	1,904,492	1,926,411	1,966,519	2,007,429
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 2,246,841	\$ 3,164,852	\$ 3,534,588	\$ 2,501,882	\$ 1,961,830	\$ 2,002,646	\$ 2,044,278	\$ 2,086,743
Total Appropriations	\$ 4,414,356	\$ 5,033,286	\$ 6,051,564	\$ 7,192,813	\$ 4,413,138	\$ 4,502,980	\$ 4,594,619	\$ 4,688,090

Instructional - 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, 2019-20, and 2020-21 revenues for tuition based Preschool at participating locations and funding for Literacy are included in this budget.

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



ADAMS 12 FIVE STAR SCHOOLS
INSTRUCTIONAL SPECIAL REVENUE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2017-2018 TO 2024-2025

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 1,888,641	\$ 4,723,594	\$ 6,990,678	\$ 10,234,340	\$ 6,511,399	\$ 6,292,965	\$ 6,058,787	\$ 6,009,114
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	-	-	-	-	-	-	-	-
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	14,140	964,185	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	2,694,896	2,349,713	360,219	211,239	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	2,631,009	4,176,287	9,550,207	9,520,407	4,286,011	4,358,873	4,432,974	4,455,139
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	5,325,905	6,540,140	10,874,611	9,731,646	4,286,011	4,358,873	4,432,974	4,455,139
Total Available Resources	7,214,546	11,263,733	17,865,289	19,965,986	10,797,410	10,651,838	10,491,761	10,464,253
Expenditures								
Employee Salaries	1,438,927	1,686,296	3,823,896	4,339,124	146,261	148,747	-	-
Employee Benefits	462,833	539,982	1,213,027	1,456,978	47,857	48,670	-	-
Purchased Services	3,800	46,400	120,672	32,636	45,000	45,000	45,000	45,000
Supplies & Materials	585,330	1,985,672	1,126,203	5,390,252	4,265,327	4,350,634	4,437,647	4,526,400
Utilities	-	-	-	-	-	-	-	-
Property/Equipment	-	14,140	1,345,774	345,318	-	-	-	-
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	60	566	1,377	72	-	-	-	-
Other Expenditures	-	-	-	-	-	-	-	-
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	2,490,950	4,273,056	7,630,950	11,564,380	4,504,445	4,593,051	4,482,647	4,571,400
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	2,490,950	4,273,056	7,630,950	11,564,380	4,504,445	4,593,051	4,482,647	4,571,400
Reserves Designated								
TABOR Reserve	159,777	196,204	326,238	291,949	128,580	130,766	132,989	133,654
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Instructional Special Revenue Fund	4,563,819	4,008,186	5,506,801	5,182,500	496,816	373,803	432,991	424,928
CPP Reserve	-	-	-	-	-	-	-	-
Designated Override Reserve	-	2,786,287	4,401,301	2,927,157	5,667,569	5,554,218	5,443,134	5,334,271
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 4,723,596	\$ 6,990,677	\$ 10,234,340	\$ 8,401,606	\$ 6,292,965	\$ 6,058,787	\$ 6,009,114	\$ 5,892,853
Total Appropriations	\$ 7,214,546	\$ 11,263,733	\$ 17,865,290	\$ 19,965,986	\$ 10,797,410	\$ 10,651,838	\$ 10,491,761	\$ 10,464,253

Food Service - Special Revenue Fund

Statement of Program

Based on the Colorado Department of Education (CDE) requirements, the Food Service Fund is designated as a Special Revenue Fund. This fund accounts for all financial activities associated with the district's school breakfast, lunch, snack, and summer food service programs along with the fresh fruit and vegetable grant programs. The program operates on a financially self-supporting basis. Food Service operations are financed and operated in a manner similar to private enterprises in typical years, where the cost of providing goods or services to the general public is financed or recovered primarily by user charges. In Fiscal Year 2020-21, due to the Coronavirus pandemic, United States Department of Agriculture (USDA) waiver program allowed all meals to be served to students and community youth ages 1 through 18, and the district was reimbursed at a higher per meal rate than the standard program. This will continue for Fiscal Year 2021-22 through the Seamless Summer Option (SSO) program.

During the 2020-21 school year approximately over 4 million meals, (breakfast, lunch, and supper) were served to students and community youth. During the summer months and periods of remote learning, meals were offered for pick up to ensure students maintained access to food.

Food Service is projected to be above the three months of operating reserves after Fiscal Year 2020-21. The district will need to submit a spending plan in the Fall of 2021 that includes updating equipment and the anticipated increase in labor and supply chain costs, in order to return to the required reserve limits.

Focus Areas for Food Service

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

ADAMS 12 FIVE STAR SCHOOLS
FOOD SERVICE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2017-2018 TO 2024-2025

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 4,132,522	\$ 3,506,913	\$ 3,593,201	\$ 3,156,533	\$ 5,953,694	\$ 6,195,951	\$ 4,139,145	2,632,398
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	3,236,102	3,705,025	3,078,625	43,342	1,249,699	3,759,497	3,823,408	3,888,406
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	211,945	259,802	272,402	104,091	78,012	264,997	269,502	274,084
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	7,217,214	7,470,929	8,018,145	10,395,242	11,571,484	7,620,348	7,749,893	7,881,642
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	-	-	-	-	-	-	-
Earnings on Investment	12,470	18,262	13,278	10,986	13,000	13,000	13,000	13,000
Other Miscellaneous	10,823	34,859	15,289	10,000	10,000	10,000	10,000	10,000
Total Revenues	10,688,554	11,488,877	11,397,739	10,563,661	12,922,195	11,667,842	11,865,803	12,067,132
Total Available Resources	14,821,076	14,995,790	14,990,940	13,720,194	18,875,889	17,863,793	16,004,948	14,699,530
Expenditures								
Employee Salaries	3,543,069	4,001,318	4,157,147	4,184,908	4,642,230	4,721,148	4,801,407	4,883,031
Employee Benefits	1,137,133	1,262,291	1,312,929	1,314,617	1,456,365	1,481,123	1,506,302	1,531,909
Purchased Services	325,282	368,322	347,435	355,888	398,988	405,711	412,549	419,503
Supplies & Materials	4,907,613	4,901,868	4,625,657	4,053,892	5,001,687	4,917,549	4,708,112	4,900,951
Utilities	983	1,087	843	660	660	660	660	660
Property/Equipment	628,384	78,803	516,767	313,600	94,798	1,094,798	821,099	547,399
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	767,986	783,579	868,561	724,621	1,079,819	1,098,176	1,116,845	1,135,831
Other Expenditures	3,713	5,322	5,068	4,380	5,391	5,483	5,576	5,671
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	11,314,163	11,402,589	11,834,407	10,952,566	12,679,938	13,724,648	13,372,550	13,424,955
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	11,314,163	11,402,589	11,834,407	10,952,566	12,679,938	13,724,648	13,372,550	13,424,955
Reserves Designated								
TABOR Reserve	-	120,205	101,330	5,053	40,521	121,425	123,477	125,565
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Food Service Fund	3,506,913	3,472,996	3,055,203	2,762,575	6,155,430	4,017,720	2,508,921	1,149,010
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 3,506,913	\$ 3,593,201	\$ 3,156,533	\$ 2,767,628	\$ 6,195,951	\$ 4,139,145	\$ 2,632,398	\$ 1,274,575
Total Appropriations	\$ 14,821,076	\$ 14,995,790	\$ 14,990,940	\$ 13,720,194	\$ 18,875,889	\$ 17,863,793	\$ 16,004,948	\$ 14,699,530

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

Statement of Program

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

BASE is available in most district elementary and K-8 schools. The purpose of the program is to provide safe, quality, 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 in the summer.

Tuition rates will increase in Fiscal Year 2021-22 to cover the cost of increased salary and benefits along with increased operating expenses.

Due to the Coronavirus pandemic, BASE operations were not offered during remote learning. During this time, fees were not collected; however, BASE staff were reassigned to other areas of need in the district and were continually paid at regular rates. Because of this, the General Fund supported BASE with a \$2.3 million transfer to maintain one month reserve needs. For Fiscal Year 2021-22, it is expected that \$0.2 million is needed from the General Fund as operations rebound and the fund balance is restored.

Focus Areas for BASE

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

ADAMS 12 FIVE STAR SCHOOLS
BEFORE, AFTER, AND SUMMER ENRICHMENT PROGRAM FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2017-2018 TO 2024-2025

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 2,167,570	\$ 1,051,159	\$ 742,201	\$ 275,160	\$ 467,912	\$ 696,093	\$ 724,107	\$ 794,276
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	7,887,764	8,516,991	6,299,298	3,963,356	6,071,362	6,253,503	6,441,108	6,634,341
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	-	-	-	-	-	-	-	-
Transfer In From Other Funds	-	80,461	-	2,278,610	238,420	242,473	246,595	247,828
Earnings on Investment	-	-	-	-	-	-	-	-
Other Miscellaneous	-	-	695	-	-	-	-	-
Total Revenues	7,887,764	8,597,452	6,299,993	6,241,966	6,309,782	6,495,976	6,687,703	6,882,169
Total Available Resources	10,055,334	9,648,611	7,042,194	6,517,126	6,777,694	7,192,069	7,411,810	7,676,446
Expenditures								
Employee Salaries	5,056,010	5,116,084	4,642,731	4,272,187	3,918,982	3,985,605	4,053,360	4,122,267
Employee Benefits	1,530,822	1,559,893	1,430,287	1,371,315	1,192,100	1,212,366	1,232,976	1,253,937
Purchased Services	499,061	506,172	368,668	290,990	464,800	467,677	470,597	473,561
Supplies & Materials	384,684	246,320	155,162	61,393	253,414	255,505	257,617	259,751
Utilities	11,673	16,508	18,095	16,589	17,290	17,290	17,290	17,290
Property/Equipment	17,099	11,922	1,832	10,000	12,000	12,000	12,000	12,000
Debt Services	-	-	-	-	-	-	-	-
Internal Charge/Reimbursements	1,503,663	1,448,203	148,925	216,420	221,320	273,351	325,403	357,475
Other Expenditures	1,163	1,310	1,333	1,800	1,695	1,695	1,695	1,695
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	9,004,175	8,906,410	6,767,034	6,240,694	6,081,601	6,225,489	6,370,938	6,497,976
Transfers								
Allocations to Charter Schools	-	-	-	-	-	-	-	-
Charter School Service Charges	-	-	-	-	-	-	-	-
Transfer to Transportation Fund	-	-	-	-	-	-	-	-
Transfer for Athletic Subsidy	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	-	-	-	-	-	-	-	-
Transfer for Student Fee Waivers	-	-	-	-	-	-	-	-
Transfer to Other Funds	-	-	-	-	-	-	-	-
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	9,004,175	8,906,410	6,767,034	6,240,694	6,081,601	6,225,489	6,370,938	6,497,976
Reserves Designated								
TABOR Reserve	236,633	257,924	189,000	187,259	189,293	194,879	200,631	206,465
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated BASE Fund	814,526	484,277	86,160	89,173	506,800	771,701	840,240	972,004
CPP Reserve	-	-	-	-	-	-	-	-
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 1,051,159	\$ 742,201	\$ 275,160	\$ 276,432	\$ 696,093	\$ 966,580	\$ 1,040,871	\$ 1,178,469
Total Appropriations	\$ 10,055,334	\$ 9,648,611	\$ 7,042,194	\$ 6,517,126	\$ 6,777,694	\$ 7,192,069	\$ 7,411,810	\$ 7,676,446



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Bond Redemption - Debt Service Fund

Statement of Program

The Bond Redemption Fund is used to account for property taxes levied to provide for payment of long-term debt. The district's long-term debt, in the form of general obligation bonds including interest, totals \$680.5 million as of June 30, 2021. The budgeted amount for this debt service in Fiscal Year 2021-22 is \$59.5 million. Property taxes provide the revenue for this fund.

State statute limits the amount of general obligation debt a school district may issue to the greater of 20 percent of the latest valuation for assessment of the taxable property in the district, or six percent of the most recent determination of the actual value of the taxable property in the district, as certified by the county assessor to the board of commissioners (C.R.S. 22-42-104). In the fiscal year ending June 30, 2021, the debt limitation for the school district under the six percent of actual valuation is \$2.0 billion, which is \$1.7 billion in excess of the school district's outstanding general obligation debt of \$0.3 billion.

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

Needs for additional schools, maintenance, and replacement of aging facilities will be carefully analyzed to reflect the changing student population. The need for the issuance of bonds to provide for future school facilities is carefully considered with the assistance of the district's Planning Committee.

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

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

Projections for future years include planned revenue to support the debt payments through Fiscal Year 2024-25. 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

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**ADAMS 12 FIVE STAR SCHOOLS
BOND REDEMPTION DEBT SERVICE FUND
OF REVENUES, EXPENDITURES, AND FUNDS
FISCAL YEARS 2017-2018 TO 2024-2025**

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 58,855,679	\$ 66,411,355	\$ 73,611,261	\$ 90,302,546	\$ 112,352,210	\$ 119,904,508	\$ 128,776,010	\$ 154,450,354
Local Support								
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State Support								
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Federal Support								
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Other Support								
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Ö{ { ^ } æ AÜ^ ^	Æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ
V:ææ ^ ^i AÜ AÜ{[] AÜo@i AÜ } æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ
Oææ } æ ^ ^i AÜ } AÜ^ ^ d ^) c	Æ	ÆiÉiÉi	ÆÆiÉiÉiÉi	Æ	Æ	Æ	Æ	Æ
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Total Revenues	53,650,551	55,199,262	66,177,760	66,862,439	67,031,448	68,372,077	69,739,519	71,134,309
Total Available Resources	112,506,230	121,610,617	139,789,021	157,164,985	179,383,658	188,276,585	198,515,529	225,584,663
Expenditures								
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Ö{[] i ^ ^ AÜ^ ^ æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ
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Ø^ æ AÜ^ iææ	ÆiÉiÉiÉi d	ÆiÉiÉiÉiÉi	ÆJÉiÉiÉiÉi	ÆiÉiÉiÉi d	ÆJÉiÉiÉiÉi	ÆJÉiÉiÉiÉi	ÆiÉiÉiÉiÉi	ÆHÉiÉiÉi d
Qæ^i æ AÜo@æ^ æ AÜ^ æ ^ ^) o	Æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ
Uo@i AÜo[] ^) ææ ^ ^	Æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ
Ö{ } æ ^ ^) & AÜ^ ^ iç^	Æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ
Total Expenditures	46,094,875	47,999,356	49,486,475	44,812,775	59,479,150	59,500,575	44,065,175	43,692,125
Transfers								
QÉi{ &ææ } ^ AÜo@æ^ AÜ&Q[] ^	Æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ
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V:ææ ^ ^i AÜ i AÜo@æ AÜ^ æ æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ
V:ææ ^ ^i AÜ AÜæ ææ AÜ^ ^ iç^	Æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ
V:ææ ^ ^i AÜ i AÜo æ^ oæ^ ^ AÜ ææ^ ^	Æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ
V:ææ ^ ^i AÜ AÜo@i AÜ } æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ
Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	46,094,875	47,999,356	49,486,475	44,812,775	59,479,150	59,500,575	44,065,175	43,692,125
Reserves Designated								
VØÜÜ AÜ^ ^ iç^	Æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ
Ü^ ^ iç^ æ AÜ i AÜ^ iææ^ æ AÜ	Æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ
Uæ iæ ææ } ^	Æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ
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Ö{ &{ æ iææ &^ ææ ææ^ iç^ i	Æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ
Ø^ æ } ææ AÜ } iæ AÜ } æ	ÆiÉiÉiÉiÉi	ÆHÉiÉiÉiÉi	ÆiÉiÉiÉiÉi	ÆFÉiÉiÉiÉi	ÆFJÉiÉiÉiÉi	ÆGÉiÉiÉiÉi	ÆiÉiÉiÉiÉi	ÆiÉiÉiÉiÉi
ÖÜÜ AÜ^ ^ iç^	Æ	Æ	Æ	Æ	Æ	Æ	Æ	Æ
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Ending Fund Balance	\$ 66,411,355	\$ 73,611,261	\$ 90,302,546	\$ 112,352,210	\$ 119,904,508	\$ 128,776,010	\$ 154,450,354	\$ 181,892,538
Total Appropriations	\$ 112,506,230	\$ 121,610,617	\$ 139,789,021	\$ 157,164,985	\$ 179,383,658	\$ 188,276,585	\$ 198,515,529	\$ 225,584,663

Capital Reserve - Capital Projects Fund

Statement of Program

The Capital Reserve Fund is funded by rental revenue, common area maintenance fees, cash in lieu payments, and a transfer from the General Fund. Cash in lieu of land revenue is projected to decrease in Fiscal Year 2021-22 due to the decrease in development in the Thornton area, while the transfer in from the General Fund is planned to decrease due to the transfers for technology related projects that will move to the Informational Technology Fund.

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

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

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. Requests for large instructional equipment and technology are prepared by school principals and submitted for review and approval by the Chief Academic Officer and the Chief Information Technology Officer to ensure they align with the district's overall strategic goals.

Expenditures for Fiscal Year 2022-23 through 2024-25 are projected assuming stable funding from the General Fund is available, and include high-priority equipment replacement and deferred maintenance projects.

ADAMS 12 FIVE STAR SCHOOLS
CAPITAL RESERVE FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2017-2018 TO 2024-2025

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 34,016,011	\$ 15,109,495	\$ 23,044,801	\$ 26,253,435	\$ 23,324,758	\$ 22,969,187	\$ 22,991,934	\$ 23,084,476
Local Support								
Property Taxes	-	-	-	-	-	-	-	-
Specific Ownership Taxes	-	-	-	-	-	-	-	-
Other Local	513,530	2,213,928	875,008	162,026	108,557	109,643	110,739	111,846
State Support								
State Equalization	-	-	-	-	-	-	-	-
State Categorical	-	-	-	-	-	-	-	-
Audit Adjustments & Other	-	-	-	-	-	-	-	-
Federal Support								
Federal Revenue	-	-	-	-	-	-	-	-
Other Support								
Tuition & Fees	-	-	-	-	-	-	-	-
Community Use	1,266,039	1,657,759	1,679,155	1,568,552	1,509,528	1,528,318	1,547,367	1,566,677
Transfer In From Other Funds	5,246,056	11,526,056	6,911,056	6,275,456	4,316,365	4,389,743	4,464,369	4,486,691
Earnings on Investment	358,920	1,418,051	572,844	402,000	50,000	51,000	52,020	53,060
Other Miscellaneous ¹	39,576	306,363	758,191	-	-	-	-	-
Total Revenues	7,424,121	17,122,157	10,796,254	8,408,034	5,984,450	6,078,704	6,174,495	6,218,274
Total Available Resources	41,440,132	32,231,652	33,841,055	34,661,469	29,309,208	29,047,891	29,166,429	29,302,750
Expenditures								
Employee Salaries	1,632	88,606	57,310	59,844	62,581	63,645	64,727	65,827
Employee Benefits	336	33,913	21,248	22,121	21,723	22,092	22,468	22,850
Purchased Services	949,666	2,041,895	1,285,065	1,721,000	1,771,000	1,731,462	1,733,846	1,736,279
Supplies & Materials	263,654	90,021	310,771	313,700	323,700	311,508	317,427	323,458
Utilities	35	-	-	-	-	-	-	-
Property/Equipment	19,435,742	1,117,116	3,422,966	6,466,033	1,686,767	1,453,000	1,480,060	1,507,661
Debt Service	5,626,473	5,777,296	2,477,750	2,473,600	2,474,125	2,474,125	2,463,300	2,464,100
Internal Charge/Reimbursements	53,099	1,845	12,269	25	25	25	25	25
Other Expenditures	-	36,160	241	100	100	100	100	100
Contingency Reserve	-	-	-	-	-	-	-	-
Total Expenditures	26,330,637	9,186,851	7,587,620	11,056,423	6,340,021	6,055,957	6,081,953	6,120,300
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	26,330,637	9,186,851	7,587,620	11,056,423	6,340,021	6,055,957	6,081,953	6,120,300
Reserves Designated								
TABOR Reserve	222,724	513,665	323,888	252,241	179,534	182,361	185,235	186,548
Reserved for Multi-Year Obligations	-	-	-	-	-	-	-	-
Contingency Reserve - 3% Per Board Policy	-	-	-	-	-	-	-	-
Encumbrances and Carryover	-	-	-	-	-	-	-	-
Designated Capital Reserve Fund	14,886,771	22,531,136	25,929,548	22,778,254	22,500,898	22,514,588	22,597,908	22,688,100
CPP Reserve	-	-	-	-	-	-	-	-
Designated Override Reserve	-	-	-	574,551	288,755	294,985	301,333	307,802
Unassigned	-	-	-	-	-	-	-	-
Ending Fund Balance	\$ 15,109,495	\$ 23,044,801	\$ 26,253,435	\$ 23,605,046	\$ 22,969,187	\$ 22,991,934	\$ 23,084,476	\$ 23,182,450
Total Appropriations	\$ 41,440,132	\$ 32,231,652	\$ 33,841,055	\$ 34,661,469	\$ 29,309,208	\$ 29,047,891	\$ 29,166,429	\$ 29,302,750

¹ Fiscal Year 2018-19 Other Miscellaneous Revenue consists of proceeds from Certificates of Participation (COPs)

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

CAPITAL CONSTRUCTION PLAN 2017-2023		Expected Completion	Expenditures to Date (through May 31, 2021)	Remaining Budget Amount	Total
Major Renovations & New School Addition					
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Major Renovations & New School Addition Subtotal			\$ 89,719,223	\$ 11,811,878	\$ 101,531,101
Aging Buildings					
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Aging Buildings Subtotal			\$ 174,337,314	\$ 15,193,913	\$ 189,531,227
Educational Opportunities					
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Educational Opportunities Subtotal			\$ 28,171,270	\$ 2,342,850	\$ 30,514,120
Classroom Needs					
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Classroom Needs Subtotal			\$ 12,679,314	\$ 424,452	\$ 13,103,767
Technology					
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Technology Subtotal			\$ 38,742,174	\$ 3,627,826	\$ 42,370,000
Transportation					
Ö^•^•	Ö^&ÊF	ÅÅ Å	ÅÅÅÅi Êi Êi €	ÅÅÅÅi Êi Êi €	
Transportation Subtotal			\$ -	\$ 2,048,670	\$ 2,048,670
Safety & Security					
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Safety & Security Subtotal			\$ 4,588,301	\$ 1,527,650	\$ 6,115,951
Facility Renovation & Construction Plan Subtotal			\$ 348,237,596	\$ 36,977,240	\$ 385,214,837
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Facility Renovation & Construction Plan Total			\$ 376,095,030	\$ 38,944,131	\$ 415,039,161

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Building - Capital Projects Fund

Assessing the Need (cont'd).

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

Capital Construction Plan

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

The first three years of bond work, focused on:

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

Throughout 2021-2022, the bond will focus on:

- Roof replacement/restoration projects at ten district schools and facilities including a full roof replacement at Northglenn High School funding with a matching \$1.7 million state BEST Grant.
- Phase one of the \$6.0 million renovation at Five Star Stadium including new west bleachers, upgrades to stadium facilities and a new front entry.
- Completion of the \$20.0 million, 100-mile district fiber network.
- Final Round of school interior renovation projections and secure vestibules.

**ADAMS 12 FIVE STAR SCHOOLS
BUILDING FUND**

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 269,711,636	\$ 212,984,403	\$ 196,783,427	\$ 100,435,455	\$ 58,727,004	\$ 36,224,907		
Local Support								
Ü{[] ^!c Áæ^•	£	£	£	£	£	£	£	£
Ü] ^8ææÜ, } ^!• @ Áæ^•	£	£	£	£	£	£	£	£
Uc@! Á\$[&æ	£	£	£	£	£	£	£	£
State Support								
Üææ^Ö~ æä ææ{ }	£	£	£	£	£	£	£	£
Üææ^Öææ^[] ææ	£	£	£	£	£	£	£	£
CE äæÜæB•(ä ^) o ÁBÜc@!	£	£	£	£	£	£	£	£
Federal Support								
Ø^ä^!æÜ^ç^)^ ^	£	£	£	£	£	£	£	£
Other Support								
V^ ææ } ÁB^••	£	£	£	£	£	£	£	£
Ö{ { ^ } æ Á^••	£	£	£	£	£	£	£	£
V!æ } ^! ÁÜØ{ [ÁÜc@! ÁÖ } ä•	£	£	£	£	£	£	£	£
Öæ } ä^• Á^} ÁÜç^•(ä ^) c	£	£	£	£	£	£	£	£
Uc@! Á^ ä & Áæ^)^ ^• F	£	£	£	£	£	£	£	£
Total Revenues	2,687,323	82,659,798	9,433,669	2,677,722	3,703,419	74,317	-	-
Total Available Resources	272,398,959	295,644,201	206,217,096	103,113,177	62,430,423	36,299,224	-	-
Expenditures								
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Ö{ [] [^• ÁÜ^)^ ^æ	£	£	£	£	£	£	£	£
Ü^! & @æ^ä ÁÜ^!çæ^•	£	£	£	£	£	£	£	£
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Wææä•	£	£	£	£	£	£	£	£
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Ö{ } æ^• ^) & ÁÜ^•^!ç^•	£	£	£	£	£	£	£	£
Total Expenditures	59,414,556	98,860,774	105,781,641	70,770,695	26,205,516	36,299,224	-	-
Transfers								
Ø{[] &ææ } • Á^ ÁÖæc^! ÁÜ&Q[] •	£	£	£	£	£	£	£	£
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Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers								
	59,414,556	98,860,774	105,781,641	70,770,695	26,205,516	36,299,224	-	-
Reserves Designated								
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Ending Fund Balance	\$ 212,984,403	\$ 196,783,427	\$ 100,435,455	\$ 32,342,482	\$ 36,224,907	\$ -	\$ -	\$ -
Total Appropriations	\$ 272,398,959	\$ 295,644,201	\$ 206,217,096	\$ 103,113,177	\$ 62,430,423	\$ 36,299,224	\$ -	\$ -

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Pupil Activity - Agency Fund

Statement of Program

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



ADAMS 12 FIVE STAR SCHOOLS
PUPIL ACTIVITY AGENCY FUND
SUMMARY OF REVENUES, EXPENDITURES, AND FUND RESERVE
FISCAL YEARS 2017-2018 TO 2024-2025

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	Actual	Actual	Actual	Amended Budget	Adopted Budget	Projected	Projected	Projected
Beginning Fund Balance	\$ 620,228	\$ 595,614	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Support								
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State Support								
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Federal Support								
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Other Support								
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Total Revenues	974,253	335,328	-	-	-	-	-	-
Total Available Resources	1,594,481	930,942	-	-	-	-	-	-
Expenditures								
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Total Expenditures	998,867	930,942	-	-	-	-	-	-
Transfers								
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Total Transfers	-	-	-	-	-	-	-	-
Total Year End Expenditures & Transfers	998,867	930,942	-	-	-	-	-	-
Reserves Designated								
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Ending Fund Balance	\$ 595,614	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Appropriations	\$ 1,594,481	\$ 930,942	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



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Uniform Budget Summary



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**ADAMS 12 FIVE STAR SCHOOLS
UNIFORM BUDGET SUMMARY
FISCAL YEAR 2021-2022**

Adams 12 Five Star Schools Adopted Budget per Board of Education Resolution Fiscal Year 2021-2022 Summary Budget	10 General Fund	11 Charter School Fund	18 Insurance Reserve Fund	17 Information Technology Fund	19 Preschool CPP Fund	21 Food Service Fund	22 Governmental Designated Grants Fund
Adams 12 Five Star Schools Adopted Budget per Board of Education Resolution: 6/16/2021 Budgeted Pupil Count - 36,697							
BEGINNING FUND BALANCE	\$ 63,580,440	\$ 11,706,349	\$ 4,757,531	\$ -	\$ -	\$ 5,953,694	\$ -
REVENUES							
Local Sources	162,199,712	2,525,527	-	-	-	1,259,699	-
Intermediate Sources	-	-	-	-	-	13,000	-
State Sources	250,977,765	3,168,886	-	-	1,782,813	78,012	11,930,626
Federal Sources	-	1,133,928	-	-	-	11,571,484	69,577,914
TOTAL REVENUES	413,177,477	6,828,341	-	-	1,782,813	12,922,195	81,508,540
TOTAL BEGINNING FUND BALANCE/REVENUES	476,757,917	18,534,690	4,757,531	-	1,782,813	18,875,889	81,508,540
TOTAL ALLOCATIONS (TO) / FROM OTHER FUNDS	(36,368,622)	36,368,622	-	-	-	-	-
TRANSFERS (TO) / FROM OTHER FUNDS	(31,557,329)	-	3,545,988	17,431,179	-	-	-
AVAILABLE BEGINNING FUND BALANCE & REVENUES (Plus or Minus (If Revenue) Allocations and Transfers)	408,831,966	54,903,312	8,303,519	17,431,179	1,782,813	18,875,889	81,508,540
EXPENDITURES							
Instruction - Program 0010 to 2099							
Salaries	153,245,856	20,662,500	-	-	6,651,326	-	9,912,861
Employee Benefits	53,468,757	7,174,785	-	-	2,407,877	-	3,166,775
Purchased Services	4,612,597	10,094,219	-	-	337,770	-	1,400,569
Supplies & Materials	3,300,232	2,508,018	-	-	153,000	-	857,118
Property	113,500	143,941	-	-	5,025	-	270,657
Other	(11,499,101)	1,677,729	-	-	39,350	-	36,758,918
Total Instruction	203,241,841	42,261,192	-	-	9,594,348	-	52,366,898
Supporting Services							
Students - Program 2100							
Salaries	14,906,170	-	-	-	1,539,464	-	5,067,934
Employee Benefits	4,730,296	-	-	-	478,632	-	1,621,288
Purchased Services	496,232	-	-	-	2,200	-	335,732
Supplies & Materials	133,281	-	-	-	250	-	40,000
Property	8,000	-	-	-	-	-	105,875
Other	1,859	-	-	-	-	-	1,609,697
Total Students	20,275,838	-	-	-	2,020,546	-	8,780,526
Instructional Staff - Program 2200							
Salaries	18,145,843	-	-	-	479,180	-	2,583,426
Employee Benefits	5,483,492	-	-	-	132,912	-	784,542
Purchased Services	1,356,265	-	-	-	2,500	-	758,546
Supplies & Materials	385,066	-	-	-	-	-	177,858
Property	22,561	-	-	-	-	-	3,689,036
Other	235,706	-	-	-	-	-	766,721
Total Instructional Staff	25,628,933	-	-	-	614,592	-	8,760,129
General Administration - Program 2300							
Salaries	1,391,762	-	-	-	-	-	-
Employee Benefits	436,483	-	-	-	-	-	-
Purchased Services	809,512	-	-	-	-	-	-
Supplies & Materials	20,509	-	-	-	-	-	-
Property	-	-	-	-	-	-	-
Other	220,668	-	-	-	-	-	-
Total General Administration	2,878,934	-	-	-	-	-	-
School Administration - Program 2400							
Salaries	20,830,807	-	-	-	-	-	3,073
Employee Benefits	5,964,603	-	-	-	-	-	687
Purchased Services	227,749	-	-	-	-	-	-
Supplies & Materials	940,792	-	-	-	-	-	-
Property	16,000	-	-	-	-	-	-
Other	630,779	-	-	(24,734)	-	-	17,771
Total School Administration	28,610,730	-	-	(24,734)	-	-	21,531
Business Services - Program 2500							
Salaries	2,742,748	-	-	748,401	-	-	-
Employee Benefits	885,472	-	-	265,081	-	-	-
Purchased Services	233,556	-	-	952,250	-	-	-
Supplies & Materials	536,871	-	-	140,313	-	-	-
Property	155,819	-	-	51,140	-	-	-
Other	(5,345,774)	-	-	(1,065,650)	-	-	5,471,762
Total Business Services	(791,308)	-	-	1,091,535	-	-	5,471,762
Operations and Maintenance - Program 2600							
Salaries	15,072,871	-	-	-	-	-	121,973
Employee Benefits	5,622,188	-	-	-	-	-	36,592
Purchased Services	3,391,471	-	15,000	-	-	-	-
Supplies & Materials	7,446,153	-	15,000	-	-	-	225,000
Property	165,151	-	-	-	-	-	-
Other	64,843	-	50,000	500	200	-	-
Total Operations and Maintenance	31,762,677	-	80,000	500	200	-	383,565

**ADAMS 12 FIVE STAR SCHOOLS
UNIFORM BUDGET SUMMARY
FISCAL YEAR 2021-2022**

Adams 12 Five Star Schools Adopted Budget per Board of Education Resolution Fiscal Year 2021-2022 Summary Budget	23 Pupil Activity Fund	(26-29) Other Special Revenue Funds	31 Bond Redemption Fund	41 Building Fund	43 Capital Reserve Fund	74 Pupil Activity Agency Fund	TOTAL
Adams 12 Five Star Schools Adopted Budget per Board of Education Resolution: 7/16/2021 Budgeted Pupil Count - 36,697							
BEGINNING FUND BALANCE	\$ 4,387,054	\$ 9,847,464	\$ 112,352,210	\$ 58,727,004	\$ 23,324,758	\$ -	\$ 294,636,504
REVENUES							
Local Sources	3,735,574	8,935,768	67,031,448	3,703,419	1,668,085	-	251,059,232
Intermediate Sources	-	-	-	-	-	-	13,000
State Sources	-	-	-	-	-	-	267,938,102
Federal Sources	-	-	-	-	-	-	82,283,326
TOTAL REVENUES	3,735,574	8,935,768	67,031,448	3,703,419	1,668,085	-	601,293,660
TOTAL BEGINNING FUND BALANCE/REVENUES	8,122,628	18,783,232	179,383,658	62,430,423	24,992,843	-	895,930,164
TOTAL ALLOCATIONS (TO) / FROM OTHER FUNDS	-	-	-	-	-	-	-
TRANSFERS (TO) / FROM OTHER FUNDS	222,129	6,041,668	-	-	4,316,365	-	-
AVAILABLE BEGINNING FUND BALANCE & REVENUES (Plus or Minus (if Revenue) Allocations and Transfers)	8,344,757	24,824,900	179,383,658	62,430,423	29,309,208	-	895,930,164
EXPENDITURES							
Instruction - Program 0010 to 2099							
Salaries	92,430	1,275,481	-	-	-	-	191,840,454
Employee Benefits	20,658	300,240	-	-	-	-	66,539,092
Purchased Services	1,259,070	204,112	-	-	-	-	17,908,337
Supplies & Materials	2,958,059	5,202,920	-	-	-	-	14,979,347
Property	56,118	18,500	-	-	-	-	607,741
Other	311,523	680,900	-	-	-	-	27,969,319
Total Instruction	4,697,858	7,682,153	-	-	-	-	319,844,290
Supporting Services							
Students - Program 2100							
Salaries	-	-	-	-	-	-	21,513,568
Employee Benefits	-	-	-	-	-	-	6,830,216
Purchased Services	-	-	-	-	-	-	834,164
Supplies & Materials	-	124,974	-	-	-	-	298,505
Property	-	-	-	-	-	-	113,875
Other	-	-	-	-	-	-	1,611,556
Total Students	-	124,974	-	-	-	-	31,201,884
Instructional Staff - Program 2200							
Salaries	-	120,579	-	-	-	-	21,329,028
Employee Benefits	-	45,795	-	-	-	-	6,446,741
Purchased Services	-	45,000	-	-	-	-	2,162,311
Supplies & Materials	-	540,965	-	-	-	-	1,103,889
Property	-	-	-	-	-	-	3,711,597
Other	-	-	-	-	-	-	1,002,427
Total Instructional Staff	-	752,339	-	-	-	-	35,755,993
General Administration - Program 2300							
Salaries	-	-	-	105,261	-	-	1,497,023
Employee Benefits	-	-	-	28,679	-	-	465,162
Purchased Services	-	-	-	-	-	-	809,512
Supplies & Materials	-	-	-	-	-	-	20,509
Property	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	220,668
Total General Administration	-	-	-	133,940	-	-	3,012,874
School Administration - Program 2400							
Salaries	-	-	-	-	-	-	20,833,880
Employee Benefits	-	-	-	-	-	-	5,965,290
Purchased Services	-	-	-	-	-	-	227,749
Supplies & Materials	-	255,200	-	-	-	-	1,195,992
Property	-	-	-	-	-	-	16,000
Other	-	-	-	-	-	-	623,816
Total School Administration	-	255,200	-	-	-	-	28,862,727
Business Services - Program 2500							
Salaries	-	-	-	305,523	-	-	3,796,672
Employee Benefits	-	-	-	94,661	-	-	1,245,214
Purchased Services	-	-	-	-	1,000,000	-	2,185,806
Supplies & Materials	-	1,400	-	-	-	-	678,584
Property	-	-	-	-	-	-	206,959
Other	-	-	-	-	-	-	(939,662)
Total Business Services	-	1,400	-	400,184	1,000,000	-	7,173,573
Operations and Maintenance - Program 2600							
Salaries	-	383,577	-	4,956	62,581	-	15,645,958
Employee Benefits	-	117,632	-	1,144	21,723	-	5,799,279
Purchased Services	-	11,700	-	-	771,000	-	4,189,171
Supplies & Materials	-	89,166	-	-	319,814	-	8,095,133
Property	-	-	-	-	-	-	165,151
Other	-	8,050	-	-	125	-	123,718
Total Operations and Maintenance	-	610,125	-	6,100	1,175,243	-	34,018,410

**ADAMS 12 FIVE STAR SCHOOLS
UNIFORM BUDGET SUMMARY
FISCAL YEAR 2021-2022**

Adams 12 Five Star Schools Adopted Budget per Board of Education Resolution Fiscal Year 2021-2022 Summary Budget	10 General Fund	11 Charter School Fund	18 Insurance Reserve Fund	17 Information Technology Fund	19 Preschool CPP Fund	21 Food Service Fund	22 Governmental Designated Grants Fund
Student Transportation - Program 2700							
Salaries	7,892,180	-	-	-	-	-	-
Employee Benefits	2,933,574	-	-	-	-	-	-
Purchased Services	510,295	-	-	-	-	-	15,187
Supplies & Materials	1,252,047	-	-	-	-	-	-
Property	12,500	-	-	-	-	-	-
Other	(885,400)	-	-	-	-	-	39,350
Total Student Transportation	11,715,196	-	-	-	-	-	54,537
Central Support - Program 2800							
Salaries	4,223,136	-	311,330	4,769,638	-	-	47,553
Employee Benefits	1,130,502	-	94,749	1,361,303	-	-	14,755
Purchased Services	1,071,504	-	3,293,892	9,136,774	-	-	2,857,713
Supplies & Materials	26,143	-	9,000	175,000	-	-	-
Property	7,000	-	1,000	320,000	-	-	-
Other	51,180	-	408,189	(812,246)	-	-	-
Total Central Support	6,509,465	-	4,118,160	14,950,469	-	-	2,920,021
Other Support - Program 2900							
Salaries	4,309,786	-	-	-	-	140,546	-
Employee Benefits	284,999	-	-	-	-	2,038	-
Purchased Services	-	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Other Support	4,594,785	-	-	-	-	142,584	-
Food Service Operations - Program 3100							
Salaries	-	-	-	-	-	4,501,684	-
Employee Benefits	-	-	-	-	-	1,454,327	-
Purchased Services	-	-	-	-	-	399,648	-
Supplies & Materials	-	-	-	-	-	5,001,687	-
Property	-	-	-	-	-	94,798	-
Other	(1,055,198)	-	-	-	-	1,085,210	-
Total Other Support	(1,055,198)	-	-	-	-	12,537,354	-
Enterprise Operations - Program 3200							
Salaries	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-
Purchased Services	-	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Enterprise Operations	-	-	-	-	-	-	-
Community Services - Program 3300							
Salaries	673,049	-	-	-	-	-	100,409
Employee Benefits	269,071	-	-	-	-	-	30,484
Purchased Services	8,000	-	-	-	-	-	42,876
Supplies & Materials	39,448	-	-	-	-	-	121,295
Property	-	-	-	-	-	-	-
Other	(691,402)	-	-	-	-	-	710,990
Total Community Services	298,166	-	-	-	-	-	1,006,054
Total Supporting Services	130,428,218	-	4,198,160	16,017,770	2,635,338	12,679,938	27,398,125
Property - Program 4000							
Salaries	204,515	-	-	-	-	-	-
Employee Benefits	66,358	-	-	-	-	-	-
Purchased Services	13,604	-	-	-	-	-	92,815
Supplies & Materials	18,394	-	-	-	-	-	-
Property	1,023	-	-	-	-	-	1,650,702
Other	9,516	-	-	-	-	-	-
Total Property	313,410	-	-	-	-	-	1,743,517
Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an Expenditure							
Salaries	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-
Purchased Services	-	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-	-
TOTAL EXPENDITURES	333,983,469	42,261,192	4,198,160	16,017,770	12,229,686	12,679,938	81,508,540
RESERVES							
Reserve for TABOR 3%: 93210	10,860,448	-	-	-	-	40,521	-
Res. for TABOR - Multi-Year Obligations: 93220	9,921,570	-	-	-	-	-	-
District Emergency Reserve: 93230	10,860,448	-	-	-	-	-	-
Encumbrances and Carryover:	-	-	-	-	-	-	-
Other Reserved Fund Balance: 9900	26,873,397	-	4,105,359	1,413,409	-	6,155,430	-
Other Restricted Reserves: 93240	-	-	-	-	-	-	-
Unassigned Reserve: 9900	5,885,761	12,642,120	-	-	-	-	-
TOTAL RESERVES	64,401,624	12,642,120	4,105,359	1,413,409	-	6,195,951	-
TOTAL EXPENDITURES & RESERVES	\$ 398,385,093	\$ 54,903,312	\$ 8,303,519	\$ 17,431,179	\$ 12,229,686	\$ 18,875,889	\$ 81,508,540
NON-APPROPRIATED RESERVE - Program	-	-	-	-	-	-	-
TOTAL AVAILABLE BEGINNING FUND BALANCE & REVENUES LESS TOTAL EXPENDITURES & RESERVES LESS NON-APPROPRIATED RESERVES (Should Equal Zero (0))	\$ 10,446,873	\$ -	\$ -	\$ -	\$ (10,446,873)	\$ -	\$ -

**ADAMS 12 FIVE STAR SCHOOLS
UNIFORM BUDGET SUMMARY
FISCAL YEAR 2021-2022**

Adams 12 Five Star Schools Adopted Budget per Board of Education Resolution Fiscal Year 2021-2022 Summary Budget	23 Pupil Activity Fund	(26-29) Other Special Revenue Funds	31 Bond Redemption Fund	41 Building Fund	43 Capital Reserve Fund	74 Pupil Activity Agency Fund	TOTAL
Student Transportation - Program 2700							
Salaries	-	-	-	-	-	-	7,892,180
Employee Benefits	-	-	-	-	-	-	2,933,574
Purchased Services	-	-	-	-	-	-	525,482
Supplies & Materials	-	-	-	-	-	-	1,252,047
Property	-	-	-	-	-	-	12,500
Other	-	-	-	-	-	-	(846,050)
Total Student Transportation	-	-	-	-	-	-	11,769,733
Central Support - Program 2800							
Salaries	-	-	-	383,115	-	-	9,734,772
Employee Benefits	-	-	-	118,267	-	-	2,719,576
Purchased Services	-	-	-	-	-	-	16,359,883
Supplies & Materials	-	-	-	-	-	-	210,143
Property	-	-	-	-	20,000	-	348,000
Other	-	-	-	-	-	-	(352,877)
Total Central Support	-	-	-	501,382	20,000	-	29,019,497
Other Support - Program 2900							
Salaries	-	34,763	-	-	-	-	4,485,095
Employee Benefits	-	982	-	-	-	-	288,019
Purchased Services	-	-	-	-	-	-	-
Supplies & Materials	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total Other Support	-	35,745	-	-	-	-	4,773,114
Food Service Operations - Program 3100							
Salaries	-	-	-	-	-	-	4,501,684
Employee Benefits	-	-	-	-	-	-	1,454,327
Purchased Services	-	-	-	-	-	-	399,648
Supplies & Materials	-	-	-	-	-	-	5,001,687
Property	-	-	-	-	-	-	94,798
Other	-	-	-	-	-	-	30,012
Total Food Service Operations	-	-	-	-	-	-	11,482,156
Enterprise Operations - Program 3200							
Salaries	-	3,884,219	-	-	-	-	3,884,219
Employee Benefits	-	1,191,118	-	-	-	-	1,191,118
Purchased Services	-	482,090	-	-	-	-	482,090
Supplies & Materials	-	253,414	-	-	-	-	253,414
Property	-	12,000	-	-	-	-	12,000
Other	-	223,015	-	-	-	-	223,015
Total Enterprise Operations	-	6,045,856	-	-	-	-	6,045,856
Community Services - Program 3300							
Salaries	-	15,000	-	-	-	-	788,458
Employee Benefits	-	3,353	-	-	-	-	302,908
Purchased Services	-	-	-	-	-	-	50,876
Supplies & Materials	-	61,251	-	-	-	-	221,994
Property	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	19,588
Total Community Services	-	79,604	-	-	-	-	1,383,824
Total Supporting Services	-	7,905,243	-	1,041,606	2,195,243	-	204,499,641
Property - Program 4000							
Salaries	-	-	-	969,109	-	-	1,173,624
Employee Benefits	-	-	-	296,951	-	-	363,309
Purchased Services	-	-	-	3,071,058	-	-	3,177,477
Supplies & Materials	-	-	-	265,310	3,886	-	287,590
Property	-	-	-	20,561,482	1,666,767	-	23,879,974
Other	-	-	-	-	-	-	9,516
Total Property	-	-	-	25,163,910	1,670,653	-	28,891,490
Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an Expenditure							
Salaries	-	-	-	-	-	-	-
Employee Benefits	-	-	-	-	-	-	-
Purchased Services	-	-	16,000	-	-	-	16,000
Supplies & Materials	-	-	-	-	-	-	-
Property	-	-	-	-	-	-	-
Other	-	-	59,463,150	-	2,474,125	-	61,937,275
Total Other Uses	-	-	59,479,150	-	2,474,125	-	61,953,275
TOTAL EXPENDITURES	4,697,858	15,587,396	59,479,150	26,205,516	6,340,021	-	615,188,696
RESERVES							
Reserve for TABOR 3%: 93210	118,731	449,323	-	-	179,534	-	11,648,557
Res. for TABOR - Multi-Year Obligations: 93220	-	-	-	-	-	-	9,921,570
District Emergency Reserve: 93230	-	-	-	-	-	-	10,860,448
Encumbrances and Carryover:	-	-	-	-	-	-	-
Other Reserved Fund Balance: 9900	3,528,168	8,788,181	119,904,508	36,224,907	22,789,653	-	229,783,012
Other Restricted Reserves: 93240	-	-	-	-	-	-	-
Unassigned Reserve: 9900	-	-	-	-	-	-	18,527,881
TOTAL RESERVES	3,646,899	9,237,504	119,904,508	36,224,907	22,969,187	-	280,741,468
TOTAL EXPENDITURES & RESERVES	\$ 8,344,757	\$ 24,824,900	\$ 179,383,658	\$ 62,430,423	\$ 29,309,208	\$ -	\$ 895,930,164
NON-APPROPRIATED RESERVE - Program	-	-	-	-	-	-	-
TOTAL AVAILABLE BEGINNING FUND BALANCE & REVENUES LESS TOTAL EXPENDITURES & RESERVES LESS NON-APPROPRIATED RESERVES (Should Equal Zero (0))	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



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Charter School Section

**ADAMS 12 FIVE STAR SCHOOLS
CHARTER SCHOOLS SUMMARY
STATEMENT OF REVENUES, EXPENDITURES, AND FUND BALANCE
FISCAL YEAR 2021-2022**

	Prospect Ridge Charter School	Stargate Charter School	Westgate Charter School	New America Charter School	2021-2022 Budget Total
Beginning Fund Balance	\$ 5,376,017	\$ 3,196,661	\$ 2,433,839	\$ 699,832	\$ 11,706,349
Revenues					
State	\$ 17,020,962	\$ 17,024,741	\$ 5,926,244	\$ 3,225,016	\$ 43,196,963
Local					
Fees					
Other					
Total Revenues	17,020,962	17,024,741	5,926,244	3,225,016	43,196,963
Total Resources Available	22,396,979	20,221,402	8,360,083	3,924,848	54,903,312
Expenditures					
Salaries	\$ 16,633,699	\$ 16,602,681	\$ 5,647,507	\$ 3,377,305	\$ 42,261,192
Benefits					
Supplies					
Travel					
Other					
Total Expenditures	16,633,699	16,602,681	5,647,507	3,377,305	42,261,192
Ending Fund Balance	\$ 5,763,280	\$ 3,618,721	\$ 2,712,576	\$ 547,543	\$ 12,642,120



School Section

School Based Budgeting Practices and Assumptions

Assumptions and Budgeting Practices

School budgets were prepared using the following considerations:

- Staffing to the needs of the classroom sizes based on the forecasted enrollment declining projections causing reduction in staff at some locations.
- Elementary schools were budgeted to have maximum classroom sizes of 24 students.
- Allocations given for special programming such as International Baccalaureate (IB), STEM, and Expanded Day schools.
- Additional funding for small schools (less than 471 students) and K-8 schools.
- General operating expenses including classroom supplies, professional development, printing, transportation, maintenance, and Information Technology (IT).
- For schools eligible for Title I, the offset of Title I dollars allocated to the school is included in Other Expenses.
- Prior to Fiscal Year 2018-19, custodial staff were budgeted in the school's budget. This staff is now budgeted in the Custodial department, therefore there was a decrease across all schools in Classified FTE.
- On November 6, 2018, Ballot Issue 5C passed, which was a \$27 million (increased each year for inflation) funding measure to jump-start priorities identified through the district's strategic plan, ELEVATE. The additions below were made to schools' budgets due to this funding source:
 - 2.00 FTE for additional Campus Security Officers at each high school.
 - 16.50 FTE for Certified staff to ensure no class size is over 29 students in elementary levels.
 - 2.00 FTE for Certified staff at middle school levels for class-size reduction or to add course options.
 - 3.00 FTE for Certified staff at each high school for class-size reduction or to add course options.
- Beginning in Fiscal Year 2019-20, all Title I schools were allocated a 1.00 FTE Assistant Principal. This resulted in a total FTE increase of 2.50.
- Beginning in Fiscal Year 2021-22, all Kindergarten staff will be funded in fund 10. In prior years, the budget was split between fund 29 and fund 10. This change is resulting in a total increase of 44 FTE in fund 10.
- The State of Colorado passed HB19-1262, which funds all kindergarten students at a 1.00 FTE (previously funded at 0.58 each). Due to the passing of this bill, the district chose to convert all half-day kindergarten classes into full-day. This resulted in the addition of 15.00 FTE for Certified staff to cover these classes in Fiscal Year 2019-20.
- As a result of the above State House Bill passing, the increase in kindergarten classes also caused an increase in classrooms at some elementary schools. Therefore, an additional 4.50 FTE for elementary specials was allocated to those particular schools that were affected.

ARAPAHOE RIDGE ELEMENTARY SCHOOL

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

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



Mission and Vision:

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

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

Additional Information:

- Certified FTE were increased 0.50 FTE and Paraprofessionals, increased 0.50 FTE due to Fund 29 Kindergarten moving into General Fund 10.
- Administrative FTE decreased by 0.50 FTE due to decline in overall enrollment.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,993,516	\$ 1,752,829	\$ 1,796,488	\$ 1,795,674
Benefits	668,089	540,842	567,011	555,739
Purchased Services	1,533	3,007	2,450	2,150
Supplies	22,489	16,853	31,054	21,593
Equipment	-	-	-	-
Other	13,853	13,184	12,455	11,625
Total Expenditures	\$ 2,699,480	\$ 2,326,716	\$ 2,409,458	\$ 2,386,781
<u>BUDGETED STAFFING</u>				
Certified	24.25	24.50	22.00	22.50
Paraprofessionals	2.45	2.45	2.95	3.50
Classified	2.06	2.06	2.06	2.06
Administrative and Professional/Technical	2.00	2.00	2.00	1.50
Total Budgeted Staffing	30.76	31.01	29.01	29.56
Projected Student Enrollment	556	537	497	400
Cost per Student	\$ 4,855	\$ 4,333	\$ 4,848	\$ 5,967

CENTENNIAL ELEMENTARY SCHOOL

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	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
EXPENDITURES				
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Total Expenditures	\$ 2,197,429	\$ 2,105,794	\$ 2,070,785	\$ 2,211,965Á
BUDGETED STAFFING				
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Total Budgeted Staffing	25.38	27.83	28.39	29.01Á
Projected Student Enrollment	Á F Í Á	Á G G Á	Á F F Á	Á F Í Á
Cost per Student	ÁÁ	Á É É Á ÁÁ	Á É J É Á ÁÁ	Á É H Á ÁÁ

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Mission and Vision:

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	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
EXPENDITURES				
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Total Expenditures	\$ 1,852,068	\$ 1,613,008	\$ 1,774,468	\$ 1,761,388Ä
BUDGETED STAFFING				
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Total Budgeted Staffing	20.00	21.38	19.71	21.12Ä
Projected Student Enrollment	ÄÄÄ ÄÄÄ	ÄÄÄ ÄÄÄ	ÄÄÄ ÄÄÄ	ÄÄÄ ÄÄÄ
Cost per Student	ÄÄÄ ÄÄÄ	ÄÄÄ ÄÄÄ	ÄÄÄ ÄÄÄ	ÄÄÄ ÄÄÄ

CORONADO HILLS ELEMENTARY SCHOOL

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

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



Mission and Vision:

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

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

Additional Information:

- Certified FTE decreased 0.80 due to a decline in projected enrollment.
- Classified FTE increased 0.50 for funding of an office assistant to meet school needs.
- Paraprofessionals FTE increased 0.87 due to Fund 29 Kindergarten moving into General Fund 10.
- Eligible for Title I funding.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,909,317	\$ 2,014,048	\$ 2,055,287	\$ 2,099,612
Benefits	649,544	692,090	656,825	655,645
Purchased Services	6,784	5,836	5,583	2,568
Supplies	64,584	46,518	48,351	47,942
Equipment	487	3,099	-	-
Other	(260,270)	(251,686)	(255,045)	(241,782)
Total Expenditures	\$ 2,370,446	\$ 2,509,906	\$ 2,511,001	\$ 2,563,985
<u>BUDGETED STAFFING</u>				
Certified	24.50	27.00	27.30	26.50
Paraprofessionals	3.45	3.22	3.21	4.08
Classified	2.50	2.25	2.00	2.50
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	32.45	34.47	34.51	35.08
Projected Student Enrollment	473	482	506	419
Cost per Student	\$ 5,012	\$ 5,207	\$ 4,962	\$ 6,119

COTTON CREEK ELEMENTARY SCHOOL

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Mission and Vision:

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•æÁā āÁú { { } ā ÉÁ[Á@[] ÁúÁ^[] Á@ÁÁ} ā~ ^Á\ ā•ÉÁ Á^ Á~!Áāā * ^Á ÁæŌā•Á{ { ÁŌ@āÁ ÁÚc ā} ŌÁ
Ō[~ } &āÉÁ

Additional Information:Á

- Ō!āāāÁŌVŌÁ &^æ^āÁÉÉ €ÁŌVŌÁ~ ^Áú ÁŌ } āÁúÁā ā!~æŌ} Á [cā * Áq d ÁŌ^ ^!āŌ } āÁ€É
- Úāā | [^••ā } ā ÁŌVŌÁ &^æ^āÁÉÉ ÁŌVŌÁ~ ^Áú Áā Áú &^æ^Á ÁúāāŌ~!•Áú Á ^ŌÁ&Ō[|Á ^ā•Áā } *
, āŌŌ } āÁúÁā ā!~æŌ} Á [cā * Áq d ÁŌ^ ^!āŌ } āÁ€É

	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
EXPENDITURES				
Úāāā•Á	ÁÁŌŌÉ! ÉŌÉÁÁÁÉ! ÉŌŌÁÁÁŌŌÉ ÉHÁÁÁŌŌÉ! É! Á			
Ō^ ^ā•Á	Á! É€Á	Á! €É! Á	Á! É! €Á	Á! É É! Á
Ú! &@^āÁú!çā•Á	ÁÉŌŌÁ	ÁŌŌÉ! FÁ	Á É F! Á	Á É F! Á
Ú~] ā•Á	Á! É€Á	ÁŌŌÉ! €Á	Á HÉ €Á	Á €ÉŌŌÁ
Ō~ ā { ^} ŌÁÁ	ÁÁ	ÉÁ	ÁÁ	ÉÁ
ÚŌ! ÁÁÁ	Áú É! Á	Á FÉ! GÁ	Á €É! Á	Á É! Á
Total Expenditures	\$ 2,909,668	\$ 2,492,077	\$ 2,722,207	\$ 2,921,577Á
BUDGETED STAFFING				
Ō!āāāÁ	Áú É€Á	Áú É€Á	Áú É€Á	Áú É €Á
Úāā [^••ā } ā•Á	Á É! Á	Á É! Á	Á É! Á	Á É! Á
Ōæ•āāÁ	Á É€Á	Á É€Á	Á É€Á	Á É€Á
Ōā(ā āāā^Áā āÁú! [^••ā } āÁV^&Ō āāÁ	Á É€Á	Á É€Á	Á É€Á	Á É€Á
Total Budgeted Staffing	32.25	33.25	31.75	35.49Á
Projected Student Enrollment	Á! Á	Á! Á	Á! FÁ	Á! HÁ
Cost per Student	ÁÁ Á É! Á ÁÁ	Á É F! Á ÁÁ	Á É! €Á ÁÁ	Á É! Á

FEDERAL HEIGHTS ELEMENTARY SCHOOL

Gí €€Á ^•ÁÍ €€€^} ^Á
 Øá^íæP^ã @ ÉÖUÁ €Gí €Á
 Èá^íæP^ã •FGí *Á

Ú:ã &ã æP^ãÖ:ãÖæ&ãÁ
 T æ ÁÚ-æ^ÁÍ ÖEJÍ Gí Hí €Á



Mission and Vision:Á

Øá^íæP^ã @ Á [\•Á Á^ç^ [] Áæ} ^•Á @ Áæ^Á ~ ã æP^ã á^} á^} æP^ã á^ç^ { á^áÁ Á &^áÁ Á
 !^æ& * Á@áÁ @•Á [^} æP^ã

V[Á} * æ^Áæ áÁ •] á^áÁ^ç^ á^} •Á Á} [çæP^ã @ ç^æP^ã á^ &^áÁ Áæ^Áæ á^} [[ç^Á} çá [] { ^} Öá Á
 ^} •^á * Á@ @^ æP^ã •d^ &ç^ Á Áç^í^ Áæ• [[[Éç^í^ ÁæÉÁ

Öç^Á&Q [Á] [\•É&Q áÉ& } &^Á áÉæ áÁ ~ } &áæ^Á [Á ~!^áÁ Á@] Áæ} ^•Á &^áÁ

Additional Information:Á

- Ö^íæáÁÖÖÁ &^æ^áÁ^ÁÉÉ €Á^ÁÁ Á^á &^áÁæ^Áá^Áæ} * Á æÖÖ } áÁÚÁá^í^ æç^ Á [çá * Á ç
Ö^í^áÁæÖ } áÁÉÉ
- Úææ [\••ã } æP^ãÖÁ &^æ^áÁ^ÁÉÉ FÁ Á ^ç^á^á^Á Á@Á&Q [Áæ áÁ [ç^ÁÖ } áÁÚÁ ç ÁÖ } áÁÉÉ
- Öá æP^Á ÁÁ^Á } áá * É

	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
EXPENDITURES				
Úææ^Á	ÁÁÁÉÍÍ ÉÉ ÁÁÁÉÍÍ HÉÍ ÁÁÁÉÉ ÉÍ ÉÍ JÁÁÁÁÉÍ ÉÍ ÉÍ JÁ			
Ö^í^áÁ	ÁÍ ÉÉ Í Á	ÁÍÍ ÉÍ HÁ	Á HÉÉÍ Í Á	ÁÍÍ ÉÍ ÉÁ
Ú^í&æ^áÁ^íçá^Á	Á ÉÉ Í Á	ÁÁÉÍ Í Á	Á ÉÉ Í Á	Á ÉÉ Í Á
Ú^]]á^Á	Á ÉÉ É Á	ÁÉÉGGÁ	Á Í É GÁ	Á Í É G Á
Ö^á { ^} ÖÁ	ÁÁ	ÉÁ	ÁÁ	ÉÁ
Uç^íÁÁ	ÁÇÍ ÉÉÍ Í DÁ	ÁÇÍ ÉÉÉ FÁ	ÁÇÍ Í ÉGGÁ	ÁÇÍ Í É FÁ
Total Expenditures	\$ 2,235,799	\$ 1,992,424	\$ 2,025,268	\$ 2,199,859
BUDGETED STAFFING				
Ö^íæáÁ	ÁÇ ÉÉ €Á	ÁÇ ÉÉ €Á	ÁÇ ÉÉ €Á	ÁÇ ÉÉ €Á
Úææ [\••ã } æP^ã	Á ÉÉ Á	Á ÉÉ €Á	Á ÉÉ Í Á	Á ÉÉ Í Á
Öæ^ááÁ	ÁÇÍ Á	ÁÇÍ Á	ÁÇÍ Á	ÁÇÍ Á
Öá (á á çá^Áæ) áÁÚ [\••ã } æP^Á&Q æP^Á	ÁÇÉÁ	ÁÇÉÁ	ÁÇÉÁ	ÁÇÉÁ
Total Budgeted Staffing	37.14	31.38	28.60	30.52
Projected Student Enrollment	Á ÇÁ	Á Í €Á	Á €Á	Á Í Á
Cost per Student	ÁÁ Á ÉÉ€Á ÁÁ	Á ÉÉ G Á ÁÁ	Á ÉÉ Á ÁÁ	Á ÉÚ Í Á

[illegible]

A photograph of the exterior of Glacier Peak Elementary School. The building is constructed of red brick with a large, light-colored stone or concrete entrance area. A wide set of concrete stairs with white metal railings leads up to the entrance. The words "GLACIER PEAK ELEMENTARY SCHOOL" are mounted on the brick wall above the entrance. Several young trees are planted in the grassy area in front of the school. The sky is blue with scattered white clouds.

[illegible][illegible]
$$\{ \partial_a \otimes \partial^a \wedge \hat{A}^{\mu\nu} \otimes g_{\mu\nu} \}$$

HILLCREST ELEMENTARY SCHOOL

FēHÍ ÁÖ: [\ ^ ÁÖ: ä ^ Á
 Þ [| @ | ^ } } ÉÖUÄ €Ġ €Á
 , , , Éö| & ^ • dēāāđ • FÖē ! * Á

Ú: ā & ā āÄÜö } @ ā Á/æ [| : Á
 T āđ ÁÜ- & ^ ÄÄ ÖēĬ Öē Ĥ €Á



Mission and Vision:Á

V [Á [| \ Á āöā ā ^) • āā āÁ@/ & { { ~ } ā ÄÖā ~ & āā * Á@ Á Q | ^ ÁÖ@āÄÜ^ āāđ * Á ^, Á@ ā @ Á ^ Á [| \ ā * Á
 đ * ^ @ @ ! ÁĬ Á ^ | ā Ċ ^ Éāā @ Ċ ^ Éāā ā Á ~ & & ^ ā Ä

P ā | & ^ • Ö | ^ { ^ } āā ÄÜ@ [| Á Ċ ā • Áā Á āöĬ - Á@ Áā * ^ | & { { ~ } ā ÄĬ Á ā ~ & āā Éā ~ | Ċ | ^ Éāā ā ā •] ā ^ & āā | ^ } ÁĬ Á
 | ^ āā @ @ ā Ä | | ^ • đ [Ċ } āāāā ā Á ^ & { ^ Áā | | } * Á ^ āā | ^ • ÉÖ ^ ÁĬ ÁĬ ~ | Áāāā | āā āā • Éā ^ Á ^ & ^ āā ~ | Áā @ • Á
] ^ | Ĭ | { ā & Áāā * Á Ċ ^ | É P ā | & ^ • Áāā Á ^ } ÁĬ Á ^ | Ĭ | { ā & ÁĬ | Á @ ^ Á ^ āā • Ä

Additional Information:Á

- Ö | ^ āā ā ÄÜ@/ & ^ āā Á ^ ÁÉ É Á ^ ÁĬ ÁĬ } āāĬ Áāā ā ^ * āā } ÁĬ [Ċ ā * ÁĬ đ ÁÖ ^ } ^ | āāđ } ā Á €É
- Úāāđ | [^ • • ā } āā ÄÜ@/ & ^ āā Á ^ ÁÉ É Á ^ ÁĬ ÁĬ } āāĬ Áāā ā ^ * āā } ÁĬ [Ċ ā * ÁĬ đ ÁÖ ^ } ^ | āāđ } ā Á €É
- Öā āā | ÁĬ | Áā | ÁÄ } āā * É

	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
EXPENDITURES				
Úāāā • Á	ÄÄÄÄÉ ĤÜÉĬ Ĭ ÄÄÄÄÉ ĬĬÉĬ Ĭ ÄÄÄÄÉ ĬĬÉĬ ÉÖÄÄÄÄÉ ĬĬÉĬ ÉĠÄÄÄÄÉ			
Ö ^ } ^ ā • Á	Ä FFÉĬ JÄ	ÄĬ ÖÉĬ HÄ	ÄĬĬÉĬ Ä	ÄĬĬÉĬ Ä
Ú ~ & @ ^ ā ÄÜ Ċ ā • Á	ÄĬ ÉÜĬ Ä	ÄÖÉĬ Ä	ÄĬÖĬ Ä	ÄĬ ÉĬ Ä
Ú ~]] ā • Á	ÄĬ ÉĬ JÄ	ÄĬ ÉÜJÄ	ÄĬÉFGÄ	ÄĬ ÉĬ JÄ
Ö ~ ā { ^ } ÄÄÄ	ÄÄ	ÉÄ	ÄÄ	ÉÄ
Ü @ @ ! ÄÄÄ	ÄĊĬ ÉĬĬJÄ	ÄĊHÉĬ HÄ	ÄĊÉĬÉĬ Ä	ÄĊĬ ÉĬĬ Ä
Total Expenditures	\$ 2,293,085	\$ 2,115,290	\$ 2,119,617	\$ 2,259,791Ä
BUDGETED STAFFING				
Ö ^ āā ā Ä	ÄĊÉ €Ä	ÄĊÉ €Ä	ÄĊÉ €Ä	ÄĊÉ €Ä
Úāāđ [^ • • ā } ā • Á	ÄĊÉ Ä	ÄĊÉ Ä	ÄĊÉ Ä	ÄĊÉ Ä
Öāā • āā ā Ä	ÄĊÉ Ä	ÄĊÉ Ä	ÄĊÉ Ä	ÄĊÉ Ä
Öā (ā ā āāā ^ āā ÄÜ [^ • • ā } āā ÄÜ@ āāā	ÄĊÉÄ	ÄĊÉÄ	ÄĊÉÄ	ÄĊÉÄ
Total Budgeted Staffing	30.19	29.23	28.10	30.53Ä
Projected Student Enrollment	ÄÄ ÄĬ €Ä	ÄĬ FÄ	ÄÜĬ Ä	ÄĬ HÄ
Cost per Student	ÄÄ ÄÉĬ JÄ ÄÄ	ÄÉĬ Ä ÄÄ	ÄÉĬ Ä ÄÄ	ÄÉĬ Ä

LEROY ELEMENTARY SCHOOL

FIÍ FÁÍ[^ÁÖ!q^Á
 P[!c@| ^} } ÉÖUÁ €G+HÁ
 , , , É!Í[^Éaaq • FQÉ! * Á

Ú!q &q aqÁV!aaÁÚcæ ~!Á
 T aq ÁÚ~&ÁÁÁ GÉÉÍ GÉÍ Í!ÉÁ



Mission and Vision:Á

Š!Í[^ÁÖ! ^} } cæ^ Áq Áaa&||aa[!aaq^Á&{ { ~} cæ Á, @!^Á^q! ^} ^Á• @e^Ác@Á!^•}[] •aaq Á[-Á(^q * Á[^!Á
 ^••^} aaq^! ^} } o Á q@Á^aaq } Áq aa^} c@ •aa{ Á[Á! ^} aa^! ^!Áq^!^Á^aa} ^!•Áq Áa&{ q * Áq }[qaaq^Á
 q aaq^ aa^ Á&{ } daq q * Á[ÁcÁq[!q * Á[&a c ÉÁ

V@Š!Í[^ÁÖ! ^} } cæ^ Á&{ { ~} cæ Áaa • Á[Áa^q![] Á c aa^} o Á @ Áaa^aaq^Áaa[] * Á^aa} ^!•Áq aa^} } aaq } aa^ Á
 { q aa^Áaa^} •ÉV Áq qÁ^} &~!aa^Á c aa^} o Á[Áa^Á&{ } aa^q } aa^É!^+&q^Éaa aa^} ^} É q aa^ÁÉV@[^ * @q ~ a
 Éaa^Áaa^} q * É c aa^} o Á qÁa^Áaa^} } aaq^ Á! ^} aa^Á[Á[aa^Á[] [!c} aa^ Á-ÁcÁ c! ^É

Additional Information:Á

- Ó!íaa^ÁVÖÁ&^aa^ÁÁÁ ÉÉ! ÉÁ~ÁÁ ÁÖ } aa^Áaa^Áaa^} Á[q * Áq q ÁÖ^ ^!aa^} aa^ÉÉ
- Úaaq[! ^••q} aa^ÁVÖÁ&^aa^ÁÁÁ ÉÉ! ÉÁ~ÁÁ ÁÖ } aa^Áaa^Áaa^} Á[q * Áq q ÁÖ^ ^!aa^} aa^ÉÉ
- Óaa^Áaa^ÁVÖÁ&^aa^ÁÁÁ ÉÉ!ÉÁ~ÁÁ ÁÁ[q * ÁÚ~&ÁÖ!^Á[!q} É
- Óaa^ÁÁ[ÁÁÁÁ } aa^ * É

	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
EXPENDITURES				
Úaaq^Á	ÁÁÁÁÉ GÉÉÍ ÁÁÁÁÉ Í HÉ É	ÁÁÁÁÉ Í HÉ É	ÁÁÁÁÉ Í HÉ É	ÁÁÁÁÉ Í HÉ É
Ó! ^aa^Á	Á Í Í É É Á	Á É Í É GÁ	Á G É H GÁ	Á J F É Í Á
Ú!&@^ÁÁ!qaa^Á	ÁÉÉ ÉJÁ	ÁÁÁÁÉ GÉÍ GÁ	ÁÉÉ Í Á	Á É F Í Á
Ú]]aa^Á	Á F É G É Á	ÁÁÁÁÉ É Í Í Á	Á H É Í É Á	Á U É Í Á
Ö~ q { ^} aa^	Á H É Í HÁ	ÁÁÁÁÉ Á	É Á	Á Á
Uc@!ÁÁÁ	Á É É J J Á	Á F F Í É É Í DÁ	Á F H É É Í F DÁ	Á F Í F É É Í DÁ
Total Expenditures	\$ 2,240,277	\$ 2,299,738	\$ 2,095,400	\$ 2,371,478Á
BUDGETED STAFFING				
Ó!íaa^Á	Á F É É Á	Á G É É Á	Á G É É Á	Á H É É Á
Úaaq[! ^••q} aa^Á	Á G É É Á	Á G É Í Á	Á H É É Á	Á H É Í Á
Óaa^Áaa^Á	Á G É É Á	Á G É H Á	Á G É H Á	Á G É É Á
Öa(q aaq^Áaa^Áaa^Á! ^••q} aa^ÁV&@ aaq^Á	Á G É É Á	Á G É É Á	Á G É É Á	Á G É É Á
Total Budgeted Staffing	27.00	28.88	28.13	30.88Á
Projected Student Enrollment	Á H Á	Á É G Á	Á Í Í Á	Á G Á
Cost per Student	ÁÁ Á É Í G Á ÁÁ	Á É G Á ÁÁ	Á É Í Á ÁÁ	Á É H Á

FH€Á æ| ^ Á Ì ã ^ Á
P [| @ | ^ } Ë Õ Ù Á € G H Á
د د د È æ | ^ È æ æ • F G È | * Á

A photograph of the exterior of Malley Drive Elementary school. The building features a combination of light-colored horizontal siding and dark brown brickwork. A large sign above the entrance reads "MALLEY DRIVE ELEMENTARY". The entrance has a set of double glass doors. To the right of the entrance is a large window with multiple panes. The foreground shows a landscaped area with various green plants and shrubs.

[illegible][illegible]
$$\{ \partial_{\bar{a}} \otimes \partial_{\bar{b}} \wedge \hat{A}^{\bar{a}} \wedge \partial_{\bar{c}} \}$$

MCELWAIN ELEMENTARY SCHOOL

FEGEAOæ • [] ÄÖä^Á
 V@!} q } ÊÖUÄ EGGJÁ
 , , , È &\, æ Èææ • FGE! * Á

Úlā &ā æWUæU• [] Á
 T æ Á -æ\WÄ GEEJ GE Í EEA



Mission and Vision:Á

T &Ö, æ Áæææ * Ä [{ ~ } æ Á dæä * Ä Äæ\ } * ^æ äÄ [] [, ^ Áææä ä äÄ æææ^Äæ Ä!Ä!Ä!æ•cÁ
] [c) æææææ^ ææ Ä [&æ\ Èæ äÄ [c] æ Ä

Y ^Äæ^Äæ ä& |ææ^Ä [] æ@ Ä!ææ æÄ [] ^æcä •• È•æ•æ } &Ä! [, cÄ ä ä•^ææ äÄ c!ææ [] *•c^!Ä
 |ææ ^!•ÈÄ

Additional Information:Á

- Ö!ææäÄÖVÖ& ^æ^äÄ^ÄE EÄ^ÄÄ ÄÖ } äGJÄä ä! * æc) Ä [çä * Ä q ÄÖ^) ^!æÄÖ } äÆE
- Úææ [^••ä } æ ÄÖVÖ& ^æ^äÄ^ÄE Í Ä^ÄÄ ÄÖ } äGJÄä ä! * æc) Ä [çä * Ä q ÄÖ^) ^!æÄÖ } äÆE
- Öäæ^Ä!Ä!Ä! } ää * È

	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
EXPENDITURES				
Úææä•Á	ÄÄÄÈ H È Fì ÄÄÄÈ I È I HÄÄÄÈ H È G ÄÄÄÈ B E E È H Ä			
Ö\ ^æ•Á	Ä È È Í Ä	Ä JI È FÍ Ä	Ä Ì GEÍ EÄ	Ä JÍ È HJÄ
Ú! &æ^äÄ!çæ^Ä	ÄG È I Ä	ÄÄ È I GÄ	Ä È I Ä	Ä È I Ä
Ü]] ä•Á	Ä I È I Ä	Ä H È H Ä	Ä I È FÄ	Ä I È I Ä
Ö~ ä { ^ } ÄÄ	ÄÄ	ÄÄ	ÄÄ	ÄÄ
Uc@!ÄÄ	ÄG H È JI DÄ	ÄFJ I È JJ DÄ	ÄFJ I È I EÄ	ÄF I GE I DÄ
Total Expenditures	\$ 2,283,601	\$ 2,225,480	\$ 2,275,946	\$ 2,356,613Ä
BUDGETED STAFFING				
Ö!ææäÄ	ÄG È EÄ	ÄG È EÄ	ÄGG È EÄ	ÄG È EÄ
Úææ [^••ä } æ•Á	Ä È Í Ä	Ä È Í Ä	Ä È Í Ä	Ä È EÄ
Öæ•æäÄ	ÄG È EÄ	ÄG È EÄ	ÄG È EÄ	ÄG È EÄ
Öä (ä ä dææ^Äæ äÄ! [^••ä } æDV^&Q ææÄ	ÄG È EÄ	ÄG È EÄ	ÄG È EÄ	ÄG È EÄ
Total Budgeted Staffing	31.75	31.25	30.25	31.50Ä
Projected Student Enrollment	Ä I J Ä	Ä FGÄ	Ä G Ä	Ä H I Ä
Cost per Student	ÄÄ Ä È I Ä ÄÄ	Ä È EGÄ ÄÄ	Ä È I Ä ÄÄ	Ä È FFÄ

FG ∈ ÁÚ^||^ ÂÚd^ ^ Á
Ó[[[{ -a|ãÊÔUÂ ∈ GEÁ
د د د È [~ } cā ðææ • FGÈ !* Á

T[~}cā ÁXā, Áā Á| |~ āÁġ Áā^Áāā ā^Áġ{ { }ā Á @ Á}[, •Á~!Áċ ā^} •Áā Áā āāā ā •Áā āÁ^ā} •!•ĒU~!Á ^}cā[] { ^} ōā Áġ ċ} cā} āġ Áā•ā} ^āÁġ Áġ} ā^Áġ~!^ Á&QāÁġ Áā^Áā~!•Ē! [, Áā^Á&Qā^} *^āĒā āÁ^āā ^Á&āÁ [] ċ} cāĒĀ

Unique Program

- ### Additional Information:Á

- [illegible]

$$\{ \partial_a \otimes \partial^a \wedge \hat{A}^{\wedge} \otimes c_a \}$$

JÍÌ €Öæ [] ÄÖ:ä^Á
 Þ[!@|}] ÉÖUÄ €Ĝ €Á
 , , È[!@ [!Èæ •FGÈ!^Á

A photograph of the exterior of North Mor Elementary School. The building is constructed of red brick with a white metal roof. A sign on the brick wall reads "NORTH MOR ELEMENTARY SCHOOL". There is a set of stairs with a metal railing leading to the entrance. The school is surrounded by green grass and trees. A tall light pole stands in front of the building.

Y ^A} cā ā} Ā [100T [100T ^} ^} cē ā ā ā} ^} { ā * Ē [• ā ā ^} cā [] { ^} Ō 000 [] cē ā ā ā ā ā} ā ā
^cā [] & Ā 000 [] cē ā * Ā ā Ē • cē ^} ā ā ā ~ cē ā ā • ^} ā ā [] * Ā cē Ē cē ā} cē ā ā [] { ~} ā Ē

[illegible][illegible]
$$\{ \partial_a \otimes \partial^a \wedge \hat{A}^{\wedge} \otimes c_a \}$$

À Á Â Ã Ä Å Æ Ç È É Ê Ë Ì Í Î Ï Ñ Ò Ó Ô Õ Ö × Ø Ù Ú Û Ü Ý Þ ß à á â ã

A wide-angle photograph of the Capitol City Community Center building. The building features a prominent entrance with a stone and brick facade. Above the entrance, the words "CAPITOL CITY" and "COMMUNITY CENTER" are visible. To the right, "DISTRICT 18" is inscribed. A large American flag flies on a tall pole in front of the building. The roof is blue, and there are large windows and glass doors. A tree and some landscaping are in the foreground on the right. The sky is blue with scattered clouds.

[illegible][illegible]
$$\{ \partial \bar{a} \otimes \wedge^i \bar{A} \wedge \otimes \bar{c} \bar{a} \}$$

PRAIRIE HILLS ELEMENTARY SCHOOL

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

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



Mission and Vision:

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

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

Additional Information:

- Certified FTE increased by 0.50 due to Fund 29 Kindergarten moving into General Fund 10 added 1.50 FTE, while declining enrollment resulted in a decrease of 1.0 FTE.
- Paraprofessionals FTE increased by 0.76 due to Fund 29 Kindergarten moving into General Fund 10.
- Classified FTE increased by 0.13 for funding a Office Assistant position.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,857,509	\$ 1,656,939	\$ 1,746,870	\$ 1,787,422
Benefits	589,303	487,490	546,120	551,196
Purchased Services	5,535	2,600	1,850	1,950
Supplies	82,645	28,730	36,115	34,798
Equipment	3,389	-	-	-
Other	17,077	14,363	11,679	14,100
Total Expenditures	\$ 2,555,457	\$ 2,190,122	\$ 2,342,634	\$ 2,389,466
<u>BUDGETED STAFFING</u>				
Certified	19.69	21.00	22.00	22.50
Paraprofessionals	2.85	2.75	1.85	2.61
Classified	2.00	2.00	2.00	2.13
Administrative and Professional/Technical	1.00	1.50	1.50	1.50
Total Budgeted Staffing	25.54	27.25	27.35	28.74
Projected Student Enrollment	470	501	487	402
Cost per Student	\$ 5,437	\$ 4,372	\$ 4,810	\$ 5,944

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A photograph of the exterior of Riverdale Elementary School. The main building is constructed with blue corrugated metal siding. Large, white, sans-serif capital letters on the upper part of the building read "RIVERDALE ELEMENTARY SCHOOL". To the right of the main entrance, there is a smaller, grey section of the building. On this grey section, there is a sign that also reads "RIVERDALE ELEMENTARY" in white capital letters, with a stylized American flag graphic below the text. The entrance features a set of glass doors. To the left of the main building, there is a long, lower section with a series of columns. In the foreground, there is a paved area with a landscaped island containing small bushes and rocks. A tall flagpole with the American flag stands on the left. The sky is blue with scattered white clouds.

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SILVER CREEK ELEMENTARY SCHOOL

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

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



Mission and Vision:

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

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

Additional Information:

- Certified FTE increased by 3.00 due to an increase of 1.0 FTE to meet the needs of fourth grade and an increase of 2.00 FTE is from Fund 29 Kindergarten moving into General Fund 10.
- Paraprofessionals FTE increased by 0.47 due to Fund 29 Kindergarten moving into General Fund 10.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,295,505	\$ 2,038,480	\$ 2,138,020	\$ 2,326,905
Benefits	730,515	595,979	673,185	721,184
Purchased Services	996	2,833	1,268	1,268
Supplies	56,493	39,050	45,526	53,329
Equipment	-	15,187	-	-
Other	17,605	15,696	16,443	21,260
Total Expenditures	\$ 3,101,113	\$ 2,707,225	\$ 2,874,442	\$ 3,123,946
<u>BUDGETED STAFFING</u>				
Certified	25.75	26.50	26.50	29.50
Paraprofessionals	3.54	3.50	3.81	4.28
Classified	2.50	2.59	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	33.79	34.59	34.31	37.78
Projected Student Enrollment	612	614	596	523
Cost per Student	\$ 5,067	\$ 4,409	\$ 4,823	\$ 5,973

SKYVIEW ELEMENTARY SCHOOL

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

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



Mission and Vision:

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

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

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

Additional Information:

- Certified FTE increased 1.50 and Paraprofessionals FTE increased 0.75 due to Fund 29 Kindergarten moving into General Fund 10.
- Classified FTE decreased by 0.01 due to small adjustment to meet school needs.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,759,893	\$ 1,474,233	\$ 1,595,897	\$ 1,734,775
Benefits	560,799	427,809	500,424	534,338
Purchased Services	1,754	4,495	1,376	1,376
Supplies	83,864	35,218	56,854	46,090
Equipment	974	-	-	-
Other	14,881	16,168	17,431	22,130
Total Expenditures	\$ 2,422,166	\$ 1,957,923	\$ 2,171,982	\$ 2,338,709
<u>BUDGETED STAFFING</u>				
Certified	20.40	20.00	20.00	21.50
Paraprofessionals	2.13	2.06	1.94	2.69
Classified	2.13	2.30	2.31	2.30
Administrative and Professional/Technical	1.50	1.50	1.50	1.50
Total Budgeted Staffing	26.16	25.86	25.75	27.99
Projected Student Enrollment	462	460	419	354
Cost per Student	\$ 5,243	\$ 4,256	\$ 5,184	\$ 6,607

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A photograph of the exterior of Stellar Elementary School. The building is constructed of red brick with horizontal gold-colored metal accents. Large glass windows are visible, including a section with colorful stained glass panes on the left. The name "STELLAR ELEMENTARY SCHOOL" is mounted on the brick wall. In the foreground, there is a statue of a person on a pedestal, several young trees, and a paved walkway.

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Additional Information:Á

- | | 2018-2019
ACTUAL | 2019-2020
ACTUAL | 2020-2021
AMENDED | 2021-2022
BUDGET |
|--------------------------------|---------------------|---------------------|----------------------|---------------------|
| EXPENDITURES | | | | |
| Operating Expenses | \$ 1,922,965 | \$ 2,360,171 | \$ 2,379,062 | \$ 2,498,097 |
| Capital Expenses | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| Debt Service | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| Other Expenses | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| Total Expenditures | \$ 2,922,965 | \$ 2,360,171 | \$ 2,379,062 | \$ 2,498,097 |
| BUDGETED STAFFING | | | | |
| Full-time Staff | 28.87 | 32.08 | 27.61 | 29.87 |
| Part-time Staff | 0.00 | 0.00 | 0.00 | 0.00 |
| Student Staff | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Budgeted Staffing | 28.87 | 32.08 | 27.61 | 29.87 |
| Projected Student Enrollment | 1,000 | 1,000 | 1,000 | 1,000 |
| Cost per Student | \$ 2,922.97 | \$ 2,360.17 | \$ 2,379.06 | \$ 2,498.10 |

STUKEY ELEMENTARY SCHOOL

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

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



Mission and Vision:

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

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

Additional Information:

- Certified FTE decreased by 1.10 due to declining enrollment reducing classes and electives.
- Paraprofessionals FTE increased by 1.00 due to Fund 29 Kindergarten moving into General Fund 10 and one student monitor added to meet school needs.
- Eligible for Title I funding.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,600,765	\$ 1,569,838	\$ 1,667,503	\$ 1,684,752
Benefits	534,460	548,515	536,710	533,218
Purchased Services	13,005	5,382	3,168	2,268
Supplies	64,552	13,894	39,008	38,183
Equipment	418	-	-	-
Other	(203,367)	(212,169)	(179,811)	(168,968)
Total Expenditures	\$ 2,009,833	\$ 1,925,460	\$ 2,066,578	\$ 2,089,453
<u>BUDGETED STAFFING</u>				
Certified	21.40	22.50	21.50	20.40
Paraprofessionals	2.43	2.63	2.38	3.38
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	27.83	29.13	27.88	27.78
Projected Student Enrollment	409	438	377	298
Cost per Student	\$ 4,914	\$ 4,396	\$ 5,482	\$ 7,012

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Additional Information:Á

- | | 2018-2019
ACTUAL | 2019-2020
ACTUAL | 2020-2021
AMENDED | 2021-2022
BUDGET |
|-------------------------------------|---------------------|---------------------|----------------------|---------------------|
| EXPENDITURES | | | | |
| Salaries and Benefits | 1,450,000 | 1,450,000 | 1,450,000 | 1,450,000 |
| Instructional Materials | 100,000 | 100,000 | 100,000 | 100,000 |
| Administrative Expenses | 150,000 | 150,000 | 150,000 | 150,000 |
| Capital Outlay | 100,000 | 100,000 | 100,000 | 100,000 |
| Other Expenses | 100,000 | 100,000 | 100,000 | 100,000 |
| Total Expenditures | \$ 1,800,000 | \$ 1,800,000 | \$ 1,800,000 | \$ 1,800,000 |
| BUDGETED STAFFING | | | | |
| Classroom Teachers | 20.31 | 20.90 | 20.40 | 21.91 |
| Administrative Staff | 1.00 | 1.00 | 1.00 | 1.00 |
| Instructional Support | 1.00 | 1.00 | 1.00 | 1.00 |
| Other Staff | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Budgeted Staffing | 23.31 | 23.90 | 23.40 | 24.91 |
| Projected Student Enrollment | 1,000 | 1,000 | 1,000 | 1,000 |
| Cost per Student | \$ 1,800 | \$ 1,800 | \$ 1,800 | \$ 1,800 |

THORNTON ELEMENTARY SCHOOL

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

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



Mission and Vision:

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

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

Additional Information:

- Certified FTE decreased by 1.60 as declining enrollment has reduced class and elective hours.
- Paraprofessional FTE increased by 0.70 due to Fund 29 Kindergarten moving into General Fund 10.
- Eligible for Title I funding.

	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
EXPENDITURES				
Salaries	\$ 1,657,057	\$ 1,704,148	\$ 1,808,868	\$ 1,771,690
Benefits	548,654	546,358	563,996	552,446
Purchased Services	3,209	3,639	1,268	1,468
Supplies	38,705	28,615	103,083	69,708
Equipment	-	13,892	-	-
Other	(167,007)	(226,801)	(225,857)	(176,928)
Total Expenditures	\$ 2,080,617	\$ 2,069,851	\$ 2,251,358	\$ 2,218,384
BUDGETED STAFFING				
Certified	21.23	22.50	23.00	21.40
Paraprofessionals	2.48	3.70	3.43	4.13
Classified	2.00	2.00	2.00	2.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	27.71	30.20	30.43	29.53
Projected Student Enrollment	365	368	369	267
Cost per Student	\$ 5,700	\$ 5,625	\$ 6,101	\$ 8,309

WOODGLEN ELEMENTARY SCHOOL

11717 Madison Street
Thornton, CO 80233
www.woodglen.adams12.org

Principal: Matt Haviland
Main Office: 720-972-5700



Mission and Vision:

Our vision is to be a community of learners who are – Willing, Organized, Optimistic, Diverse, Grateful, Leaders, Engaged, and Nurturing. Each child learns, grows and becomes a positive member of our community.

Woodglen Elementary is a flourishing, community-focused school within the east-central portion of the Adams 12 Five Star Schools district. We are dedicated to providing high quality instruction and engaging learning opportunities to students in pre-school through fifth grade. We strive to maintain an atmosphere that is warm and welcoming for students, parents, staff, and community members. It's important that our families feel well connected to our school so that the students thrive.

Additional Information:

- Certified FTE increased by 1.50 due to Fund 29 Kindergarten moving into General Fund 10.
- Paraprofessionals FTE increased by 0.25 due to Fund 29 Kindergarten moving into General Fund 10.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,517,244	\$ 1,305,083	\$ 1,669,336	\$ 1,718,798
Benefits	497,540	397,400	520,991	529,855
Purchased Services	1,611	1,816	3,407	1,907
Supplies	45,550	24,535	43,624	43,417
Equipment	-	-	-	-
Other	16,459	8,467	10,341	15,388
Total Expenditures	\$ 2,078,404	\$ 1,737,301	\$ 2,247,699	\$ 2,309,364
<u>BUDGETED STAFFING</u>				
Certified	18.84	20.30	20.00	21.50
Paraprofessionals	1.63	1.75	2.38	2.63
Classified	2.00	2.13	2.13	2.13
Administrative and Professional/Technical	1.00	1.50	1.50	1.50
Total Budgeted Staffing	23.47	25.68	26.00	27.76
Projected Student Enrollment	421	441	377	353
Cost per Student	\$ 4,937	\$ 3,939	\$ 5,962	\$ 6,542

THUNDER VISTA PK-8 SCHOOL

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Mission and Vision:Á

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	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
EXPENDITURES				
Operating Expenses	1,100,000	1,100,000	1,100,000	1,100,000
Capital Expenses	1,000,000	1,000,000	1,000,000	1,000,000
Debt Service	1,000,000	1,000,000	1,000,000	1,000,000
Other Expenses	1,000,000	1,000,000	1,000,000	1,000,000
Total Expenditures	\$ 3,289,830	\$ 3,024,675	\$ 4,443,073	\$ 4,612,138
BUDGETED STAFFING				
Operating Staffing	32.80	45.10	51.43	53.63
Capital Staffing				
Debt Service Staffing				
Other Staffing				
Total Budgeted Staffing	32.80	45.10	51.43	53.63
Projected Student Enrollment	1,000	1,000	1,000	1,000
Cost per Student	3,289.83	3,024.68	4,443.07	4,612.14

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A wide-angle photograph of the exterior of Hulstrom K-8 School. The building is constructed of red brick with a curved, modern entrance featuring a grey metal overhang. The name "HULSTROM K-8 SCHOOL" is visible in large, dark letters above the entrance. A tall flagpole stands to the right of the entrance, flying the American flag. The foreground shows a paved parking lot with yellow painted lines. The sky is clear and blue.

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STEM LAB

11700 Irma Drive
Northglenn, CO 80233
www.stem.adams12.org

Principal: Tracy Tellingner
Main Office: 720-972-3340



Mission and Vision:

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

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

Additional Information:

- Certified FTE increased by 1.60 due to Fund 29 Kindergarten moving into General Fund 10.
- Paraprofessionals FTE increased by 1.15 due to Fund 29 Kindergarten moving into General Fund 10.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,319,742	\$ 2,513,820	\$ 3,002,074	\$ 3,136,994
Benefits	759,064	773,864	941,610	972,772
Purchased Services	3,801	3,585	3,595	2,595
Supplies	51,304	21,071	50,460	52,010
Equipment	-	1,899	-	-
Other	6,928	9,747	10,085	64,407
Total Expenditures	\$ 3,140,839	\$ 3,323,985	\$ 4,007,824	\$ 4,228,778
<u>BUDGETED STAFFING</u>				
Certified	26.50	37.10	37.70	39.30
Paraprofessionals	3.06	3.30	3.73	4.88
Classified	3.50	4.00	4.00	4.00
Administrative and Professional/Technical	2.00	2.00	2.00	2.00
Total Budgeted Staffing	35.06	46.40	47.43	50.18
Projected Student Enrollment	470	672	694	669
Cost per Student	\$ 6,683	\$ 4,946	\$ 5,775	\$ 6,321

STEM LAUNCH

9450 Pecos Street
Thornton, CO 80260
www.stemlaunch.org

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



Mission and Vision:

STEM Launch is to inspire achievement through rigorous, innovative, and authentic experiences. We offer a full range of rigorous educational opportunities in science, technology, engineering, mathematics, literacy, and social studies with full support of music, art, and physical education. Student skills are developed for social, political, and economic participation in a diverse, independent, and changing world.

All students will have access to dynamic engineering curriculum and authentic experiences with industry partnerships to solve real engineering problems. Students will be immersed in the problem-solving process and be able to test and redesign their ideas.

Additional Information:

- Certified FTE decreased by 1.00 as school need indicates a reduction of a first grade classroom.
- Paraprofessionals FTE decreased by 0.39 for removing a student monitor based on school need.
- Eligible for Title I funding.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,305,552	\$ 3,606,608	\$ 3,875,404	\$ 3,956,488
Benefits	1,130,614	1,248,575	1,213,881	1,225,247
Purchased Services	6,140	11,742	13,981	12,981
Supplies	101,338	129,659	131,099	97,603
Equipment	-	77,668	5,000	-
Other	30,867	(250,508)	(270,146)	(299,553)
Total Expenditures	\$ 4,574,511	\$ 4,823,744	\$ 4,969,219	\$ 4,992,766
<u>BUDGETED STAFFING</u>				
Certified	46.00	52.00	51.00	50.00
Paraprofessionals	2.93	2.90	3.51	3.13
Classified	6.00	6.00	6.00	6.00
Administrative and Professional/Technical	4.00	4.00	4.00	4.00
Total Budgeted Staffing	58.93	64.90	64.51	63.13
Projected Student Enrollment	849	902	770	773
Cost per Student	\$ 5,388	\$ 5,348	\$ 6,454	\$ 6,459

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	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
EXPENDITURES				
Operating Expenses	\$ 4,642,828	\$ 4,642,828	\$ 4,642,828	\$ 4,642,828
Capital Expenses	\$ 5,325,367	\$ 5,325,367	\$ 5,325,367	\$ 5,325,367
Debt Service	\$ 1,145,772	\$ 1,145,772	\$ 1,145,772	\$ 1,145,772
Total Expenditures	\$ 11,113,967	\$ 11,113,967	\$ 11,113,967	\$ 11,113,967
BUDGETED STAFFING				
Operating Staffing	57.39	60.53	60.54	56.40
Capital Staffing	0.00	0.00	0.00	0.00
Debt Service Staffing	0.00	0.00	0.00	0.00
Total Budgeted Staffing	57.39	60.53	60.54	56.40
Projected Student Enrollment	1,111	1,111	1,111	1,111
Cost per Student	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000

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ROCKY TOP MIDDLE SCHOOL

14150 York Street
Thornton, CO 80602
www.rockytop.adams12.org

Principal: Chelsea Behanna
Main Office: 720-972-2200



Mission and Vision:

We honor the everyday things that bring us together and celebrate people everywhere opening up and connecting.

Rocky Top Middle School aims to create a safe community that inspires students to achieve their potential through cutting-edge instruction and a focus on the whole child — physical, mental, and social well-being. All of Rocky Top's teachers rank as Highly Qualified and work to meet individual student needs. In the classroom, students focus on digital citizenship and use technology to enhance learning and understanding. When students leave Rocky Top, they know themselves as learners and are equipped to make a difference in the world.

Additional Information:

- Paraprofessional FTE increased by 0.50 to add a Media Technician per school needs.
- Classified FTE decreased by 0.50 by reducing the Office Clerk per school needs.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 4,642,947	\$ 3,921,002	\$ 4,096,027	\$ 4,180,556
Benefits	1,520,669	1,186,670	1,279,016	1,281,789
Purchased Services	24,765	5,719	12,323	7,545
Supplies	63,500	54,635	86,980	76,625
Equipment	-	-	-	-
Other	26,014	15,293	11,983	16,750
Total Expenditures	\$ 6,277,894	\$ 5,183,320	\$ 5,486,329	\$ 5,563,265
<u>BUDGETED STAFFING</u>				
Certified	59.10	57.10	53.40	53.40
Paraprofessionals	0.50	0.50	0.50	1.00
Classified	4.50	5.00	5.00	4.50
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	67.10	65.60	61.90	61.90
Projected Student Enrollment	1,178	1,131	1,046	1,000
Cost per Student	\$ 5,329	\$ 4,583	\$ 5,245	\$ 5,563

SHADOW RIDGE MIDDLE SCHOOL

12551 Holly Street
Thornton, CO 80241
www.shadowridge.adams12.org

Principal: Susie Wickham
Main Office: 720-972-5040



Mission and Vision:

Preparing 21st Century students to be productive and successful.

Shadow Ridge and its community are committed to a shared school-wide culture focused on increasing student achievement by supporting and challenging staff to be progressive, instructional leaders. Providing a learning environment which emphasizes critical thinking and problem solving. Developing a respectful, accountable, and organized student through consistently high expectations. Building an environment which promotes creativity, innovation, and collaboration. Shaping an adaptive, resourceful, and reflective student. Modeling and guiding students through leadership opportunities. Establishing a safe environment which promotes stability, trust, and cohesive support from all Shadow Ridge staff.

Additional Information:

- Certified FTE decreased by 2.45 due to projected declining enrollment.
- Paraprofessionals FTE decreased by 0.13 to reflect schools decreased needs for a media technician.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,324,241	\$ 2,916,466	\$ 3,339,073	\$ 3,179,699
Benefits	1,058,513	873,371	1,039,606	973,167
Purchased Services	34,837	14,693	10,845	9,845
Supplies	98,221	79,282	323,440	169,120
Equipment	800	51,473	-	-
Other	14,246	7,896	9,754	51,161
Total Expenditures	\$ 4,530,857	\$ 3,943,180	\$ 4,722,718	\$ 4,382,992
<u>BUDGETED STAFFING</u>				
Certified	42.20	41.80	40.95	38.50
Paraprofessionals	2.13	1.63	1.13	1.00
Classified	3.50	4.50	4.65	4.65
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	50.83	50.93	49.73	47.15
Projected Student Enrollment	880	866	841	677
Cost per Student	\$ 5,149	\$ 4,553	\$ 5,616	\$ 6,474

SILVER HILLS MIDDLE SCHOOL

12400 Huron Street
Westminster, CO 80234
www.silverhillsmiddle.adams12.org

Principal: Julie Evans
Main Office: 720-972-5000



Mission and Vision:

Silver Hills Middle School exists so the students it serves are well prepared for the next stage of their lives and obtain the skills, knowledge, and expertise to thrive in our world.

Our goals for students are to have the students feel valued, safe, and take risks so they develop as independent thinkers who are organized respectful, compassionate, kind, aware, and responsible. We realize the value of education is to understand content and use it every day as critical thinkers as we take learning outside school and contribute to society. We have perseverance in all endeavors and stamina for learning .

Additional Information:

- Certified FTE decreased by 1.50 due to projected declining enrollment.
- Paraprofessionals FTE decreased by 0.13 to reflect decreased school need for media technician.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 4,230,398	\$ 3,752,317	\$ 4,174,338	\$ 4,115,154
Benefits	1,369,036	1,134,080	1,303,507	1,263,079
Purchased Services	13,145	10,365	5,893	5,893
Supplies	139,266	101,027	129,576	80,376
Equipment	2,550	-	-	-
Other	27,680	17,099	8,237	48,391
Total Expenditures	\$ 5,782,075	\$ 5,014,888	\$ 5,621,551	\$ 5,512,893
<u>BUDGETED STAFFING</u>				
Certified	53.60	55.00	53.50	52.00
Paraprofessionals	2.13	2.13	1.63	1.50
Classified	4.00	5.00	5.00	5.00
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	62.73	65.13	63.13	61.50
Projected Student Enrollment	1,141	1,133	1,055	889
Cost per Student	\$ 5,068	\$ 4,426	\$ 5,328	\$ 6,201

WESTLAKE MIDDLE SCHOOL

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	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
EXPENDITURES				
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Total Expenditures	\$ 5,801,418	\$ 4,915,965	\$ 5,548,905	\$ 5,646,216Á
BUDGETED STAFFING				
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Total Budgeted Staffing	64.23	65.36	62.02	62.81Á
Projected Student Enrollment	Á ÉÉ ÉÁ	Á ÉÉ É Á	Á ÉÉ Í Á	Á FÍ Á
Cost per Student	ÁÁ	Á É€FÁ ÁÁ	Á ÉÉ Í Á ÁÁ	Á ÉÉ ÉÁ ÁÁ

FUTUREFORWARD AT WASHINGTON SQUARE

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<https://www.adams12.org/career-technical-education/washington-square-campus>

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	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
EXPENDITURES				
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Total Expenditures	\$ -	\$ 293,533	\$ 2,542,111	\$ 2,197,222
BUDGETED STAFFING				
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Total Budgeted Staffing	-	-	22.00	19.78Á
Projected Student Enrollment	ÁĤÁ	ÁĤÁ	ÁĤÁ	ÁĤÁ
Cost per Student	ÁĤÁ	ÁĤÁ	ÁĤÁ	ÁĤÁ

HORIZON HIGH SCHOOL

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Mission and Vision:Á

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EXPENDITURES				
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Total Expenditures	\$ 10,537,533	\$ 9,055,817	\$ 10,742,524	\$ 10,771,779
BUDGETED STAFFING				
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Total Budgeted Staffing	112.00	116.30	119.60	117.00
Projected Student Enrollment	ÁÇÉ Á	Á É í J Á	Á É í í Á	Á É í í Á
Cost per Student	ÁÁÁ	Á É í í Á ÁÁÁ	Á É í HÁ ÁÁÁ	Á É € J Á ÁÁÁ

LEGACY HIGH SCHOOL

2701 West 136th Avenue
Broomfield, CO 80023
www.legacy.adams12.org

Principal: Sara Marx
Main Office: 720-972-6700



Mission and Vision:

Legacy High School will provide opportunities, expectations, and support for each student to achieve academic excellence. The partnership of staff, students, families, and the community will encourage individual integrity, personal growth, and enthusiasm for the future. Legacy continues to be recognized as a high achieving, high growth high school by the Colorado Department of Education.

Legacy High School was founded in 2000 as a secondary school based on the belief that all students will be provided with the opportunities and support needed to achieve academic excellence.

Additional Information:

- Certified FTE decreased by 8.30 due to declining enrollment projected.
- Paraprofessionals FTE decreased by 0.05 due to school needs.
- Classified FTE decreased by 0.90 to reflect a decrease in the schools need for office clerks.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 8,493,561	\$ 7,716,663	\$ 9,408,919	\$ 9,042,491
Benefits	2,696,185	2,288,482	2,930,567	2,777,136
Purchased Services	45,695	49,812	33,231	32,177
Supplies	306,321	221,505	238,475	142,178
Equipment	-	38,225	-	-
Other	100,958	86,740	130,277	137,979
Total Expenditures	\$ 11,642,720	\$ 10,401,425	\$ 12,741,469	\$ 12,131,961
<u>BUDGETED STAFFING</u>				
Certified	103.40	110.50	115.40	107.10
Paraprofessionals	2.06	3.05	2.05	2.00
Classified	14.50	16.07	18.20	17.30
Administrative and Professional/Technical	5.00	6.00	6.00	6.00
Total Budgeted Staffing	124.96	135.62	141.65	132.40
Projected Student Enrollment	2,391	2,434	2,490	2,243
Cost per Student	\$ 4,869	\$ 4,273	\$ 5,117	\$ 5,409

MOUNTAIN RANGE HIGH SCHOOL

12500 Huron Street
Westminster, CO 80234
www.mountainrange.adams12.org

Principal: Tiffany Hansen
Main Office: 720-972-6300



Mission and Vision:

The Mountain Range community strives for excellence by encouraging intellectual risks and honoring all experiences so that both successes and failures lead to greater achievement. We embrace diversity, respect individuality, and work collaboratively to create a safe learning environment.

The Mountain Range community develops civic-minded leaders through academic challenges, creative expression, and personal responsibility.

Additional Information:

- Certified FTE decreased by 7.30 due to decline in enrollment.
- Paraprofessionals FTE decreased by 0.12 due to health aid funded fully by departments instead of a portion being the responsibility of the school.
- Classified FTE increased by 0.50 as school needs office clerk.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 7,170,393	\$ 6,419,545	\$ 7,287,148	\$ 7,117,528
Benefits	2,312,147	1,925,742	2,269,654	2,188,331
Purchased Services	75,851	79,586	47,492	44,992
Supplies	278,111	212,795	273,966	244,421
Equipment	52,668	-	-	-
Other	66,495	43,027	178,970	154,110
Total Expenditures	\$ 9,955,667	\$ 8,680,695	\$ 10,057,230	\$ 9,749,382
<u>BUDGETED STAFFING</u>				
Certified	88.80	92.00	88.70	81.40
Paraprofessionals	1.13	1.12	1.12	1.00
Classified	12.50	15.50	14.50	15.00
Administrative and Professional/Technical	5.00	5.00	5.00	5.00
Total Budgeted Staffing	107.43	113.62	109.32	102.40
Projected Student Enrollment	1,979	1,988	1,793	1,666
Cost per Student	\$ 5,031	\$ 4,367	\$ 5,609	\$ 5,852

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A photograph of the exterior of Northglenn High School. The building is a large, multi-story structure made of reddish-brown brick. The words "NORTHGLENN HIGH SCHOOL" are mounted on the brick wall in dark, capital letters. To the left of the brick section, there is a lighter-colored, possibly concrete or stucco, section of the building. The school is surrounded by mature green trees and a paved area in the foreground. A red curb runs along the bottom of the image.

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THORNTON HIGH SCHOOL

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Mission and Vision:Á

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	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
EXPENDITURES				
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Total Expenditures	\$ 9,136,025	\$ 7,847,475	\$ 9,410,958	\$ 8,419,964Á
BUDGETED STAFFING				
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Total Budgeted Staffing	105.20	107.00	105.60	93.40Á
Projected Student Enrollment	Á ÉÉ!Á	Á ÉÉ! Á	Á ÉF!FÁ	Á ÉÉ!Á
Cost per Student	ÁÁÁ	Á É!Á ÁÁÁ	Á ÉGÁ ÁÁÁ	Á ÉF!Á

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A photograph of a modern, two-story commercial building with a yellow and white facade. The building features large, multi-paned windows and a prominent entrance with a small awning. In the foreground, a red pickup truck and a silver SUV are parked in a lot. The sky is overcast.

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VANTAGE POINT & CROSSROADS

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Mission and Vision:Á

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	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
EXPENDITURES				
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Total Expenditures	\$ 3,548,352	\$ 3,541,580	\$ 3,773,614	\$ 3,768,561Á
BUDGETED STAFFING				
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Total Budgeted Staffing	39.40	40.40	40.90	40.60Á
Projected Student Enrollment	Á G €Á	Á G GÁ	Á G J€Á	Á G HÁ
Cost per Student	ÁÁ Á FÉĪ GÁ ÁÁ	Á GÉĪ JÁ ÁÁ	Á HÉFGÁ ÁÁ	Á Ī É€ Á

P-TECH EARLY COLLEGE at NORTHGLENN STEM

601 West 100th Place
Northglenn, CO 80260
www.stemearlycollege.weebly.com

Principal: Sharee Blunt
Main Office: 720-972-4600



Mission and Vision:

The Early College at Northglenn STEM ("EC@N-STEM") STEM Pathways Program. We are a fully comprehensive neighborhood STEM (Science, Technology, Engineering and Mathematics) School. Students come from all over the district and surrounding communities to participate in our hands-on program. Whether you are interested in the Biomedical Sciences, Engineering, or Computer Information Systems, our STEM curriculum is the place where every student excels.

Additional Information:

- Increased budget by \$200K due to increased expenses for college classes and enrollment fees. These costs tend to be reimbursed; however, it is projected that some of costs might become P-Tech's responsibility.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 117,331	\$ 117,110	\$ 132,794	\$ 130,555
Benefits	37,921	37,272	40,851	38,972
Purchased Services	(16,409)	18,969	8,656	159,408
Supplies	29,670	27,341	-	44,700
Equipment	-	-	-	-
Other	1,050	-	(853)	1,032
Total Expenditures	\$ 169,564	\$ 200,692	\$ 181,448	\$ 374,667
<u>BUDGETED STAFFING</u>				
Certified	1.10	1.00	1.00	1.00
Paraprofessionals	-	-	-	-
Classified	0.40	0.40	1.00	1.00
Administrative and Professional/Technical	-	-	-	-
Total Budgeted Staffing	1.50	1.40	2.00	2.00
Projected Student Enrollment	N/A	N/A	N/A	N/A
Cost per Student	N/A	N/A	N/A	N/A

Department Section

ADVANCED ACADEMIC AND GIFTED SERVICES

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Objectives:

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Additional Information:

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	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
EXPENDITURES				
Operating Expenses	\$ 387,298	\$ 388,956	\$ 578,417	\$ 580,952
BUDGETED STAFFING				
Operating Staffing	2.65	3.00	2.50	2.50
Total Budgeted Staffing	2.65	3.00	2.50	2.50

ATHLETIC VENUES

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	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
EXPENDITURES				
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Total Expenditures	\$ 326,215	\$ 266,678	\$ 388,252	\$ 382,036 Å
BUDGETED STAFFING				
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Total Budgeted Staffing	4.87	4.87	4.87	4.62 Å

BOARD OF EDUCATION SERVICES

Information Contact - Frances Mullins, Senior Executive Assistant to the Board of Education

Purpose:

The Adams 12 Five Star Schools Board of Education is committed to the district's overall success and improvement. The central focus of all meetings and discussions is to establish, monitor, and support the districts goals. The Board will actively engage all segments of the community in this ongoing focus and provide an instructional program to assure that students meet or exceed the highest and most rigorous standards.

Objectives:

- Assure continued Board governance through board member elections.
- To 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 budget may change over the years due to fluctuating costs of elections.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 84,480	\$ 80,853	\$ 81,292	\$ 78,933
Benefits	26,793	26,300	25,639	25,921
Purchased Services	219,754	119,450	144,392	296,002
Supplies	2,811	3,289	2,800	2,800
Equipment	-	-	-	-
Other	24,126	25,253	20,018	25,743
Total Expenditures	\$ 357,963	\$ 255,145	\$ 274,141	\$ 429,399
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	1.00	1.00	1.00	1.00
Total Budgeted Staffing	1.00	1.00	1.00	1.00

BUSINESS SERVICES

Information Contact - Pat Hamilton, Chief Operating Officer

Purpose:

Provide operational and financial leadership for the Business Services department of Adams 12 Five Star Schools.

Objectives:

- Adopt Lean Continuous Improvement methodologies.
- Develop a five-year Capital Improvement Plan.
- Implement a new online safety training program.
- Improve the existing Facility Modification and Change of Use request process.

Additional Information:

- Salaries and benefits are budgeted to include the oversight of the administration of Business Services.
- In Fiscal Year 2019-2020, 1.00 FTE Business Support Technician moved from Business Services to Safety Services.

	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 337,658	\$ 315,227	\$ 333,860	\$ 327,289
Benefits	109,605	102,210	102,814	101,743
Purchased Services	6,386	13,911	31,756	31,756
Supplies	6,687	7,037	11,122	11,122
Equipment	-	-	-	-
Other	7,008	7,900	695	3,716
Total Expenditures	\$ 467,343	\$ 446,285	\$ 480,247	\$ 475,626
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	2.00	1.00	1.00	1.00
Administrative and Professional/Technical	2.14	2.14	2.14	2.14
Total Budgeted Staffing	4.14	3.14	3.14	3.14

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 remaining consistent.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 180,930	\$ 196,419	\$ 199,337	\$ 200,643
Benefits	54,153	84,488	58,898	58,634
Purchased Services	-	-	-	-
Supplies	-	(245)	-	-
Equipment	-	-	-	-
Other	-	-	-	-
Total Expenditures	\$ 235,083	\$ 280,662	\$ 258,235	\$ 259,277
<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 - Megan Cain, Director of Professional Learning

Purpose:

To facilitate effective instructional practice across all classrooms and positively impact student achievement.

Objectives:

- Implement professional learning opportunities for elementary teachers in high-quality writing instruction.
- Plan and implement standards aligned, high quality lessons, and assessments.
- Provide resources to support instructional practice and/or student achievement.

Additional Information:

- In Fiscal Year 2020-21, 1.0 FTE was moved to the Counseling, CTE and Concurrent Enrollment department.
- In Fiscal Year 2021-22, a new Electives Coordinator was added to support Co-Curricular Electives.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 5,585	\$ 5,194	\$ 4,825	\$ 107,601
Benefits	8,448	8,280	1,083	32,658
Purchased Services	5,460	4,449	7,755	7,755
Supplies	7,664	2,381	7,625	7,625
Equipment	-	-	-	-
Other	3,877	1,264	1,223	1,223
Total Expenditures	\$ 31,035	\$ 21,568	\$ 22,511	\$ 156,862
<u>BUDGETED STAFFING</u>				
Certified	1.00	1.00	-	1.00
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	-	-	-	-
Total Budgeted Staffing	1.00	1.00	-	1.00

COMMUNICATIONS SERVICES	
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Objectives:

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Additional Information:

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	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
EXPENDITURES				
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Total Expenditures	\$ 760,451	\$ 920,976	\$ 840,000	\$ 800,673Á
BUDGETED STAFFING				
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Total Budgeted Staffing	5.20	5.70	6.70	6.20Á

COUNSELING, CTE & CONCURRENT ENROLLMENT

Information Contact - Allison Lusero Hoffman, Director of Counseling; Kristi Weaver, Director of CTE & Post-Secondary Readiness

Purpose:

Counseling, Career and Technical Education (CTE), and Concurrent Enrollment (CE) support students in setting and achieving their postsecondary workforce readiness goals. CTE programming (known as FutureForward in Adams 12) provides opportunities for students to explore future careers, earn industry certifications and gain real-world experience to prepare them for life after high school. CE and dual enrollment programming provides students opportunities to earn college credit within their high school courses or by taking courses at college campuses. School counselors help all students in the areas of academic achievement, personal/social development and career development, ensuring today's students become the productive, well-adjusted adults of tomorrow.

Objectives:

- Counselors provide personal and social counseling to help with interpersonal and communication skills and peer/family concerns and provide crisis counseling and referrals to community agencies, as needed; academic advising and consultation to assist with course planning and support with academic barriers; and Individual and Career Academic Plan instruction which supports career and college exploration and awareness of pathways to success.
- CTE provides students opportunities to innovate and achieve in career pathways and authentic problem solving through the application of academic and workplace skills.
- Concurrent Enrollment/Dual Enrollment provides students the opportunity to engage in college level rigor and learning while earning college credit at a minimal or no-cost options to students.

Additional Information:

- In Fiscal Year 2021-22, the Counseling Department was changed to Counseling, CTE & Concurrent Enrollment adding 3.0 FTE. The Director of CTE & Post-Secondary Readiness and the Assistant Director of CTE positions (2.0 FTE) were moved from Learning Services. An administrative assistant position (1.0 FTE) was moved from Teacher and Principal Professional Learning.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ -	\$ 110,927	\$ 116,551	\$ 488,703
Benefits	-	34,247	34,883	149,806
Purchased Services	-	1,126	3,390	19,890
Supplies	-	625	650	5,650
Equipment	-	-	-	-
Other	-	7,878	30,804	17,414
Total Expenditures	\$ -	\$ 154,803	\$ 186,278	\$ 681,463
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	1.00
Administrative and Professional/Technical	-	1.00	1.00	3.00
Total Budgeted Staffing	-	1.00	1.00	4.00

CURRICULUM AND INSTRUCTION

Information Contact - Marie McKenzie and 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 English Language Learners).

Additional Information:

- The Curriculum and Instruction salaries and benefits includes stipends paid out to elective coordinators, in addition to the salaries and benefits for the administration of curriculum and instructional programs.
- In Fiscal Year 2019-20 the Multi-Tiered Systems of Support Director (MTSS) was transferred to the Learning Services department midyear.
- In Fiscal Year 2021-22 a position for Instructional Materials Processor for warehouse was added.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,462,666	\$ 1,380,346	\$ 1,505,508	\$ 1,572,042
Benefits	475,424	442,534	450,492	466,556
Purchased Services	27,069	31,402	46,050	37,197
Supplies	31,405	18,389	193,521	146,400
Equipment	541	-	-	-
Other	23,304	19,821	10,550	12,917
Total Expenditures	\$ 2,020,409	\$ 1,892,492	\$ 2,206,121	\$ 2,235,112
<u>BUDGETED STAFFING</u>				
Certified	12.00	12.00	12.00	12.00
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	1.00	2.00
Administrative and Professional/Technical	3.00	2.00	2.00	2.00
Total Budgeted Staffing	16.00	15.00	15.00	16.00

CUSTODIAL SERVICES

Information Contact - Mike Ward, Safe & Sustainable Environments Manager, Custodial Services

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 3.0 FTE custodial staff and operating dollars are budgeted in the Custodial Services department

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 6,846,488	\$ 6,893,553	\$ 7,547,002	\$ 7,602,442
Benefits	2,739,292	2,794,858	3,092,485	3,027,933
Purchased Services	214,446	163,982	73,496	58,481
Supplies	370,975	279,887	381,750	415,149
Equipment	15,892	20,040	42,500	42,500
Other	357	912	150	150
Total Expenditures	\$ 10,187,449	\$ 10,153,233	\$ 11,137,383	\$ 11,146,655
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	185.08	185.08	185.08	188.08
Administrative and Professional/Technical	1.00	1.00	1.00	1.00
Total Budgeted Staffing	186.08	186.08	186.08	189.08

DEPUTY SUPERINTENDENT

Information Contact - Priscilla Straughn, Deputy Superintendent

Purpose:

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

Objectives:

- Support strategic planning.
- Increase community engagement.
- Focus on equity, diversity, and inclusion in Adams 12.
- Complete implementation of the \$350 million bond program.
- Continuously build on the district's educational philosophy, goals, and objectives to directly benefit students.

Additional Information:

- This was a new department in Fiscal Year 2019-20 and was formerly part of the Office of Superintendent. The operating budget consists of funds transferred from Office of Superintendent, Learning Services, and Board of Education.
- In Fiscal Year 2020-21, 0.90 FTE was added for an Administrator on Special Assignment and 1.00 FTE was added for a Charter School Liaison.
- In Fiscal Year 2021-22, 1.50 FTE was added for Title IX Coordinator and Executive Director of Equity, Diversity, and Inclusion along with increase from 0.45 to 0.85 FTE for the Deputy Superintendent.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ -	\$ 323,786	\$ 324,176	\$ 592,224
Benefits	-	98,611	98,081	173,268
Purchased Services	-	7,534	44,500	44,500
Supplies	-	6,087	10,384	10,384
Equipment	-	-	-	-
Other	-	4,715	3,509	3,509
Total Expenditures	\$ -	\$ 440,733	\$ 480,650	\$ 823,885
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	-	0.95	2.85	4.75
Total Budgeted Staffing	-	0.95	2.85	4.75

EARLY CHILDHOOD EDUCATION PRESCHOOL PROGRAM

Information Contact - Kathlynn Jackson, Director of Early Childhood Education

Purpose:

The Early Childhood Education department allocates resources and materials to preschool classrooms with specific intent to focus on providing specialized instruction to students with disabilities through Early Childhood Special Education, and to at-risk students through Early Childhood Colorado Preschool Program (CPP). The department also provides support, coaching, compliance, and professional development to all Early Childhood Special Education staff throughout the district.

Objectives:

- Provide staff and material resources to all Adams 12 Five Star Schools preschool sites.
- Provide direct supervision, support, and professional development to staff.
- Facilitate the implementation of Child Find including IDEA Part C and B, Exceptional Children's Education Act (ECEA), Colorado Department of Human Services (CDHS) guidelines, Colorado Preschool Program (CPP) guidelines, and Adams 12 Five Star Schools Board policies.

Additional Information:

- Salaries and benefits include funds for staff serving the needs of preschool students.
- In Fiscal Year 2019-20, the Early Childhood and Preschool program budgets were combined and 21.30 FTE was added for Preschool Expansion through 5C funding.
- In Fiscal Year 2021-22, staff reduced by 0.30 FTE when staff was realigned after the ECEC closed and reduced by 1.50 FTE in FY21 when para positions were converted to Early Childhood Special Education Teacher. Added 9.85 new FTE for the new Preschool managed Bright Horizon: 7.00 FTE Early Childhood Teachers, 1.00 FTE Preschool Site Director, 0.85 Early Childhood Teaching Assistant, 0.40 Early Childhood Special Education Teacher, 0.40 Speech Language Pathologist and 0.02 Physical Therapist.

	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 6,599,234	\$ 7,654,080	\$ 8,491,636	\$ 8,669,970
Benefits	2,374,746	2,700,800	3,057,482	3,019,421
Purchased Services	300,635	233,298	313,550	342,470
Supplies	70,141	64,178	127,194	153,250
Equipment	-	-	40,000	5,025
Other	29,517	27,572	(3,508)	1,892
Total Expenditures	\$ 9,374,273	\$ 10,679,928	\$ 12,026,354	\$ 12,192,028
<u>BUDGETED STAFFING</u>				
Certified	53.50	59.50	59.40	61.40
Paraprofessionals	101.00	123.45	124.57	130.90
Classified	2.75	3.75	2.00	1.75
Administrative and Professional/Technical	3.00	3.00	4.00	4.00
Total Budgeted Staffing	160.25	189.70	189.97	198.05

ENERGY AND SUSTAINABILITY

Information Contact - Shannon Oliver, Safe & Sustainable Environments 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.

	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 231,216	\$ 224,906	\$ 229,472	\$ 237,057
Benefits	72,474	71,335	69,709	78,334
Purchased Services	1,800,709	1,995,777	2,061,671	2,061,671
Supplies	5,720,695	5,217,577	6,287,512	5,710,185
Equipment	1,197	6,008	-	-
Other	5,339	183	200	200
Total Expenditures	\$ 7,831,631	\$ 7,515,786	\$ 8,648,564	\$ 8,087,447
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	1.00	1.00
Administrative and Professional/Technical	1.95	1.95	1.95	1.95
Total Budgeted Staffing	2.95	2.95	2.95	2.95

FINANCIAL SERVICES, PURCHASING, AND WAREHOUSE

Information Contact - Suzanne DeYoung, Chief Financial Officer

Purpose:

Provide quality materials, services, and other resources in the most cost-effective and efficient way necessary to achieve the district's mission. Provide leadership regarding the administration of district policies and procedures in regards to:

- Financial planning and forecasting.
- Management of financial resources.
- Financial stability and fiscal responsibility.

Objectives:

- Continued enhancement of financial reporting through clear, accurate, and timely information.
- Implement the department and school rollout of the automated time and labor payroll module.
- 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 2019-20, a 1.00 FTE Classified Warehouse Services Lead was promoted to a 1.00 FTE Warehouse Manager position.
- In Fiscal Year 2021-22, a 1.00 FTE Accountant was added. A Senior Buyer was also added for a 1.0 FTE; however, the Warehouse had a 1.0 FTE decrease due to position moved to Learning Services.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,453,138	\$ 2,550,058	\$ 2,516,481	\$ 2,571,867
Benefits	809,180	848,774	834,267	833,131
Purchased Services	76,150	64,917	77,000	74,500
Supplies	89,898	39,422	97,300	27,528
Equipment	220,627	13,278	16,756	16,756
Other	19,515	15,891	20,324	24,400
Total Expenditures	\$ 3,668,508	\$ 3,532,340	\$ 3,562,128	\$ 3,548,182
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	20.00	21.00	19.00	19.00
Administrative and Professional/Technical	16.00	15.00	17.00	18.00
Total Budgeted Staffing	36.00	36.00	36.00	37.00

HUMAN RESOURCES

Information Contact - Myla Shepherd, Chief Human Resource Officer

Purpose:

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

Objectives:

- Implement additional recruitment and retention strategies for substitutes and hard-to-fill areas.
- Recruit and fund added teaching endorsements in LASS and SSS subject areas.
- Implement consolidation of 403(b) and 457 retirement plans.
- Transition the ownership of the CDE state reports from the Information Technology department to the Human Resources department.
- Analyze exit survey results to aid in the retention of world class staff.
- Continued improvement of position control.
- Implement time and labor system for school locations.
- Implement automated contract administration and salary notification process.

Additional Information:

- Salaries and benefits include administration activities such as recruitment, benefits, compensation administration, evaluations, and coordination of substitute system.
- In Fiscal Year 2020-21, a 1.00 FTE was added for a Compensation Specialist position.
- In Fiscal Year 2021-22, a 1.00 FTE was added for Employee Relations Investigator position.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 1,712,933	\$ 1,848,509	\$ 1,976,681	\$ 1,989,002
Benefits	513,481	574,201	609,830	599,493
Purchased Services	477,666	518,246	606,979	499,027
Supplies	14,704	12,065	7,630	10,905
Equipment	4,988	5,178	3,000	5,000
Other	15,874	17,163	9,165	13,490
Total Expenditures	\$ 2,739,646	\$ 2,975,361	\$ 3,213,285	\$ 3,116,917
<u>BUDGETED STAFFING</u>				
Certified	2.00	2.00	2.00	2.00
Paraprofessionals	-	-	-	-
Classified	8.00	8.00	9.00	8.00
Administrative and Professional/Technical	13.50	14.50	14.50	16.50
Total Budgeted Staffing	23.50	24.50	25.50	26.50

INDUCTION

Information Contact - Jennifer Weese, 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:

- To support the professional learning and teaching expertise of new educational professionals.
- To increase student achievement.
- To promote the culture of professional collaboration and personal well-being of new educational professionals.
- To 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.

	2018-2019	2019-2020	2020-2021	2021-2022
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 273,996	\$ 372,774	\$ 375,607	\$ 371,236
Benefits	67,772	96,299	92,655	91,363
Purchased Services	84,144	31,609	3,689	3,950
Supplies	3,306	5,730	7,331	9,714
Equipment	-	749	-	-
Other	858	439	(6,145)	(6,150)
Total Expenditures	\$ 430,076	\$ 507,600	\$ 473,137	\$ 470,113
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	1.00	1.00	1.00	1.00
Total Budgeted Staffing	1.00	1.00	1.00	1.00

INFORMATION TECHNOLOGY AND IT MAINTENANCE

Information Contact - Ashish Mahajan, Chief Information Technology Officer

Purpose:

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

Objectives:

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

Additional Information:

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

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,693,931	\$ 3,497,976	8,668,044	\$ -
Benefits	1,111,275	969,567	1,276,745	-
Purchased Services	4,382,804	3,668,923	10,561,490	-
Supplies	49,822	36,074	2,944,928	-
Equipment	20,095	20,935	60,000	-
Other	17,524	12,758	(13,382)	-
Total Expenditures	\$ 9,275,450	\$ 8,206,232	23,497,825	\$ -
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	1.00	-
Administrative and Professional/Technical	37.00	37.00	39.00	-
Total Budgeted Staffing	38.00	38.00	40.00	-

INSTRUCTIONAL MATERIALS CENTER

Information Contact - Jennifer Fugita, Instructional Materials Center Manager

Purpose:

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

Objectives:

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

Additional Information:

- Salaries and benefits include the staff necessary for processing activities, inventory operations, and distribution of instructional materials.
- In Fiscal Year 2018-19, 0.50 FTE of the IT Service Manager position moved from the Print Studio department to the Instructional Materials Center.
- In Fiscal Year 2021-22, this department has been moved into a fund, all expenditures and FTE located in Other Funds Information Technology.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 251,355	\$ 214,872	\$ 276,870	\$ -
Benefits	84,148	68,333	93,606	-
Purchased Services	8,374	23,759	85,934	-
Supplies	13,515	6,604	8,525	-
Equipment	959	-	-	-
Other	568	175	(1,593)	-
Total Expenditures	\$ 358,918	\$ 313,743	463,342	\$ -
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	3.00	3.00	3.00	-
Administrative and Professional/Technical	1.00	1.00	1.00	-
Total Budgeted Staffing	4.00	4.00	4.00	-

INSTRUCTIONAL TECHNOLOGY AND LIBRARY SERVICES

Information Contact - Megan Cain, Professional Learning Director

Purpose:

Digital Literacy Partners (DLP) are provided to schools to facilitate student growth in digital literacy across all content areas. The DLP provide 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.

	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 256,586	\$ 259,629	\$ 253,264	\$ 260,615
Benefits	68,320	70,773	66,012	67,456
Purchased Services	2,850	8,451	7,300	5,300
Supplies	35,191	33,509	44,100	70,824
Equipment	-	-	4,000	4,000
Other	738	815	(4)	(239)
Total Expenditures	\$ 363,684	\$ 373,176	\$ 374,672	\$ 407,956
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	3.00	3.00	3.00	3.00
Total Budgeted Staffing	3.00	3.00	3.00	3.00

LANGUAGE ACQUISITION SUPPORT SERVICES

Information Contact - Amanda Clayton, English Language Learner Director

Purpose:

Support schools with the identification, assessment, and services for English Language Learners (ELL) 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 ELL students.
- Provide professional development and support to ensure that district teachers and administrators attain the skills to meet the needs of the students.
- Provide high-quality translation and interpretation services so that families with limited English can more fully participate in the education of their students.

Additional Information:

- Salaries and benefits are budgeted to serve and support students such as ELL Teachers and translation staff.
- In Fiscal Year 2019-20, 22.90 FTE was added for ELD Teachers.
- In Fiscal Year 2021-22, certified FTE were converted into paraprofessionals in order to hire Newcomer Classroom Assistants, this resulted in an increase of 3.77 FTE.

	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 5,108,670	\$ 6,286,900	\$ 6,291,767	\$ 7,180,554
Benefits	1,677,301	2,062,973	2,021,298	2,279,514
Purchased Services	435,431	365,492	363,500	364,500
Supplies	17,273	8,236	16,200	15,500
Equipment	1,408	8,694	2,000	1,561
Other	21,496	55,357	10,913	10,913
Total Expenditures	\$ 7,261,579	\$ 8,787,653	\$ 8,705,678	\$ 9,852,542
<u>BUDGETED STAFFING</u>				
Certified	69.20	97.10	97.10	94.31
Paraprofessionals	2.00	-	-	6.56
Classified	-	-	-	-
Administrative and Professional/Technical	4.00	3.00	3.00	3.00
Total Budgeted Staffing	75.20	100.10	100.10	103.87

LEARNING SERVICES

Information Contact - Beau Foubert, Chief Academic Officer

Purpose:

To facilitate effective instructional practice across all classrooms and positively impact student growth and achievement.

Objectives:

- Enhance and strengthen the instructional coaching program to support common instructional practice.
- Implement professional learning opportunities for preschool, elementary, middle, and senior high Teachers in high-quality instructional practice in the core content areas of literacy, mathematics, science, and social studies.
- Design and implement a guaranteed and viable curriculum for preschool through 12th grade.
- Implement building-level Administrative professional learning to support and strengthen instructional leadership.

Additional Information:

- In Fiscal Year 2019-20, the following positions were added due to 5C funding: 1.00 FTE Director of Postsecondary Workforce Readiness, 1.00 FTE Director of Counseling, 1.00 FTE Crisis & Suicide Prevention Coordinator, 17.00 FTE Academic Interventionists, 39.00 FTE SEL Specialists, 1.00 FTE Coordinator of Postsecondary Workforce, 1.00 FTE Academic Interventionist Coordinator, and 1.50 FTE High School-based Therapists. The MTSS Director position was moved into Learning Services from the Curriculum and Instruction department.
- In Fiscal Year 2020-21, the following changes in staffing occurred: 1.00 FTE Director of Counseling moved to Counseling Services, 0.50 FTE Administrative Assistant moved from Advanced Academics and Gifted Services, 1.00 FTE Charter School Liaison moved to Deputy Superintendent, and 1.50 FTE High School Based Therapist moved to operating within the Learning Services budget.
- In Fiscal Year 2021-22, 2.00 FTE to were moved to Counseling, CTE, and Concurrent Enrollment, increased STEM Coordinator by 0.50 FTE and added new 1.00 FTE Director of Student Learning Pathways and Online Programming.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,491,839	\$ 6,148,047	\$ 6,967,627	\$ 6,932,317
Benefits	729,742	1,960,765	2,186,461	2,142,980
Purchased Services	167,886	225,258	457,145	357,803
Supplies	38,330	32,376	52,801	42,991
Equipment	-	-	17,000	17,000
Other	23,426	15,988	289,315	182,697
Total Expenditures	\$ 3,451,224	\$ 8,382,434	\$ 9,970,349	\$ 9,675,788
<u>BUDGETED STAFFING</u>				
Certified	16.50	79.00	75.50	75.50
Paraprofessionals	-	-	-	-
Classified	-	-	0.50	-
Administrative and Professional/Technical	10.80	11.80	11.80	11.80
Total Budgeted Staffing	27.30	90.80	87.80	87.30

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.

	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 336,927	\$ 331,640	\$ 334,424	\$ 334,200
Benefits	91,538	84,965	85,670	85,658
Purchased Services	439,031	209,018	149,450	149,210
Supplies	6,811	3,374	5,150	5,150
Equipment	-	-	-	-
Other	5,208	6,523	192,701	92,701
Total Expenditures	\$ 879,515	\$ 635,521	\$ 767,395	\$ 666,919
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	2.50	2.50	2.50	2.50
Total Budgeted Staffing	2.50	2.50	2.50	2.50

OFFICE OF SUPERINTENDENT

Information Contact - Christopher Gdowski, Superintendent

Purpose:

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

Objectives:

- Raise achievement levels for all students and close existing achievement gaps for groups of students.
- Increasing the graduation rate while increasing rigor.
- Outperform peer districts.
- Students, families, and staff take pride in and feel connected to the district's positive culture.
- Know every student by name, strength, and need.

Additional Information:

- In Fiscal Year 2019-20, 0.45 FTE for the Deputy Superintendent was moved to the new Deputy Superintendent department budget and a portion of the operating budget was also transferred.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 420,049	\$ 328,687	\$ 394,552	\$ 326,688
Benefits	177,288	150,205	156,042	135,499
Purchased Services	50,572	45,484	30,800	30,800
Supplies	4,503	6,603	3,900	3,900
Equipment	1,690	-	-	-
Other	39,091	53,272	73,040	73,040
Total Expenditures	\$ 693,192	\$ 584,251	\$ 658,334	\$ 569,927
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	1.95	1.50	1.50	1.50
Total Budgeted Staffing	1.95	1.50	1.50	1.50

OPERATIONS AND MAINTENANCE

Information Contact - Joe Stephen, Safe & Sustainable Environments Manager, Maintenance Services

Purpose:

The Maintenance department ensures that district facilities are kept in proper operating condition. The department performs routine and preventive maintenance to minimize the risk of equipment breakdowns, and completes work orders to correct identified facilities deficiencies.

Objectives:

- Respond to all work orders within 24 hours of receipt.
- Complete work on priority work orders within 48 hours.
- Complete all priority preventive maintenance work orders within one week of schedule.

Additional Information:

- Salaries and benefits include staff such as Carpenters, Electricians, HVAC Technicians, Locksmith, and Grounds personnel.
- In Fiscal Year 2020-21, 1.00 FTE Maintenance and Operations Director was added and 0.50 FTE Business Support Technician was moved from Safety Services.
- In Fiscal Year 2021-22, 1.0 FTE added for HVAC assistant position.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 3,764,869	\$ 3,897,074	\$ 4,029,812	\$ 4,009,950
Benefits	1,291,095	1,359,238	1,349,190	1,364,874
Purchased Services	482,899	485,125	506,800	530,300
Supplies	1,192,807	894,846	1,066,832	1,129,375
Equipment	8,377	(1,850)	20,000	46,151
Other	(239,139)	(44,973)	(69,000)	12,700
Total Expenditures	\$ 6,500,909	\$ 6,589,460	\$ 6,903,634	\$ 7,093,350
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	54.00	54.00	54.50	55.50
Administrative and Professional/Technical	1.00	1.00	2.00	2.00
Total Budgeted Staffing	55.00	55.00	56.50	57.50

PEAK

Information Contact - Stephanie Hansen, Extended Learning Manager

Purpose:

The PEAK program provides a range of high-quality services during non-school hours or other periods when school is not in session (e.g. before and after school, or during summer break).

Objectives:

- Provide opportunities for academic enrichment, including providing tutorial services to help students (particularly students in high-poverty areas and those who attend low-performing schools) meet state and local performance standards in core academic subjects such as reading, writing, and mathematics. To develop social-emotional growth, and motivation to learn, along with improved academic performance.
- Offer students a broad array of additional services, programs, and activities, such as youth development activities, service learning, nutrition and health education, drug and violence prevention programs, counseling programs, arts, music, physical fitness and wellness programs, technology education programs, financial literacy programs, environmental literacy programs, mathematics, science, career and technical programs, internship or apprenticeship programs, and other ties to in-demand industry sectors or occupation for high school students that are designed to reinforce and complement the regular academic program of participating students.
- Offer families of students served by Community Learning Centers opportunities for active and meaningful engagement in their children's education, including opportunities for literacy and related educational development.

Additional Information:

- The budget contains staffing and supplies to support former CCLC Cohort 6 programs at four locations. Three sites are partially funded through a current CCLC Cohort 8 grant.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 145,781	\$ 162,998	\$ 222,232	\$ 233,098
Benefits	65,063	68,177	77,372	71,858
Purchased Services	2,114	789	3,500	3,500
Supplies	12,710	11,470	17,529	17,529
Equipment	-	-	-	-
Other	12,486	9,615	13,308	13,308
Total Expenditures	\$ 238,155	\$ 253,049	\$ 333,941	\$ 339,293
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	5.34	5.37	5.25	5.25
Administrative and Professional/Technical	0.42	0.42	0.42	0.42
Total Budgeted Staffing	5.76	5.79	5.67	5.67

PRINT STUDIO AND RECORDS

Information Contact - Jennifer Fugita, Print Studio Manager

Purpose:

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

Objectives:

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

Additional Information:

- Salaries and benefits account for the appropriate staff to operate a full-scale print studio and mail room.
- Other expenditures include services provided to other district departments for print and copy-related items.
- In Fiscal Year 2020-21, the Printing Services Technician position was increased back to 1.00 FTE.
- In Fiscal Year 2021-22, this department has been moved into a fund, all expenditures and FTE located in Other Funds Information Technology.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 386,710	\$ 420,869	\$ 425,159	\$ -
Benefits	147,908	157,690	156,636	-
Purchased Services	686,716	824,712	1,023,230	-
Supplies	110,376	92,588	115,600	-
Equipment	19,548	35,738	50,000	-
Other	(1,250,897)	(1,106,671)	(1,198,100)	-
Total Expenditures	\$ 100,360	\$ 424,926	\$ 572,525	\$ -
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	6.75	6.75	7.00	-
Administrative and Professional/Technical	1.00	1.00	1.00	-
Total Budgeted Staffing	7.75	7.75	8.00	-

PUPIL TRANSPORTATION SERVICES

Information Contact - Igor Petrovic, Director of Transportation and Fleet Operations

Purpose:

Transportation supports the district by safely transporting students to and from school and activities, as well as providing maintenance and management for the district-owned vehicles including buses and white fleet.

Objectives:

- Provide transportation services for approximately 12,000 students that are eligible to ride, and up to 750 additional riders through the space availability program.
- Maintain and manage 160 buses and 124 white fleet support vehicles.
- Provide Commercial Driver License (CDL) driver training for approximately 124 drivers and student management for behavior on buses through a point-based infraction system.

Additional Information:

- In Fiscal Year 2019-20, more routes were needed and additional Bus Driver and Paraprofessionals FTE was added to the budget.
- In Fiscal Year 2020-21, additional bus drivers were added to accommodate routes to Future Forward Washington Square.
- In Fiscal Year 2021-22, additional bus drivers were added to accommodate routes to Future Forward Washington Square.

	2018-2019 ACTUAL	2019-2020 ACTUAL	2020-2021 AMENDED	2021-2022 BUDGET
<u>EXPENDITURES</u>				
Salaries	\$ 7,105,551	\$ 7,351,168	\$ 7,901,860	\$ 8,085,157
Benefits	2,702,951	2,810,578	2,901,658	2,994,095
Purchased Services	1,111,699	881,096	991,455	518,985
Supplies	1,403,663	1,037,480	1,386,643	1,384,642
Equipment	1,288,115	1,871,840	67,500	72,500
Other	(413,806)	(191,117)	(627,671)	(907,650)
Total Expenditures	\$ 13,198,173	\$ 13,761,044	\$ 12,621,445	\$ 12,147,729
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	51.27	58.15	57.90	57.50
Classified	114.62	117.77	120.60	122.00
Administrative and Professional/Technical	6.00	5.00	7.00	7.00
Total Budgeted Staffing	171.89	180.91	185.50	186.50

FIVE STAR ONLINE PROGRAM

Information Contact - Adria Moersen, Five Star Online

Purpose:

New program running to assist in consolidating the limited online requests. This program has been set up per family and student requests to match the needs of the community.

Objectives:

- Provide courses online for grades K-12 based on preference of family or student.
- Bridge the change from remote learning model utilized during Covid to return to normal class functions.

Additional Information:

- Increased staffing for remote certified teachers to teach children based on requests from community and families.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ -	\$ -	\$ -	\$ 4,279,794
Benefits	-	-	-	1,311,214
Purchased Services	-	-	-	-
Supplies	-	-	-	377,944
Equipment	-	-	-	-
Other	-	-	-	26,958
Total Expenditures	\$ -	\$ -	\$ -	\$ 5,995,910
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	59.90
Paraprofessionals	-	-	-	-
Classified	-	-	-	2.00
Administrative and Professional/Technical	-	-	-	2.00
Total Budgeted Staffing	-	-	-	63.90
Projected Student Enrollment	N/A	N/A	N/A	N/A
Cost per Student	N/A	N/A	N/A	N/A

SAFE AND SECURE ENVIRONMENT

Information Contact - Geoff Mills, Project & Environmental Project 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 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.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 41,548	\$ 42,691	\$ 43,417	\$ 43,001
Benefits	12,848	13,747	13,763	14,048
Purchased Services	52,560	64,933	70,010	144,530
Supplies	784	815	300	300
Equipment	-	1,020	-	-
Other	4,299	252	300	300
Total Expenditures	\$ 112,040	\$ 123,458	\$ 127,790	\$ 202,179
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	0.50	0.50	0.50	0.50
Total Budgeted Staffing	0.50	0.50	0.50	0.50

SAFETY SERVICES

Information Contact - Stacy Gahagen, Security Services Director

Purpose:

To provide a safe learning and teaching environment and protection of district assets.

Objectives:

- Continue to provide a full-time uniformed Police Officer for every high school and middle school in the district.
- Continue to provide Campus Security Officers to high schools.

Additional Information:

- In Fiscal Year 2018-19, a 1.00 FTE Threat Assessment Coordinator position was added.
- In Fiscal Year 2019-20, a 1.97 FTE added for Business Support Technician and Coordinator.
- In Fiscal Year 2020-21, 0.50 FTE Business Support Technician moved to Maintenance Operations.
- In Fiscal Year 2021-22, 1.60 FTE was added to the department.

	2018-2019	2019-2020	2020-2021	2021-2022
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 914,927	\$ 943,768	\$ 1,011,404	\$ 1,030,181
Benefits	303,723	316,065	330,360	352,394
Purchased Services	698,406	580,549	702,887	702,887
Supplies	51,950	18,983	21,006	21,966
Equipment	3,919	-	-	-
Other	15,791	3,488	(3,893)	3,750
Total Expenditures	\$ 1,988,715	\$ 1,862,853	\$ 2,061,764	\$ 2,111,178
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	9.51	10.48	9.98	10.58
Administrative and Professional/Technical	3.00	4.00	4.00	5.00
Total Budgeted Staffing	12.51	14.48	13.98	15.58

SCHOOL EFFECTIVENESS AND ACCOUNTABILITY

Information Contact - David Bahna, Executive Director of Assessment and Accountability

Purpose:

The School Effectiveness and Accountability department (SEA) provides leadership and supports school personnel and other departments at the district level in the areas of accountability, assessment, research, and professional development. This department will work to build capacity so that all educators in the district will consider themselves knowledgeable about sound assessment and data analysis and their roles in accountability and improvement planning.

Objectives:

- Coordinate the administration of all state and district-level assessments.
- Coordinate and support all state accountability processes at the school and district level.
- Provide technical assistance to school and district staff in the interpretation and analysis of assessment data.
- Coordinate and assist with research across the district.
- Collaborate with Learning Services and Information Technology staff with assessment development and Advancing Professional Excellence (APEX) initiatives.

Additional Information:

- Budgeted salaries and benefits are for coordination and administration of districtwide assessments, research, and evaluation.
- 1.00 FTE was added midyear 2018-19 for a Research/Data Analysis Coordinator position causing increase to appear in 2019-20.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 530,378	\$ 556,038	\$ 574,564	\$ 569,026
Benefits	152,133	157,512	155,690	153,758
Purchased Services	412,738	463,182	508,150	536,961
Supplies	8,317	5,506	10,500	10,500
Equipment	-	-	-	-
Other	4,828	2,285	(21,220)	(21,220)
Total Expenditures	\$ 1,108,394	\$ 1,184,522	\$ 1,227,684	\$ 1,249,025
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	1.00	1.00
Administrative and Professional/Technical	4.00	5.00	5.00	5.00
Total Budgeted Staffing	5.00	6.00	6.00	6.00

SCHOOL INSTRUCTION

Information Contact - Beau Foubert, Chief Academic Officer

Purpose:

To support all students toward postsecondary workforce readiness.

Objectives:

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

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ -	\$ -	\$ -	\$ -
Benefits	-	85	-	-
Purchased Services	307,680	307,680	341,206	316,790
Supplies	-	-	15,000	15,000
Equipment	-	-	-	-
Other	1,765	1,085	2,000	2,000
Total Expenditures	\$ 309,445	\$ 308,850	\$ 358,206	\$ 333,790
<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.
- Support the system with professional development opportunities.
- Actively engage and collaborate with our parent communities.
- Define gaps and connect resources to address unmet needs.

Additional Information:

- In Fiscal Year 2021-22, 3.00 FTE was added for nurses and an increase of 1.77 FTE for health aide hours.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 2,228,576	\$ 2,379,410	\$ 3,031,569	\$ 2,950,267
Benefits	895,452	922,953	1,065,864	994,107
Purchased Services	270,586	355,970	293,850	310,771
Supplies	11,175	11,549	13,000	16,500
Equipment	-	-	8,000	8,000
Other	16,947	12,179	(6,712)	(8,712)
Total Expenditures	\$ 3,422,736	\$ 3,682,061	\$ 4,405,571	\$ 4,270,933
<u>BUDGETED STAFFING</u>				
Certified	8.00	8.00	9.90	12.90
Paraprofessionals	38.32	38.03	38.03	39.80
Classified	2.25	2.25	2.37	2.37
Administrative and Professional/Technical	9.33	9.33	8.33	8.33
Total Budgeted Staffing	57.90	57.61	58.63	63.40

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 2019-20, 4.00 FTE for Social Workers was added to various schools from 5C funding; 15.97 FTE was also approved from recurring revenue due to increased caseloads.
- 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.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 25,767,434	\$ 26,835,618	\$ 28,646,729	\$ 28,688,878
Benefits	9,123,140	9,472,945	9,916,907	9,783,638
Purchased Services	3,043,384	3,724,603	2,182,442	3,214,500
Supplies	109,343	76,892	125,590	126,790
Equipment	21,555	1,676	71,500	71,500
Other	245,980	248,700	360,520	314,744
Total Expenditures	\$ 38,310,835	\$ 40,360,435	\$ 41,303,688	\$ 42,200,050
<u>BUDGETED STAFFING</u>				
Certified	256.68	283.64	273.06	283.40
Paraprofessionals	231.48	229.09	231.27	236.31
Classified	6.21	5.33	12.40	4.50
Administrative and Professional/Technical	10.50	11.50	12.50	11.50
Total Budgeted Staffing	504.87	529.55	529.23	535.71

SUMMER SCHOOL EDUCATION

Information Contact - Lee Peters, Executive Director of Secondary Schools

Purpose:

To provide additional opportunities for middle school and high school students to earn credit hours and to demonstrate proficiency on standards within the current secondary course offerings.

Objectives:

- 95 percent or more of students enrolled will successfully earn credit in the course work.
- Course offerings will reflect the needs of students.
- Continue to expand courses in a blended learning format.

Additional Information:

- Summer School Education salaries and benefits include stipends paid to staff for facilitating summer school.
- Summer school was not offered in Fiscal Year 2019-20 due to the COVID-19 pandemic.

	2018-2019	2019-2020	2020-2021	2021-2022
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>AMENDED</u>	<u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 152,915	\$ 70,650	\$ 152,080	\$ 152,085
Benefits	31,719	17,371	33,996	33,993
Purchased Services	6,501	8,950	10,000	10,000
Supplies	570	129	1,250	1,250
Equipment	-	-	-	-
Other	(17,494)	(19,346)	1,050	1,050
Total Expenditures	\$ 174,211	\$ 77,754	\$ 198,376	\$ 198,378
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	-	-	-	-
Total Budgeted Staffing	-	-	-	-

TEACHER AND PRINCIPAL PROFESSIONAL LEARNING

Information Contact - Megan Cain, Professional Learning Director

Purpose:

To provide aligned, job-embedded, just-in-time training, tools, and resources for all district staff in support of the Major Improvement Strategies listed within the district's Unified Improvement Plan.

Objectives:

- Supporting and enhancing instructional coaching within all elementary and middle schools.
- Continuing a focus on literacy pedagogy through the delivery of professional learning.
- Developing assessment literacy through professional learning aligned to the implementation of Advancing Professional Excellence (APEX).
- Providing professional learning to Administrators in the areas of standards-referenced instructional observations, delivery of actionable feedback, 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.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 156,025	\$ 154,414	\$ 177,748	\$ 116,128
Benefits	59,525	60,969	54,213	32,466
Purchased Services	84,103	146,751	157,497	257,497
Supplies	15,491	5,730	16,000	16,000
Equipment	3,159	-	-	-
Other	7,050	4,696	(1,806)	(1,697)
Total Expenditures	\$ 325,352	\$ 372,559	\$ 403,652	\$ 420,394
<u>BUDGETED STAFFING</u>				
Certified	0.15	0.15	0.15	0.15
Paraprofessionals	-	-	-	-
Classified	1.00	1.00	1.00	-
Administrative and Professional/Technical	0.60	0.60	0.60	0.60
Total Budgeted Staffing	1.75	1.75	1.75	0.75

DISTRICTWIDE SERVICES

Districtwide Services includes expenditures not allocated to specific departments. The Fiscal Year 2019-20 budget includes:

Certified Compensation Stipend

The Certified compensation stipend is paid out to district teachers 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. The stipend is 50 percent of the base salary in effect at the time of resignation, paid out for five years, up to a maximum total payout of \$95,000. 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 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 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. For Fiscal Year 2021-22, the budget includes an overall salary and benefit increase of \$10.9 million, which includes: a step or step equivalent for all general fund employees; cost of living increase for all general fund employees: anticipated 3.21 percent increase to health benefits; district-paid Certified substitutes; and district-obligated retirement stipends for Certified and Classified retirees.
- Other expenditures includes a one time Federal fund transfer of expenditures from the General Fund to the Governmental Designated Grants Fund of \$9.7 million associated with the ESSER COVID relief funds.

	2018-2019 <u>ACTUAL</u>	2019-2020 <u>ACTUAL</u>	2020-2021 <u>AMENDED</u>	2021-2022 <u>BUDGET</u>
<u>EXPENDITURES</u>				
Salaries	\$ 8,151,002	\$ 9,906,693	\$ 7,378,626	\$ 18,570,783
Benefits	1,113,234	1,286,100	840,671	9,491,552
Purchased Services	1,008,996	960,680	3,317,101	1,169,330
Supplies	41,266	39,400	1,218,500	500,000
Equipment	-	1,917	-	139,063
Other	(2,329,474)	(1,275,626)	(1,601,129)	(15,987,436)
Total Expenditures	\$ 7,985,025	\$ 10,919,165	\$ 11,153,769	\$ 13,883,292
<u>BUDGETED STAFFING</u>				
Certified	-	-	-	-
Paraprofessionals	-	-	-	-
Classified	-	-	-	-
Administrative and Professional/Technical	-	-	-	-
Total Budgeted Staffing	-	-	-	-



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

All taxable property is listed, appraised, and valued for assessment and notices of value are sent to property owners in May of each year. For residential properties, appraisers for Adams and Broomfield counties evaluate the sales of homes that sold within a specific 24-month period. The Tax Assessors then determine the fair market value or “actual value” for all real estate and personal property. The actual value is reduced by an assessment ratio to determine the “assessed value.” The ratio for 2021-22 for residential properties is 7.15 percent. The assessed value, less any exempted amount, is then multiplied by the applicable tax rate to determine the taxes owed. In Colorado, tax rates are expressed as a decimal fraction of a dollar for every one dollar of assessed value.

For example, if the typical single family home in district tax boundaries in 2021 was valued at approximately \$490,000, the property tax calculation for a typical residential owner would be:

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

$$\$490,000 \times 0.0715 \times 0.069785 = \$2,445$$

The Gallagher Amendment required that residential and nonresidential property make up constant portions of total statewide taxable property over time. Since adoption in 1982, these provisions have required that the taxable value of residential property make up 45 percent, and the taxable value of nonresidential property about 55 percent of statewide taxable property. Actual property values have not match the required ratios over time because residential property values have generally grown faster than nonresidential property values. The taxable portion of most nonresidential property values is fixed at 29 percent, legislation adjusts the residential assessment rate to maintain the required ratio.

In November of 2020 Amendment B was pass and removes these provisions from the constitution, leaving the residential and nonresidential assessment rate at their current rates in state statute. Amendment B eliminates automatic tax increases adopted by some local jurisdictions to offset revenue losses from the Gallagher Amendment. In projected future years decreases in the residential assessment rate and increase in residential and nonresidential assessment rates would require voter approval.

Due to TABOR, any and every tax rate increase requires voter approval. Thus in 2022 we will likely see ballot measures relating to the increase of the residential and commercial assessment rates.



Taxation Procedure

In accordance with statute, the County Assessor is required to certify the total valuation for assessment no later than August 25th of each year. The Board of County Commissioners then determines a rate of levy which, when levied upon such certified assessed valuation, together with other legally available revenues, will raise the amount required annually by the district for its General Fund and Bond Redemption Fund to defray its expenditures during the ensuing fiscal year. The Board of Education must certify the district's levy to the Board of County Commissioners no later than December 15th.

Upon receipt of the district's tax levy certification and other taxing entities within the county, the Board of County Commissioners levies the applicable property taxes against the assessed valuation of all taxable properties. The levies are certified by the Board of County Commissioners to the County Assessor, who then delivers the tax list and warrant to the county treasurer for tax collection.

Under Colorado law, all property taxes become due and payable in the year after they are levied. Property taxes attach an enforceable lien on property as of January 1st of the year following the levy. The property tax revenue estimate for Fiscal Year 2021-22 is based on the anticipated tax collection received from August 2021 through July 2022. This method of budgeting property tax revenues is in compliance with Generally Accepted Accounting Principles (GAAP). All other tax revenue budgets (e.g. specific ownership tax) are based on collections anticipated to be received during the fiscal year (July 1st through June 30th).

Each year, County Commissioners, City Councils, School Boards, and other taxing authorities determine the revenue needed and allowed under the law to provide services for the following year. Each taxing authority calculate a tax rate based on revenue needed from property tax and total assessed value of property within their boundaries. Property taxes are calculated by adding four different tax rates: County, City, School District, and Water and Sanitation.

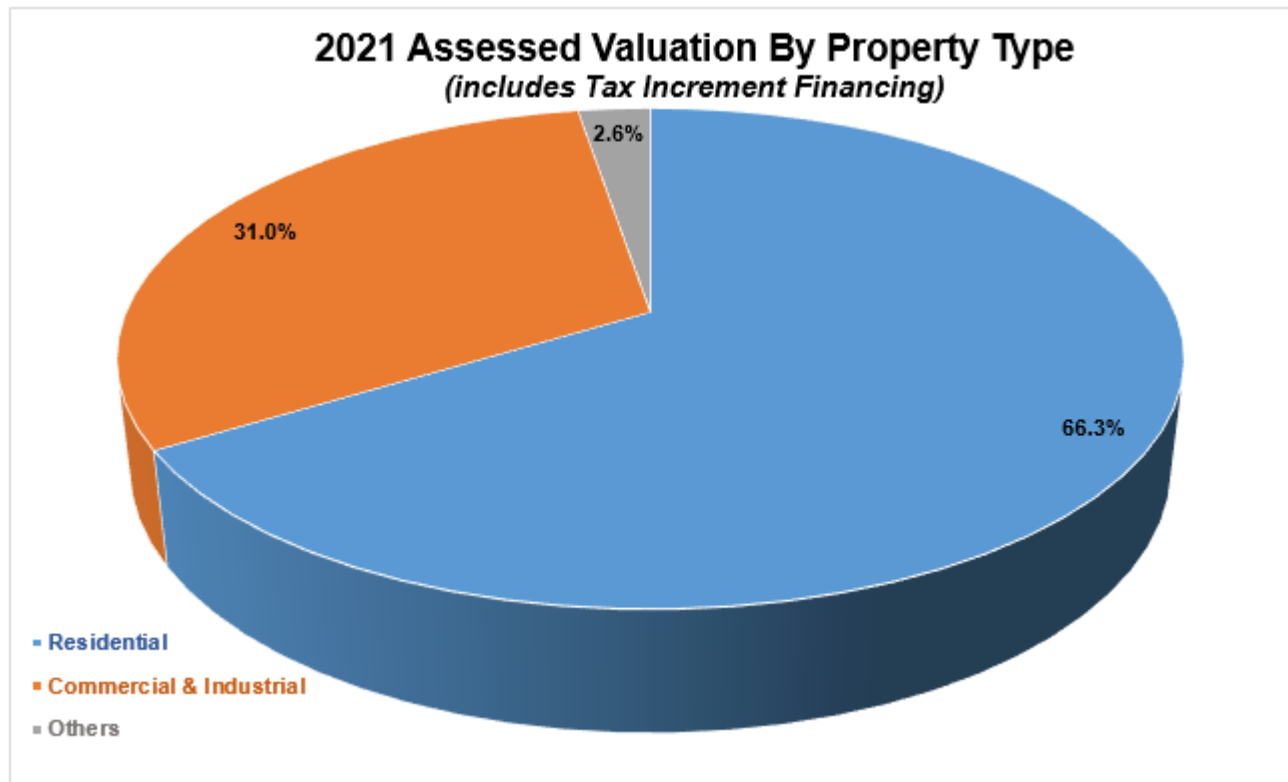
ADAMS 12 FIVE STAR SCHOOLS

Assessed Property Values

Fiscal Year	Residential	Commercial & Industrial	Other*	State Assessed	Tax Increment Financing	Total
2014	1,184,075,188	563,182,690	46,568,940	94,809,030	(8,513,082)	1,880,122,766
2015	1,202,555,334	561,986,330	41,955,560	99,876,178	(8,526,978)	1,897,846,424
2016	1,431,611,600	629,779,300	58,297,330	105,694,002	(8,612,908)	2,216,769,324
2017	1,459,806,870	637,972,070	53,238,470	110,545,140	(10,173,167)	2,251,389,383
2018	1,753,366,090	705,536,350	65,606,770	115,336,290	(13,933,696)	2,625,911,804
2019	1,788,862,970	773,704,140	62,194,469	105,162,441	(200,072,679)	2,529,851,341
2020	2,138,221,460	988,031,070	72,170,390	108,803,141	(249,705,985)	3,057,520,076
2021	2,148,358,140	1,005,629,830	84,845,370	121,476,270	(274,113,493)	3,086,196,117
2022	2,180,583,512	1,020,714,277	86,118,051	123,298,414	(278,225,195)	3,132,489,059
2023	2,191,486,430	1,025,817,849	86,548,641	123,914,906	(279,616,321)	3,148,151,504
2024	2,224,358,726	1,041,205,117	87,846,870	125,773,630	(283,810,566)	3,195,373,777
2025	2,235,480,520	1,046,411,142	88,286,105	126,402,498	(285,229,619)	3,211,350,645

Fiscal Years 2022-2025 forecasted.

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



Largest Taxpayers

ADAMS 12 FIVE STAR SCHOOLS 2020 Largest Taxpayers Within District Boundaries

Taxpayer	Taxable Assessed Value	Percent of Assessed Valuation*
PUBLIC SERVICES CO OF COLORADO (XCEL) (A)	\$ 64,224,390	2.08%
AMAZON.COM SERVICES INC C/O PROPERTY TAX DEPT (A)	\$ 43,168,350	1.40%
VESTAR ORCHARD TOWN CENTER LLC (A)	\$ 34,113,800	1.11%
DENVER PREMIUM OUTLETS LLC (A)	\$ 25,945,220	0.84%
EXTRACTION OIL & GAS LLC (B)	\$ 20,812,740	0.67%
GC NET LEASE (WESTMINSTER) INVESTORS LLC (A)	\$ 19,335,090	0.63%
JPMORGAN CHASE BANK NATIONAL ASSOCIATION (B)	\$ 16,675,790	0.54%
TRI-STATE GEN & TRANSM ASSOC C/O PROPERTY TAX DEPT (A)	\$ 14,917,340	0.48%
144 BULL CROSSING ASSOCIATES LLC (A)	\$ 14,590,460	0.47%
MP NORTHGLENN LLC C/O THE HUTENSKY GROUP LLC (A)	\$ 12,525,710	0.41%
GKT THORNCREEK PLAZA LLC C/O TKG MANAGEMENT (A)	\$ 11,332,300	0.37%
JP MORGAN CHASE BANK (B)	\$ 10,454,040	0.34%
Total	\$ 288,095,230	9.33%

* Based on the December 2020-21 certified assessed valuation of \$3,086,196,117 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.

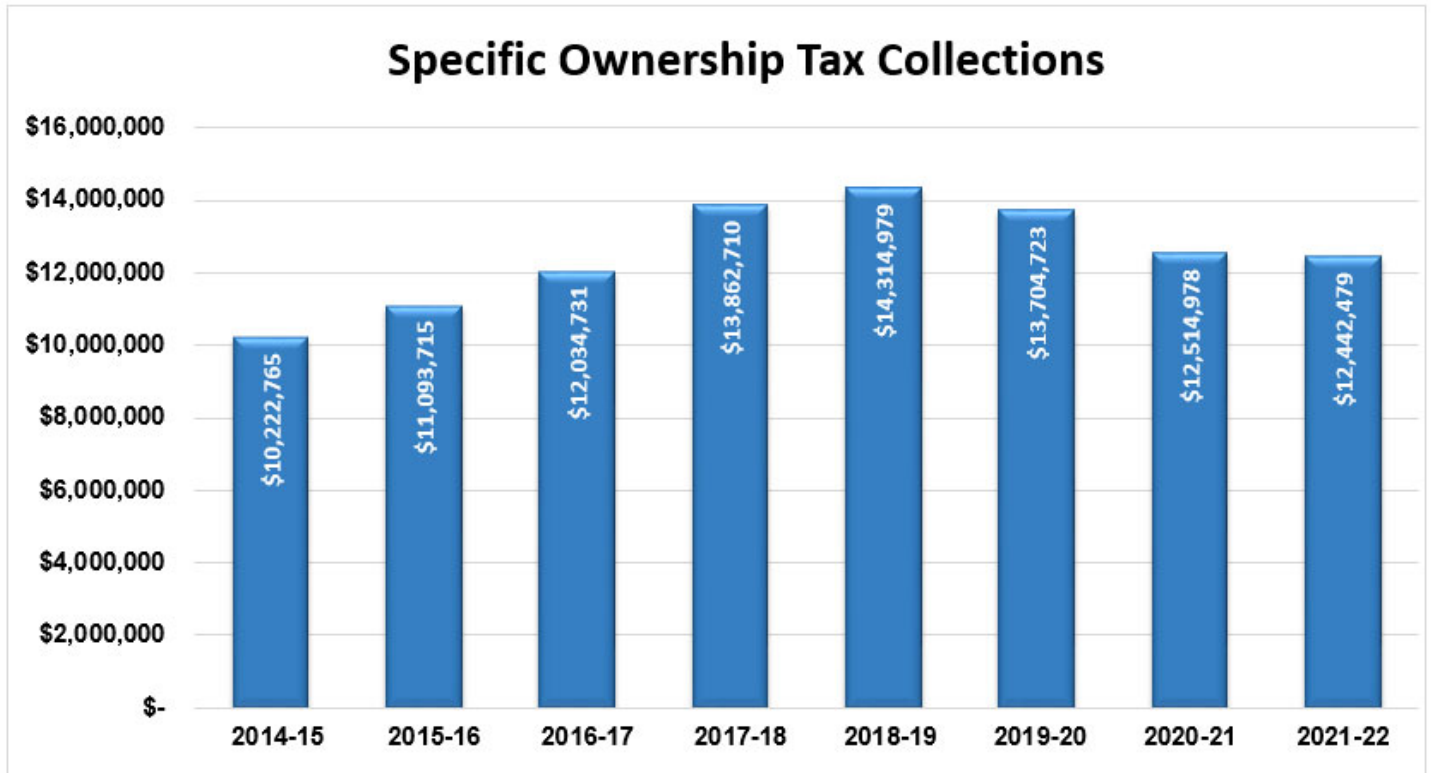
Source: Assessors' Offices of Adams County and the City and County of Broomfield

CDE: Fiscal Year 2020-2021 Mill Levy Table

Specific Ownership Tax

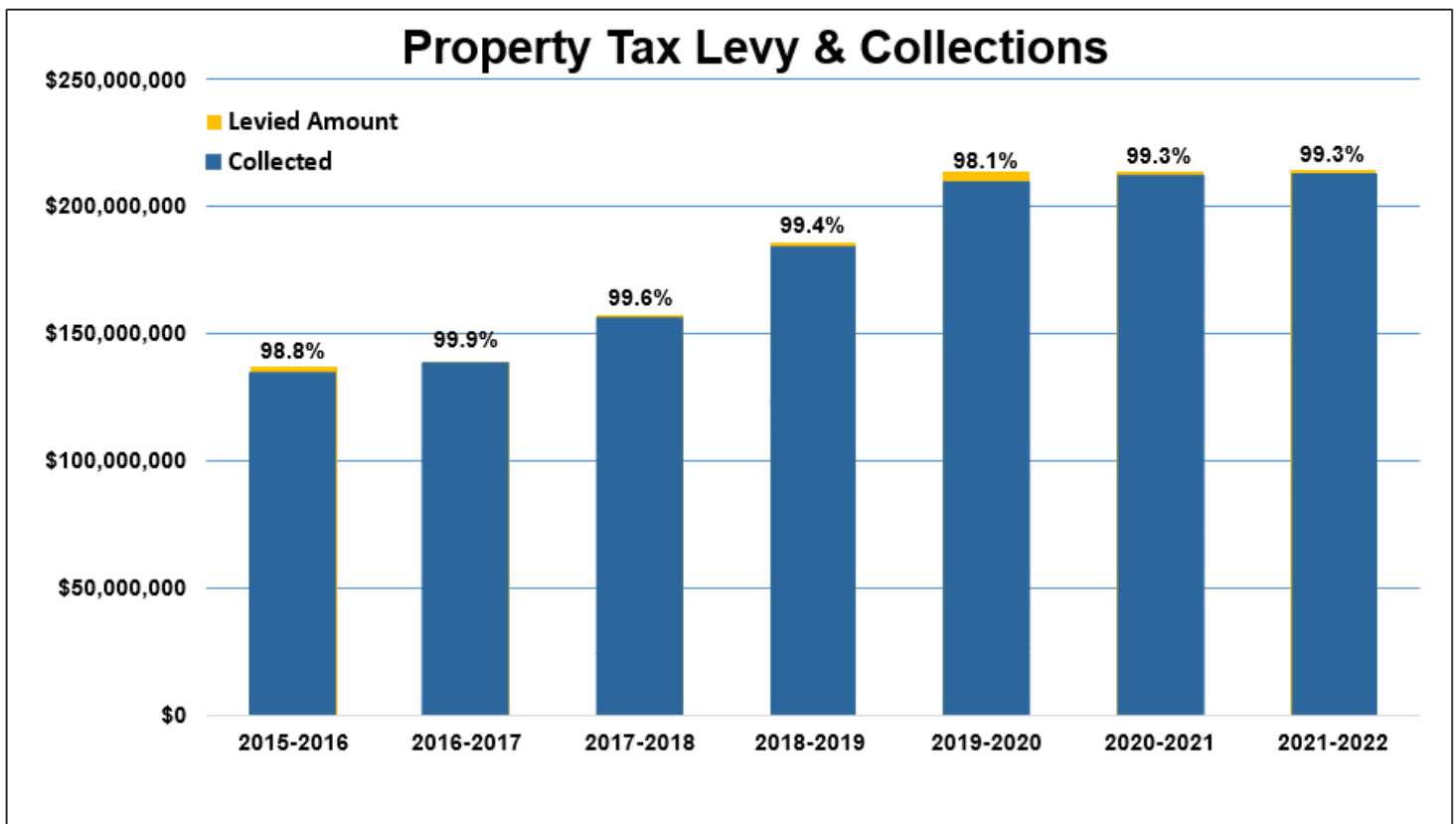
The specific ownership tax is imposed on motor vehicles, trailers, mobile homes, special mobile machinery, and any other vehicles that are operated on any state highway. This tax is levied on vehicles in lieu of a property tax and is paid each year a vehicle is registered. For passenger motor vehicles, 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
2014-15 ACTUAL	\$ 10,222,765
2015-16 ACTUAL	\$ 11,093,715
2016-17 ACTUAL	\$ 12,034,731
2017-18 ACTUAL	\$ 13,862,710
2018-19 ACTUAL	\$ 14,314,979
2019-20 ACTUAL	\$ 13,704,723
2020-21 FORECAST	\$ 12,514,978
2021-22 BUDGET	\$ 12,442,479



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
2015-2016	137,106,160	135,452,660	98.8%
2016-2017	139,332,094	139,252,298	99.9%
2017-2018	157,285,599	156,610,091	99.6%
2018-2019	185,969,372	184,888,344	99.4%
2019-2020	213,977,485	209,995,827	98.1%
2020-2021	213,845,585	212,348,666	99.3%
2021-2022	214,610,758	213,108,483	99.3%



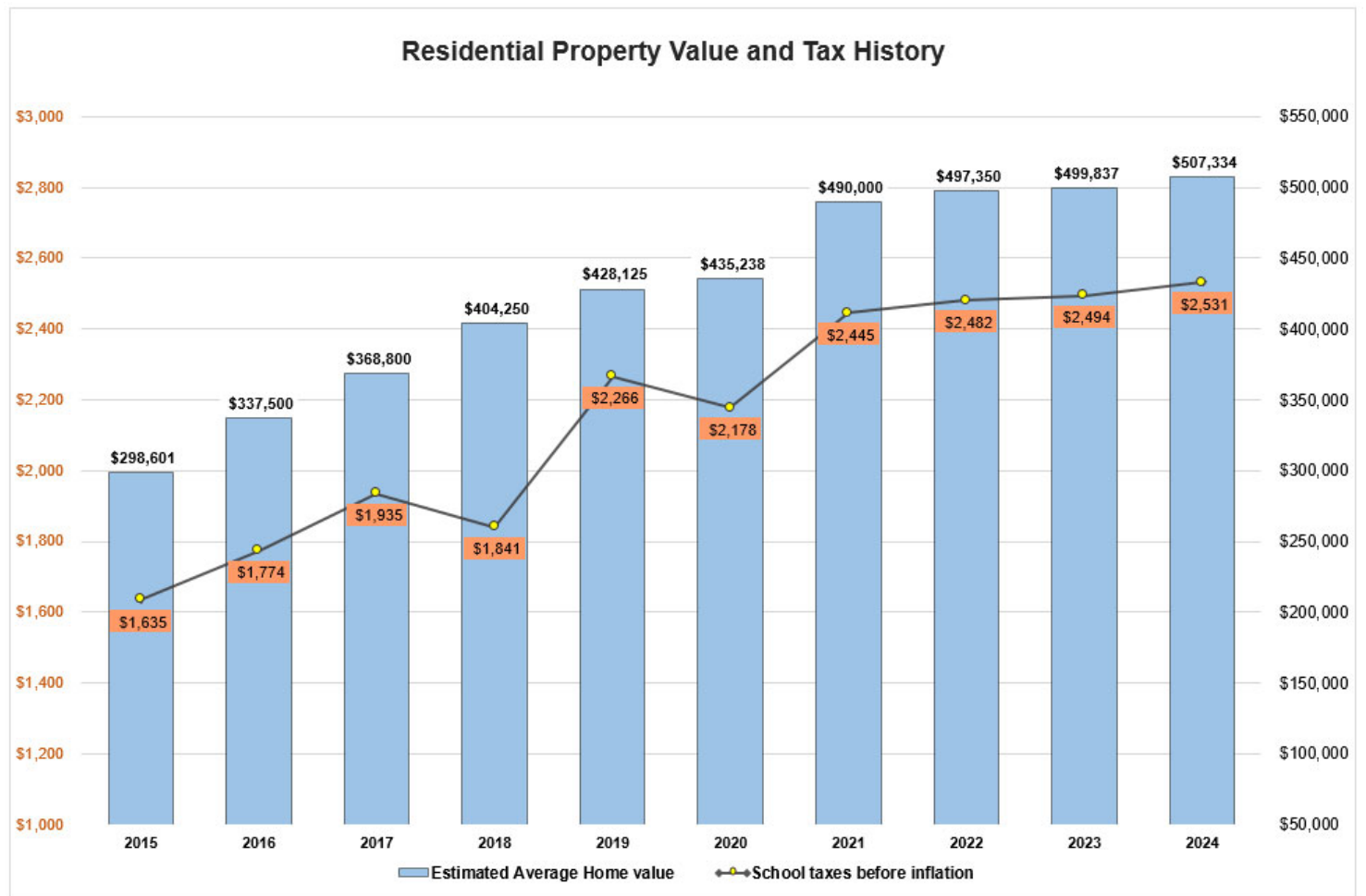
Total tax collections include delinquent property taxes.

Values for Fiscal Year 2020-21 and 2021-22 are forecasted.

ADAMS 12 FIVE STAR SCHOOLS Annual Property Tax Information Summary Homeowner Tax Burden										
Assessment / Collection Year	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Estimated Market Value	\$ 298,601	\$ 337,500	\$ 368,800	\$ 404,250	\$ 428,125	\$ 435,238	\$ 490,000	\$ 497,350	\$ 499,837	\$ 507,334
Assessment Rate	7.96%	7.96%	7.96%	7.20%	7.20%	7.15%	7.15%	7.15%	7.15%	7.15%
Assessment Value	\$ 23,769	\$ 26,865	\$ 29,356	\$ 29,106	\$ 30,825	\$ 31,120	\$ 35,035	\$ 35,561	\$ 35,738	\$ 36,274
District Mill Levies:										
School Finance	27.000	27.000	27.000	27.000	27.000	27.000	27.000	27.000	27.000	27.000
Abatement	0.348	0.307	0.508	0.356	0.180	0.672	0.494	0.494	0.494	0.494
Override	19.768	17.045	16.749	14.238	24.665	20.647	20.626	20.626	20.626	20.626
Debt Service	21.665	21.665	21.665	21.665	21.665	21.665	21.665	21.665	21.665	21.665
Total District Levy	68.781	66.017	65.922	63.259	73.510	69.984	69.785	69.785	69.785	69.785
School taxes before inflation	\$ 1,635	\$ 1,774	\$ 1,935	\$ 1,841	\$ 2,266	\$ 2,178	\$ 2,445	\$ 2,482	\$ 2,494	\$ 2,531

*2021 Estimated Market Value is the average of the home values in Broomfield & Adams counties within the Adams 12 Five Star Schools Boundary, provided by the respective Assessors Offices.

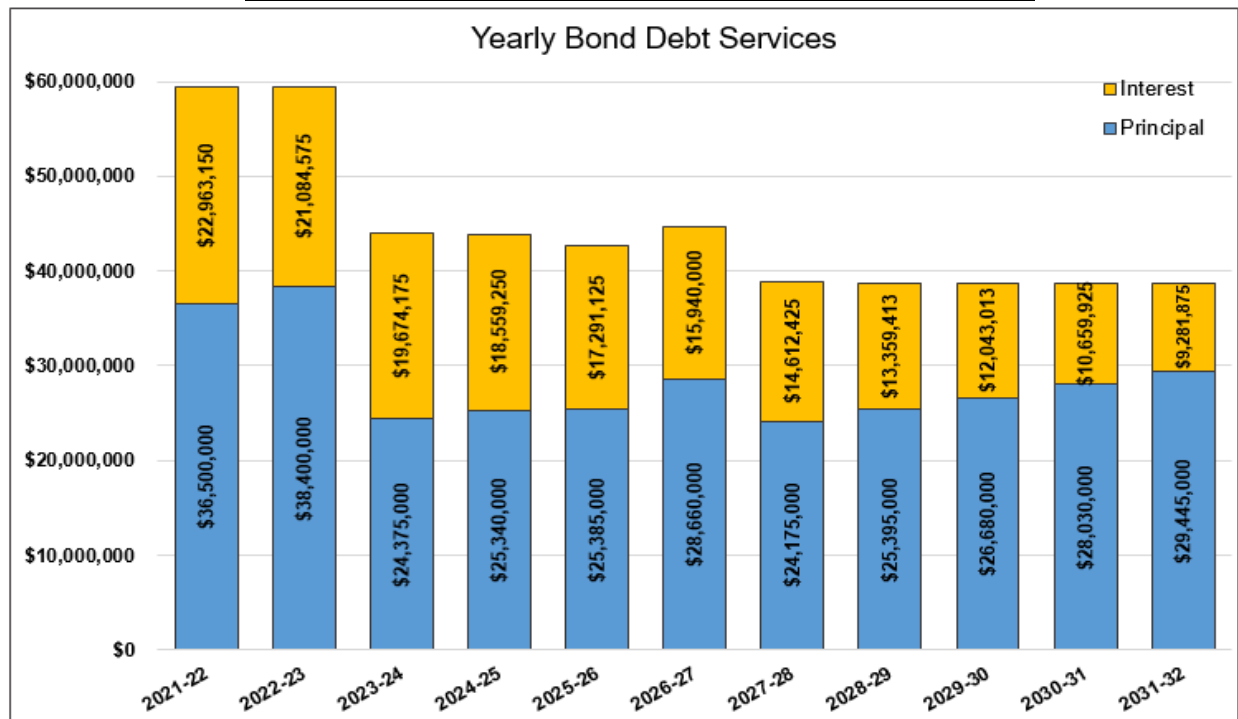
This is an example only, using the real assessment rate for the applicable collection years. The valuation assessment ratio for residential real property was set at 7.15 percent for property tax years beginning on and after January 2020. This rate has been frozen under a moratorium as a result of the passage of Amendment B in 2020. Each residential property is unique and the final levy was set in December 2020 after all factors were finalized. A 1.50 percent increase in valuation is forecasted for 2022, with 0.50 percent and 1.50 percent alternating-year increases in subsequent years.



Bond Redemption Debt Service

ADAMS 12 FIVE STAR SCHOOLS Bond Redemption Fund General Obligation Bonds

Yearly Bond Debt Service			
Fiscal Year	Principal	Interest	Total
2021-22	36,500,000	22,963,150	59,463,150
2022-23	38,400,000	21,084,575	59,484,575
2023-24	24,375,000	19,674,175	44,049,175
2024-25	25,340,000	18,559,250	43,899,250
2025-26	25,385,000	17,291,125	42,676,125
2026-27	28,660,000	15,940,000	44,600,000
2027-28	24,175,000	14,612,425	38,787,425
2028-29	25,395,000	13,359,413	38,754,413
2029-30	26,680,000	12,043,013	38,723,013
2030-31	28,030,000	10,659,925	38,689,925
2031-32	29,445,000	9,281,875	38,726,875
Total	\$312,385,000	\$175,468,926	\$487,853,926



Bond Series Summary (as of July 1, 2021)			
Series	Principal	Interest	Total
2012	\$72,425,000	\$7,314,100	\$79,739,100
2014	\$20,090,000	\$4,520,250	\$24,610,250
2014B	\$42,940,000	\$9,993,750	\$52,933,750
2015	-	-	-
2016A	\$12,705,000	\$643,125	\$13,348,125
2016B	\$269,520,000	\$151,972,750	\$421,492,750
2018	\$65,000,000	\$23,405,802	\$88,405,802
Total	\$482,680,000	\$197,849,777	\$680,529,777

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 2021-22 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.

Board Policy 2.4 Operating Limitations Financial Conditions and Activities 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 discretionary reserves at the conclusion of a fiscal year to be less than 3.00 percent of general fund expenditures except as provided in section 2.4.2.*
- 2. The discretionary reserve 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 2021-22 BUDGET AND PROJECTIONS TO 2024-25

	2021-2022	2022-2023	2023-2024	2024-2025
	Adopted	Projected	Projected	Projected
Beginning Fund Balance	\$ 63,580,440	\$ 64,401,624	\$ 54,454,271	\$ 50,136,262
Revenues	414,960,290	418,014,615	424,284,834	432,770,531
Total Sources of Funds Available	478,540,730	482,416,239	478,739,105	482,906,793
Expenditures	355,773,519	364,590,058	368,235,958	374,495,969
Transfers Out	58,365,587	59,357,802	60,366,886	60,668,720
Total Expenditures and Transfers Out	414,139,106	423,947,860	428,602,844	435,164,689
Total Ending Balance	\$ 64,401,624	\$ 58,468,380	\$ 50,136,262	\$ 47,742,105
Change in Fund Balance	\$ 821,184	\$(5,933,244)	\$(4,318,009)	\$(2,394,157)

District Personnel

Summary of FTE for All District Funds

Staffed Positions:	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Net Change
Administrators						
Principals ¹	49.00	49.00	49.00	50.00	51.00	1.00
Assistant Principals ¹	53.00	60.50	63.00	64.50	65.00	0.50
Central ²	49.63	54.00	26.50	22.00	23.40	1.40
Certified						
Teachers ³	2,051.44	2,086.96	2,270.55	2,247.07	2,277.30	30.23
Deans	18.00	17.00	22.50	21.00	21.50	0.50
Counselors ⁴	71.62	68.50	77.30	75.25	84.00	8.75
Nurses	15.82	18.90	19.00	19.00	21.80	2.80
Psychologists ⁵	38.80	38.90	38.20	41.40	46.40	5.00
Social Workers ⁶	25.85	33.15	77.35	80.25	74.75	(5.50)
Para-professionals ⁷	694.00	724.30	750.54	752.07	726.77	(25.30)
Professionals/Technical ⁸	167.33	158.50	187.88	201.20	211.94	10.74
Office Support ⁹	237.06	240.28	254.98	252.05	245.09	(6.97)
Crafts, Trades, and Services ¹⁰	514.71	532.27	569.98	559.51	553.50	(6.01)
Total Staffed Positions	3,986.26	4,082.25	4,406.78	4,385.30	4,402.44	17.14

Explanation of Major Changes

¹ Principal and Assistant Principal net increase due to addition of online program option.

² Central Administrators increased dues to increase Deputy Superintendent FTE and addition of Executive Director of Equity, Diversity and Inclusion.

³ Teachers increase due to addition of online program option, additional teachers to address impact of COVID-19 on schools net against declining enrollment.

⁴ Counselors added with new Counselor Corp Grant and for the new online program option.

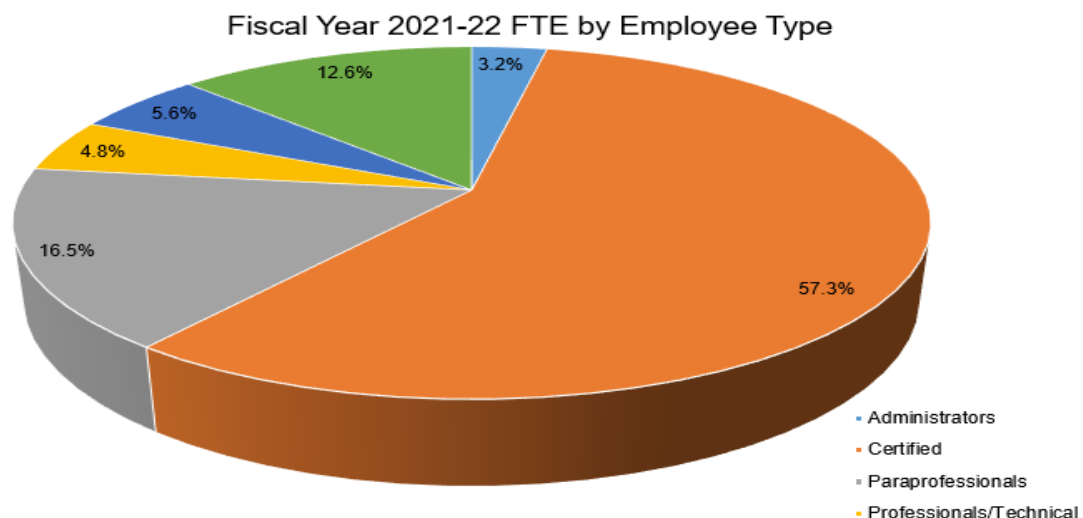
⁵ Nurses increased to expand services in schools.

⁶ Paraprofessionals net decrease due to reduction in BASE staff resulting from decline in programs and participation and expanding Newcomer program through addition of Newcomer Classroom Assistants at various elementary schools.

⁷ Professionals/Technical increased due additional IT staff for cyber security and system administration, additional HR personnel officers and re-classified FTE.

⁸ Office Support decreased due to schools and departments realigning needs with FTE and reduction in Bond Preventative Maintenance positions.

⁹ Crafts, Trades, and Services decreased due to the reduction of the summer lunch program FTEs and consolidation of summer programs at Food Services.



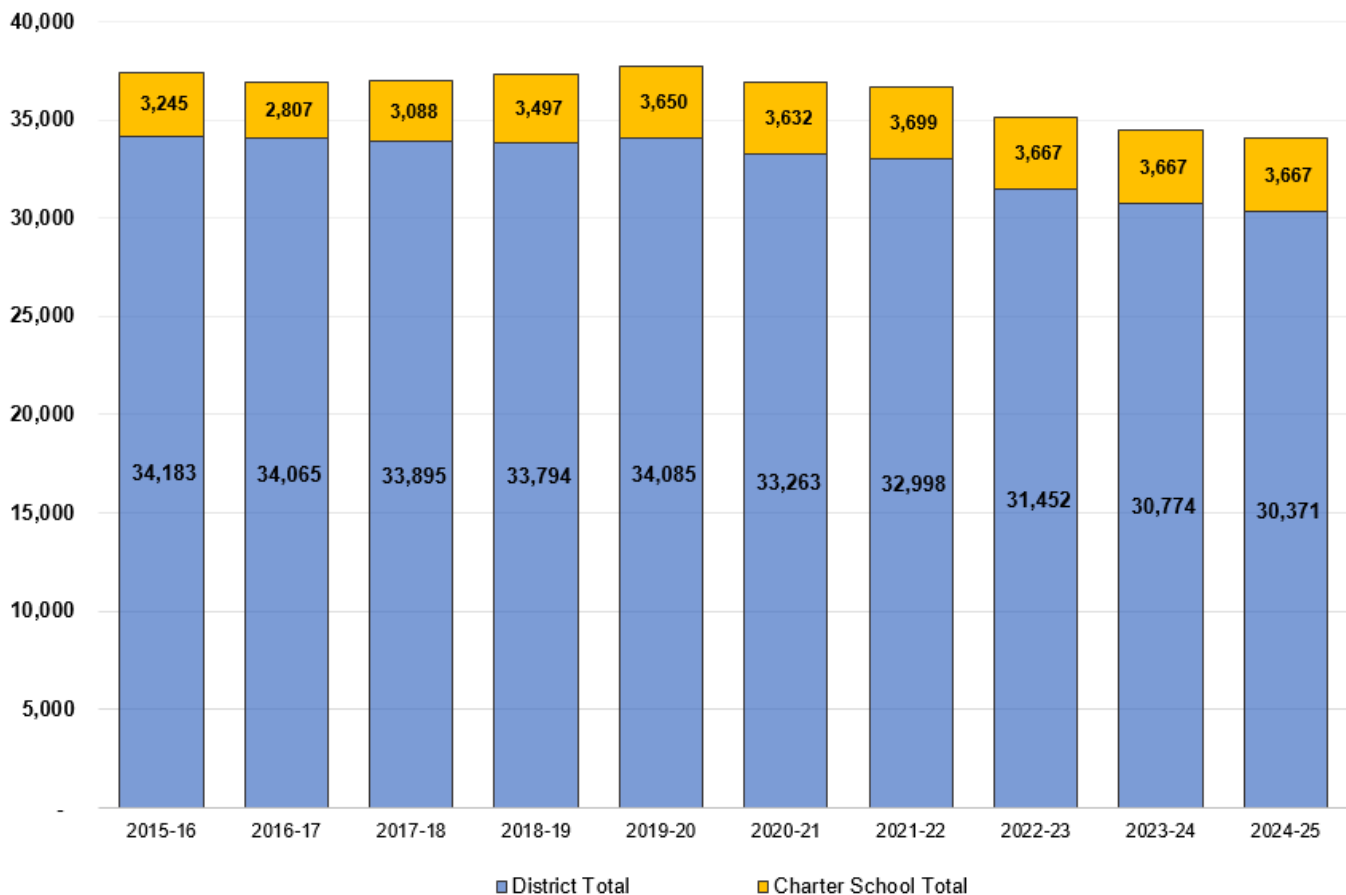
Enrollment Forecasting

An enrollment forecast of pupil count is driven by both appropriate assumptions and the use of acceptable mathematical projection methods. If the assumptions behind the forecast are reasonable and the methods employed are professionally acceptable, the forecast represents a credible attempt to estimate the future school district enrollment levels for planning purposes.

As of May 2021, the funded pupil count projection used for budget planning is 32,998 district students and 3,699 Charter students for a total of 36,697 for the 2021-22 school year.

The Planning Department of Adams 12 Five Star Schools begins the projection process by reviewing the number of students currently enrolled, which is used as the base for the projections. Cohort data, which takes into account mobility rates, choice, and other factors that have occurred for the last several years, is also used in the projection process. The Planning Department then communicates with local builders, cities, and economic development agencies to determine the expected level of growth.

FUNDED PUPIL COUNT HISTORICAL AND PROJECTED



Total counts from Fiscal Year 2015-16 through Fiscal Year 2020-21 are from CDE audit reports.

Fiscal Year 2021-22 through 2024-25 forecasted.

Fiscal Year 2018-19 added New America Charter School.

Fiscal Year 2016-17, Global Village Academy chartered by Charter School Institute (CSI).

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.

Due to the implementation of the Colorado Academic Standard (CAS) and transitions of the standardized testing under the Colorado Measure of Academic Success (CMAS), adjustments needed to be made to the evaluation criteria. CDE did allow for flexibility in accreditations for fiscal years 2019-20 and 2020-21, which are expected to resume 2021-22 although Colorado Association of School Boards (CASB) is reviewing.

District Performance Framework (DPF)

CDE has developed an evaluation framework designed to hold districts and schools accountable for performance on the same, single set of measures and determine state support based on performance and need. The District Performance Framework measures a district's attainment on the following four key Performance Indicators identified in Educational Accountability Act of 2009 (article 11 of title 22):

- **Academic Achievement:** The percentile rank of the district's or school's average scale score compared to other districts or schools across the state for the CMAS assessments in english language arts, math, and science. Values are calculated for the overall population as well as for the following subgroups: minority students, students with Individualized Education Plans (IEPs), English Language Learners (ELLs), and at-risk students receiving free or reduced lunch.
- **Academic Growth:** A median percentile rating based on students who have completed CMAS English language arts and math and/or "ACCESS for ELLs" assessments two or more years in a row. Values are calculated for the overall population and for the following subgroups: minority students, students with IEPs, ELLs, and at-risk students receiving free or reduced lunch.
- **Postsecondary and Workforce Readiness:** Reflects student preparedness for college or careers upon completing high school. Determined by combining sub-indicators, including the Colorado SAT mean scale scores, overall graduation rate, disaggregated graduation rate for the subgroups mentioned in the bullets above, overall drop-out rate, and matriculation rate.
- **On-Track Growth (*Forthcoming*):** This is currently not included in the performance framework reports, but it is a required performance indicator for inclusion in annually-determined school and district rating calculations that measures whether a student is making enough growth to move towards grade level expectations. These results are expected to be included as a separate performance indicator no sooner than the 2021 performance report release.

The Final Rating for 2019 shows the district as "Accredited: Meets 95% Participation" due to 56.70 percent points earned for Academic Achievement, 68.20 percent for Academic Growth, and 58.70 percent for Postsecondary and Workforce Readiness. Due to the evolving COVID-19 conditions during the 2019-20 school year, CDE is pausing the state and federal accountability systems in the 2020-21 School Year as well.

Adams 12 Five Star Schools Operating/Performance Measures					
	2015-16	2016-17	2017-18	2018-19	2019-20
Graduation Rates	80.6%	83.6%	84.5%	84.9%	84.0%
Free/Reduced Meal Rates	39.3%	42.5%	39.7%	40.5%	48.9%
Dropout Rates	1.7%	1.9%	1.7%	2.1%	2.0%

Graduation Rates

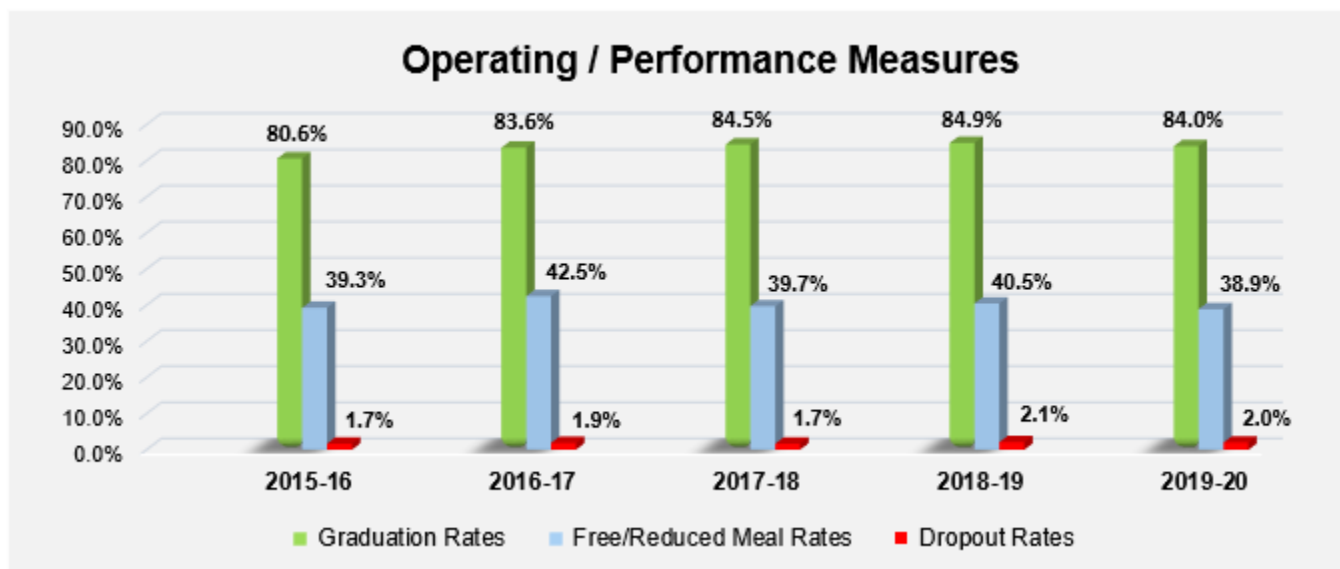
The new formula defines “on-time” graduation as only those students who graduate from high school four years after entering 9th grade. A student is assigned a graduating class that does not change. These early and late graduates are reflected in 3-year, 5-year, 6-year, and 7-year graduation rates based on their assigned anticipated year of graduation. The change involves a shift in the 4-year on-time graduation rate.

Free and Reduced Meal Rates

Free and reduced meal eligibility is determined by federal guidelines and is administered through the Colorado Department of Education, Office of School Nutrition. Participating school districts must provide free and reduced-price meals benefits to children that meet the eligibility requirements. Due to Covid-19, Adams 12 Five Star Schools was able to provide free or reduced meals to all students during Fiscal Year 2020-21 and will continue to do so in Fiscal Year 2021-22.

Dropout Rates

Beginning in 2005, CCR 301-67 “Rules for the Administration of Colorado Data Reporting for School Accreditation” require Colorado’s school districts to obtain adequate documentation of transfer for all students who transfer from the district to attend a school outside the state or country, a private school, or a home-based education program. The dropout rate in the state of Colorado reflects the percentage of all students enrolled in grades 7-12 who leave school during the school year without subsequently attending another school or educational program. Adequate documentation is defined as an official request for academic records from the student’s new school or, in the case of a home-based education program, a signed form from a parent or legal guardian. If the district cannot obtain this documentation, the student must be reported as a dropout. Districts serving highly mobile student populations are potentially affected by this provision to a much greater degree.



- Rates for Free and Reduced meals are calculated from student headcount.
- 2019-20 Graduation rate includes Charter Schools

Academic Performance Measures

Staff, students, parents, and community members share a common focus for Adams 12 Five Star Schools:

Accelerate the academic performance of students and nurture their social development

The district continually looks for opportunities to accelerate student achievement. Our schools begin each year analyzing performance data to set student achievement goals and plan for ongoing student support. The latest data is examined during the course of the year and any necessary adjustments are made to ensure each student is mastering content standards. Currently, the Five Star District is fine-tuning how it teaches and measures student mastery of state standards. Standards-based education critically addresses the following four questions:

- What do students need to know and be able to do?
- How will we effectively teach to ensure students learn?
- How do we know if students are learning?
- What will we do if students don't learn or if they are already performing at or above proficiency?

Teams of teachers, school principals, and district content specialists are working to refine the district's essential learning objectives based on the standards. Fifteen essential learning objectives are identified per grade level in 4 curricular areas – language arts, math, science, and social studies. The teams also develop tools for measuring student proficiency levels for each essential learning objective.

Assessment

In compliance with legislation, Colorado joined the Partnership for Assessment of Readiness for College and Careers (PARCC) as a governing member in 2012. PARCC is a multi-state assessment consortium that developed shared assessment tests to evaluate school effectiveness. These tests replaced the previous Transitional Colorado Assessment Program (TCAP) assessments and the transition to the new system was completed during the 2014-15 school year.

Due to COVID-19 during the 2020-21 school year, the federal government accepted a state waiver on required testing for Spring 2021. Based on the federal waiver, students were required to take CMAS English Language Arts (ELA) in grades 3, 5, and 7. CMAS Math assessments in grades 4, 6, and 8. CMAS Science assessment in grade 8. PSAT in grades 9 and 10. SAT in grade 11.

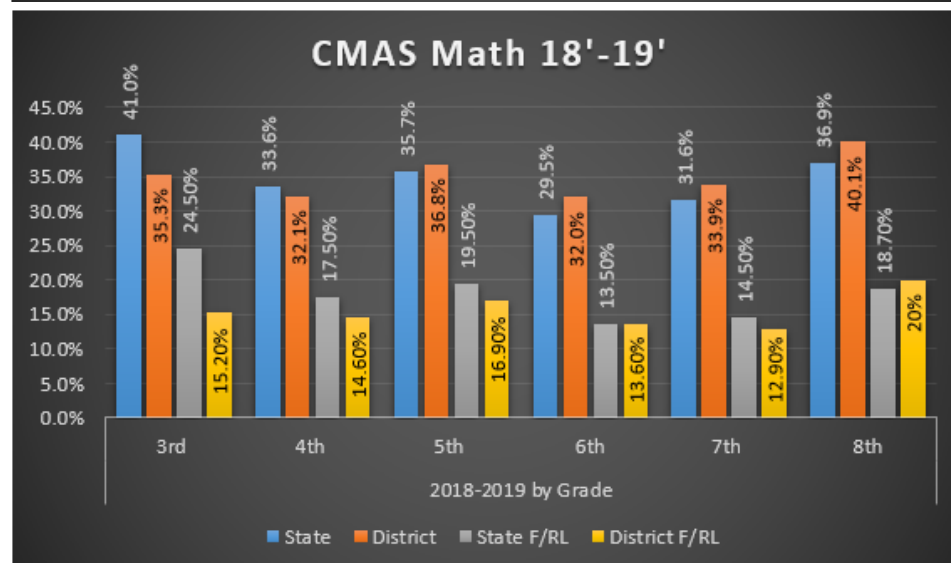
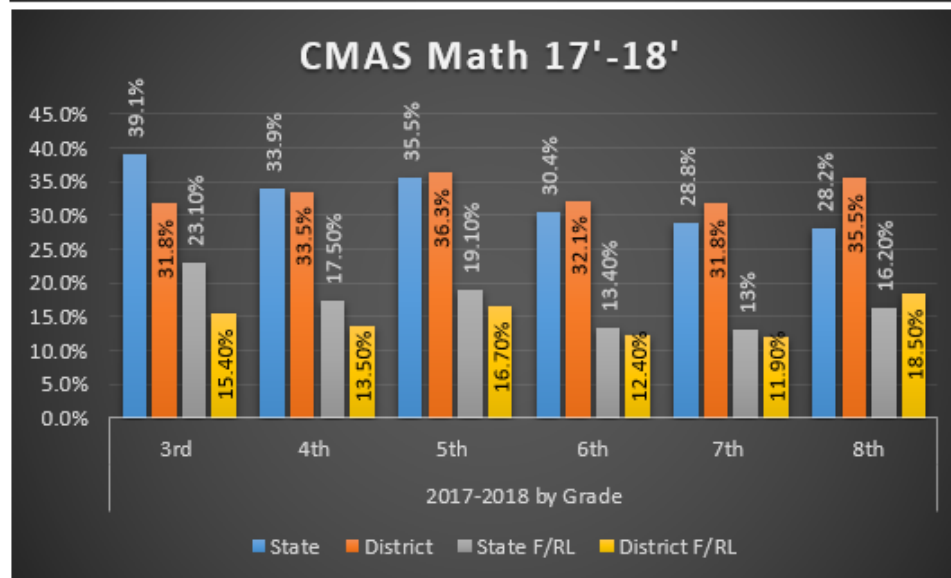
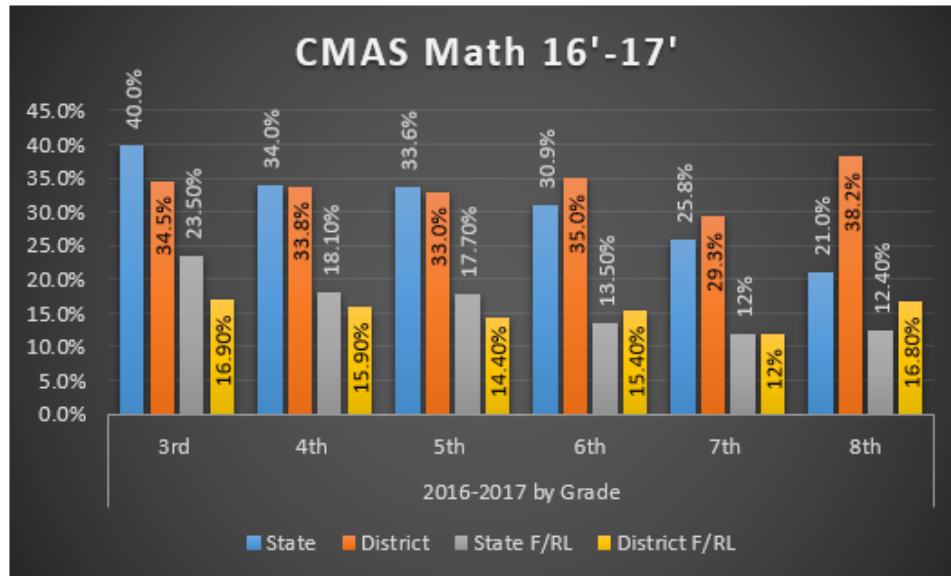
Parents/guardians were given the option to opt their children out of all state assessments. There was also an opportunity for parents/guardians of third through eighth-grade students to opt in for optional assessments in ELA or Math, depending on the required assessment at each grade level.

In response to the suspension of in-person learning due to COVID-19, CDE and the College Board will support an optional, cost-free SAT administration for 12th grade students and PSAT/NMSQT administration for 11th grade students enrolled in Colorado schools this fall.

In addition to PARCC and CMAS, the College Board's PSAT 8/9 is given as Colorado's 9th grade state summative assessment in ELA and mathematics. In Spring 2018, the PSAT 8/9 was added to Colorado's other high school assessments—the CO PSAT 10 and the CO SAT.

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

CMAS Math by Grade

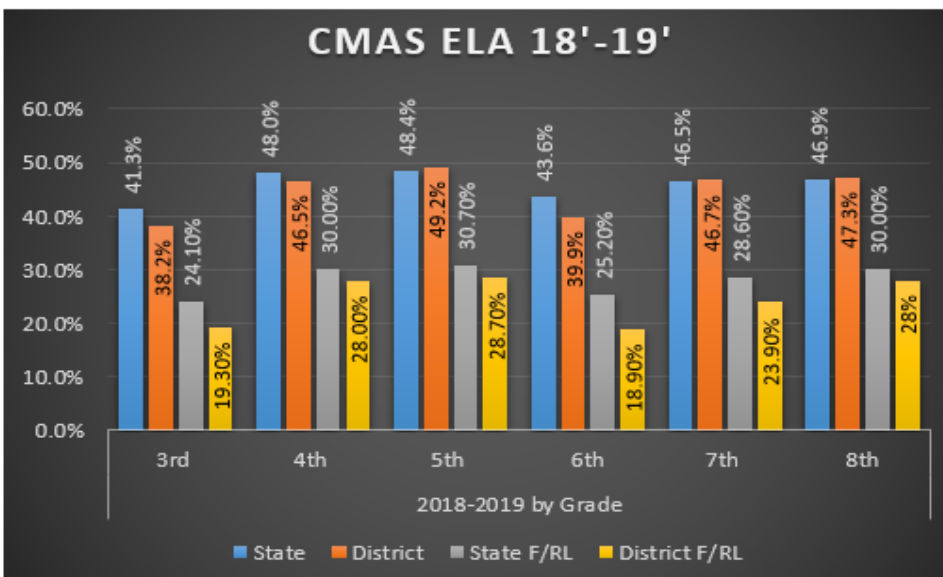
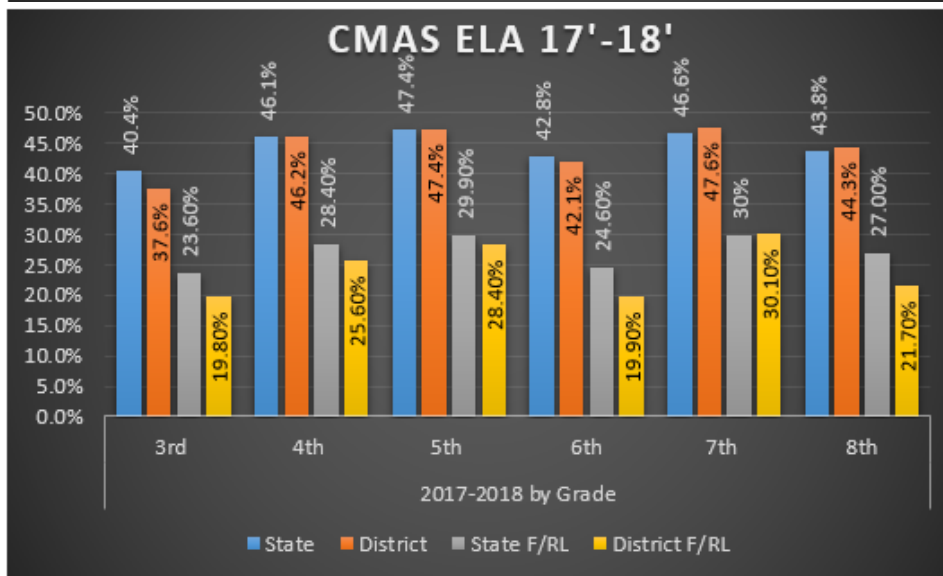
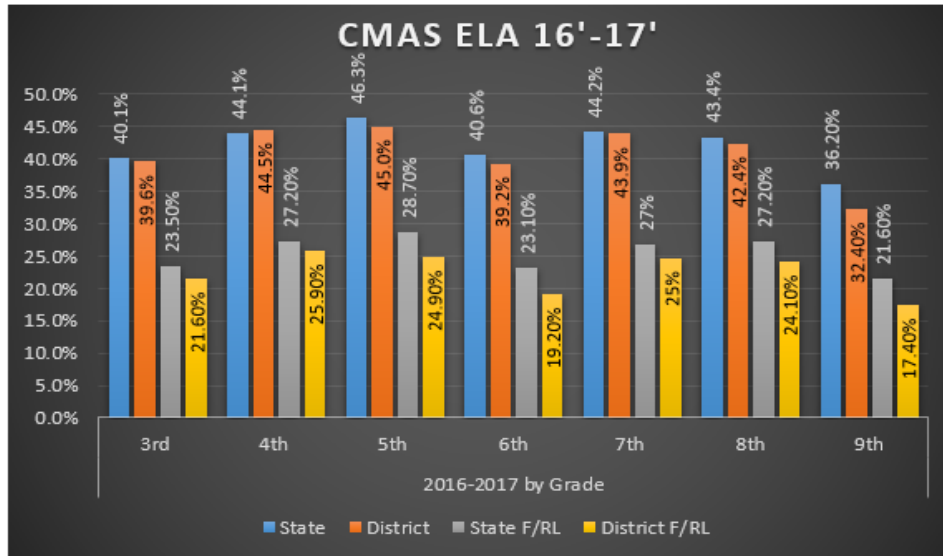


ADAMS 12 FIVE STAR SCHOOLS

Standardized Test Scores (CMAS) ELA

Percentage Scoring Proficient and Above

CMAS ELA by Grade

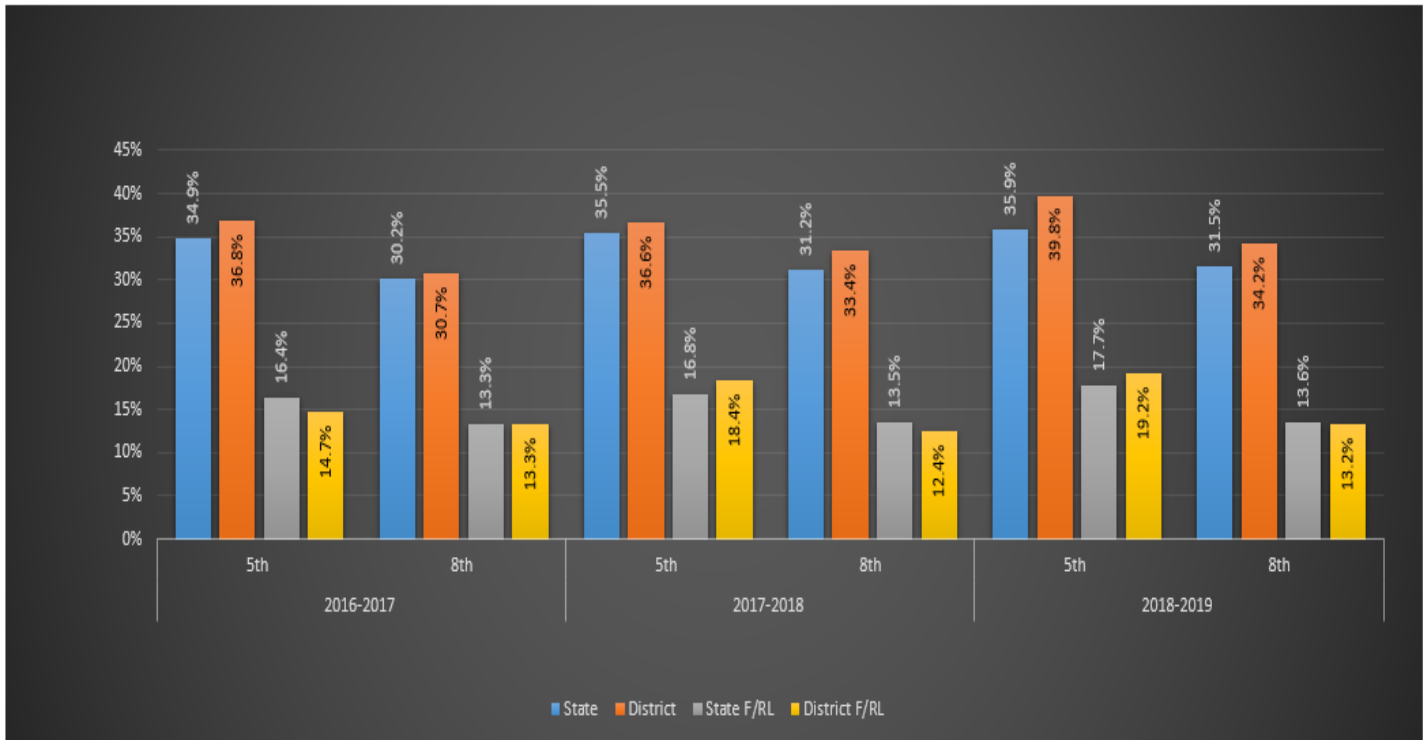


ADAMS 12 FIVE STAR SCHOOLS

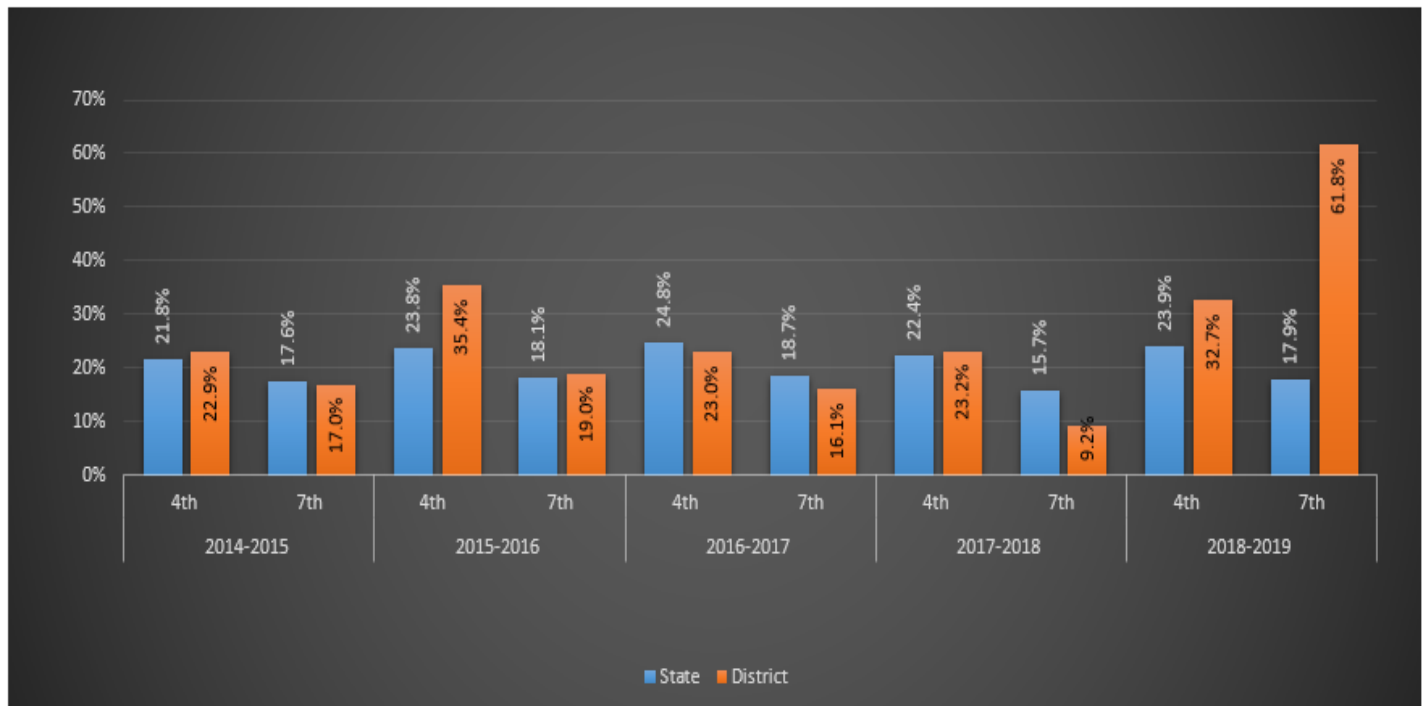
Standardized Test Scores (CMAS)

Percentage Scoring Proficient and Above

CMAS Science by Grade



CMAS Social Studies by Grade





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Glossary of Terms

Abatements

A complete or partial cancellation of a levy imposed by a government. Abatements usually apply to tax levies, special assessments, and service charges.

Account

A record used to summarize all increases and decreases in a particular asset or any other type of asset, liability, fund equity, revenue, or expenditure.

Accrual Basis

A basis of accounting which calls for recording revenue in the period in which it is earned and recording expenses in the period in which they are incurred (See also Modified Accrual Basis).

Ad valorem Taxes

Taxes levied on assessed valuation of real and personal property located within the boundaries of the district which is the final authority in determining the amount to be raised for education purposes.

Agency Fund

A fund used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds.

Amendment 23

A state constitution amendment affecting state funding of K-12 education that was approved by Colorado voters in November 2000. The amendment provides for annual K-12 funding increases of at least the rate of inflation plus 1 percent for Fiscal Years 2001-02 through 2010-11 and annual increases thereafter of at least the rate of inflation.

Amendment B

A state constitution amendment to repeal the Gallagher Amendment requiring residential and nonresidential property tax revenues to make up the same portion of total statewide property taxes as when the Gallagher Amendment was adopted in 1982, including the requirement that sets the nonresidential assessment rate at 29 percent.

Amortization Equalization Disbursement (AED)

An additional employer contribution to PERA with a gradual increase.

Appropriation

The setting aside by resolution of a specified amount of money for a fund with an authorization to make expenditures and incur obligations for specific purposes.

Association of School Business Officials (ASBO)

Educational association that supports school business professionals who are passionate about quality education.

Assessed Valuation (AV)

A percent of market value of residential and commercial property as determined by the county assessor. Property taxes are paid on the basis of a property's assessed valuation.

At-Risk

Students considered "at risk" of successfully completing their education and are usually based on free lunch data and English Language Learners that are not eligible for free lunch.

Balanced Budget

A budget in which planned revenues and other funds available (including beginning fund balance) equal or exceed planned expenditures.

Bonded Issue

In general, bond issues are voted on to pay the cost of school construction. The specific projects which these funds can be used for are stated on the ballot when the issue is presented to the public.

Budget

Summary statement of plans expressed in quantitative terms, a forecast of future events including anticipated revenue and expenditures, and the expected financial position of a district at some future point in time.

Budget Stabilization Factor

A provision in the state law that reduces the amount of Total Program Funding and state aid provided to K-12 school districts.

Building Fund (also known as Capital Projects Fund)

The building fund is used to account for all resources used for acquiring capital sites, buildings, and equipment as specified by the related bond issue. Capital Project Funds are designated to account for requisition or construction of capital outlay assets, which are not acquired directly by the General Fund, Special Revenue Funds, or Enterprise Funds. Capital projects have been developed to account for the proceeds of a specified bond issue and revenue from other possible sources which are designated for capital outlay.

Capital Outlay

An expenditure, which results in the acquisition of fixed assets or additions to fixed assets which are presumed to have benefits for more than 1 year. It is typically an expenditure for land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, or initial, additional, and replacement of equipment.

Categorical Programs

Specific programs that are funded separately from a district's Total Program Funding under the School Finance Act. Examples include 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.

Government Finance Officers Association (GFOA)

An organization of governmental finance officers whose mission is to enhance and promote the professional management of governmental financial resources by identifying, developing and advancing fiscal strategies, policies and practices for the public benefit.

Governmental Accounting Standards Board (GASB)

The Governmental Accounting Standards Board was established as an arm of the Financial Accounting Foundation in April 1984, to promulgate standards of financial accounting and reporting with respect to activities and transactions of state and local governmental entities. The GASB is the successor organization to the National Council on Governmental Accounting (NCGA).

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.

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	CCLC	21 st Century Community Learning Center 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
ACCIRA	Adams County Council of the International Reading Association	CDL	Commercial Driver's License
ACH	Automated Clearing House	CDLE	Colorado Department of Labor and Employment
ACT	American College Testing	CFO	Chief Financial Officer
ADA	Americans with Disabilities Act	CHRO	Chief Human Resources Officer
AED	Amortization Equalization Disbursement	CHSAA	Colorado High School Activities Association
ALP	Administrator Longevity Program	CITO	Chief Information Technology Officer
AP	Assistant Principal	CMAS	Colorado Measurement of Academic Success
APEX	Advancing Professional Excellence	COLA	Cost of Living Adjustment
ASBO	Association of School Business Officials	COO	Chief Operating Officer
AV	Assessed Valuation	COP	Certificate of Participation
BASE	Before, After & Summer Enrichment Program	COVA	Colorado Online Virtual Academy
BEST	Building Excellent Schools Today	CPP	Colorado Preschool Program
BTEC	Bollman Technical Education Center	CRF	Coronavirus Relief Fund
CAO	Chief Academic Officer	CSAP	Colorado Student Assessment Program
CARES Act	Coronavirus Aid, Relief, and Economic Security Act	CSDSIP	Colorado School Districts Self Insurance Pool
CAS	Colorado Academic Standards	CSEd	Computer Science Teacher – Education

CSEA	Classified School Employees Association	ESEA	Elementary and Secondary Education Act
CSI (a)	Charter School Institute	ESSA	Every Student Succeeds Act
CSI (b)	Crime Scene Investigation	ESSER	Elementary and Secondary School Emergency Relief Fund
CTE	Career and Tech Education		
DAC	District Accountability Committee	FAPE	Free Appropriate Public Education
DAT	District Accountability Team	FPP	Financial Policies and Procedures
DECA	Distributive Education Clubs of America	FTE	Full Time Equivalent
DOJ	Department of Justice	FY	Fiscal Year
DP	Diploma Program	GAAP	Generally Accepted Accounting Principles
DPF	District Performance Framework	GASB	Governmental Accounting Standards Board
DSIT	District School Improvement Team	GFOA	Government Finance Officers Association
DTEA	District Twelve Educators Association	GT	Gifted and Talented
EARSS	Expelled and At-Risk Students	HAC	Hispanic Advisory Council
EC@N-STEM	Early College at Northglenn STEM	HCTF	Health Care Trust Fund
ECE	Early Childhood Education	HR	Human Resources
ECEA	Exceptional Children's Education Act	HVAC	Heating, Ventilation, and Air Conditioning
EDKP	Extended Day Kindergarten Program	IB	International Baccalaureate
ELA	English Language Arts	IBS	Interest Based Strategies
ELD	English Language Development	IDEA	Individuals with Disabilities Education Act
ELL	English Language Learners	IEP	Individual Education Plan
ELPA	English Language Proficiency Act	IGA	Intergovernmental Agreement
EMT	Emergency Medical Technician	IT	Information Technology
ESC	Educational Support Center	KEEP	Kindergarten Extended Day Enrichment Program

LASS	Language Acquisition Support Services	SEA	School Effectiveness and Accountability
LDC	Literacy Design Collaborative	SEL	Social-Emotional Learning
LRPAC	Long Range Planning Advisory Committee	SIG	School Improvement Grant
MTSS	Multi-Tiered System of Support	SLP	Speech Language Pathologist
MYP	Middle Years Programme	SOAR	Students of Academic Rigor
NCLB	No Child Left Behind	SPED	Special Education
OPEB	Other Post-Employment Benefits	SSS	Student Support Services
PARCC	Partnership for Assessment of Readiness for College and Careers	STEM	Science, Technology, Engineering & Math
PE	Physical Education	SWAP	School to Work Alliance Program
PERA	Public Employees Retirement Association	TABOR	Taxpayer's Bill of Rights
PSAT	Preliminary Scholastic Assessment Test	TCAP	Transitional Colorado Assessment Program
PSFA	Public School Finance Act	TGIF	Teachers Growing and Improving Forever
P-TECH	Pathways in Technology Early College High School	TISPE	Teacher-Informed Solutions on Performance Evaluation
PTA	Parent Teacher Association	UIP	Unified Improvement Plan
PTO	Parent Teacher Organization	USDA	U.S. Department of Agriculture
PYP	Primary Years Programme	VMAC	Veteran's Memorial Aquatic Center
READ	Reading to Ensure Academic Development		
SAED	Supplemental Amortization Equalization Disbursement		
SAT	Scholastic Assessment Test		
SBB	Student Based Budgeting		
SCC	Scientific and Cultural Collaborative		
SCCGP	School Counselor Corps Grant Program		